

LINK³⁷⁸

DEDICATED TO THE SWEDISH-BRITISH
BUSINESS COMMUNITY SINCE 1906

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I think I found my
professional home.

Andy Fraser, Saab – from the
front line to the future of defence.

Meet Andy Fraser – page 20.



ABOUT THE SWEDISH CHAMBER OF COMMERCE FOR THE UK

The Swedish Chamber of Commerce for the United Kingdom is the ultimate platform for entrepreneurs and businesses within the Swedish-British community. Founded in 1906 – by business, for business – we have represented, inspired, and promoted our members, extended commercial relations between our countries, and delivered first-class services and events for over a century.



**SWEDISH CHAMBER OF
COMMERCE FOR THE UK**

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 Swedish Chamber of Commerce for the UK
 SCCUK





DEAR MEMBER,

The Chamber always shifts up a gear when autumn comes. Our calendars fill again, and after a summer of work behind the scenes, we're ready to hit the ground running.

The team has laid the groundwork for the season ahead and our new scholars are now fully up to speed, both here in the office and in London as a whole. With this, they are bringing that special energy which makes every autumn so exciting and different from the one before.

For this year's calendar, we're introducing a new addition: the Digital Infrastructure Forum, turning attention to the connectivity, data, and networks that everything now depends on. More than ever. And on the topic of Data & AI, we're continuing another year of our working group meetups, to leverage the technology and expertise we are so fortunate to have here in the Chamber network, to help make our offer even better for you.

The classics will of course return too; Retail Forum, Nordic Private Equity Forum, and Outer Thinking. Each renewed for the year ahead but built on the same foundations that have made them favourites. And, as ever, the grand finale of the season: the Annual Christmas Luncheon, where the whole community comes together.

All of the above arrives against change on both sides of the North Sea, with a new UK government and a Swedish election. Moments like these reshape the landscape for business, and often open new doors, and we'll be exploring exactly what they mean for you across our calendar throughout the year. But be so sure that, whatever the political weather, our mission is the same: to help our members grow.

Fittingly, all of the above happens in our 120th year. Since 1906 the world has never stopped changing, and neither have we. See you this autumn!

FREDRIK WARNERYD

*Chief Executive
Swedish Chamber of Commerce for the UK*

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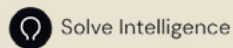


Nordea

NORDIC CAPITAL



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STIRLING SQUARE 



V O L V O

WHITE & CASE

MEET THE PATRONS

The patronship of the Chamber consists of a core group of Member businesses, all committed to the long-term support of the Swedish-British business community. The Patrons are advocates for the Members of the Chamber and in return, the patronship comes with a range of added benefits, exclusive access, and invites as well as extended marketing and networking opportunities.

Founded in 1992, the patronship has grown steadily and consists today of a vast number of Member businesses that represent a wide range of industries, from the financial sector and manufacturing, to retail and tech. The Patrons reflect the strength of the Chamber's business platform and represent some of the largest brands in Swedish-British business.



LINK 378: AUTUMN ISSUE

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A NEW SCC UK PATRON'S VIEW OF THE INDUSTRY SECTOR'S AUTONOMOUS FUTURE

TEXT: CELINA KENTTÄLÄ | PHOTO: HEXAGON

Across boardrooms right now, one opportunity is rising to the top of the agenda, even if few name it directly. Not whether AI will change things – that debate is settled – but whether the data underneath it is good enough to trust. It is a conversation new SCC UK Patron Hexagon, and its Chief Strategy Officer Andreas Wenzel, are at the very centre of.





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Truly autonomous systems are capable of sensing, making decisions, taking action, and adapting to changing conditions with limited human intervention.

As the global leader in precision measurement, positioning, and autonomous solutions, Hexagon has spent 25 years helping some of the world's most vital industries operate with greater accuracy, precision, and confidence. Now, with AI reshaping what those industries expect, Andreas has a clear view of where things are heading – and what organisations need to get right first.

What 'true autonomy' actually means

Hexagon's mission is to help customers achieve what they call 'true autonomy' – a phrase that can drift into abstraction, but for Andreas, it's grounded in something concrete. "Truly autonomous systems are capable of sensing, making decisions, taking action, and adapting to changing conditions with limited human intervention. To do that, they have to be able to measure their environment accurately and precisely, and that is where Hexagon is best placed to help."

The distinction between automation and autonomy matters. Automation works well in controlled environments – a robot arm performing the same task or a machine cutting to specification. The problem is what happens next. "If a component is not in exactly the right place at the right time, the arm cannot find it," he explains. "As a cutting tool gradually loses its sharpness, the output drifts out of tolerance. In both cases, a person has to notice it first, then step in." Autonomy closes that gap: the system knows the part has moved and compensates in real time.

That foundation – trusted data from trusted measurement – is not incidental to the AI story. It is the AI story. "We capture, validate and structure high-quality sensor and measurement data first, then use AI to turn it into real outcomes," Andreas says. "In industries where errors affect safety, quality, cost, and performance, that's absolutely vital."

Built on a Swedish tradition of precision

Hexagon's heritage runs deeper than most realise, with unusually strong links to its Swedish home. Among many acquisitions, the company owns the continuation of C.E. Johansson, founded by the Swedish engineer who invented precision gauging blocks in the 1890s – an invention that remains the reference standard against which precision measurement technology is calibrated to this day.

That lineage shapes how Hexagon approaches everything it builds. "Above all, we prefer long-term value over short-term optimisation, with innovation expected to be durable, not just trend-driven," Andreas explains. The same orientation shows up in its sustainability work, with the company ranked 120th on TIME magazine's Most Sustainable Companies list for 2026. Headquartered in Stockholm and listed on Nasdaq Stockholm, Hexagon's Swedish identity is very much at the heart of the operations.

Where autonomy is already at work

Autonomy is no longer theoretical territory. Hexagon's AEON humanoid robot is already being piloted by BMW Group at its Leipzig plant, exploring how physical AI can support high-voltage battery assembly and component manufacturing in a real production environment.

Elsewhere, survey company Coenradie has used Hexagon's Leica equipment with AI classification and mobile scanning to transform the 3D modelling of vast urban environments – cutting processing time by 70% and shifting workflows from the field to the office.

The common thread, Andreas notes, is trust. "As AI moves further into the physical world, the challenge now relates to how reliably and predictably it behaves. That means building in guardrails, human oversight, and trusted, high-fidelity data from the outset, not retrofitting them later."





The 'silver collar' era

For Hexagon, autonomy is not about reducing headcount; instead, it is about changing what people are asked to do. "We believe in keeping humans in the loop, because judgement, accountability, and context are human strengths," he says. Labour shortages and new sustainability targets are real pressures on the industries Hexagon serves, and autonomous systems help by taking on repetitive monitoring and correction work, freeing skilled people for the decisions that need them.

Andreas calls it the 'silver collar' era: "humans and intelligent systems working side by side, not as operator and tool, but as coordinated teammates." People become more important as systems become more autonomous – not less. "The real work ahead is building stronger human-AI collaboration so people can oversee intelligent systems with understanding, not just supervise from a distance."

Joining the SCC UK community

It is this outlook that Hexagon now brings to the Chamber, and we're delighted to welcome Andreas and the whole Hexagon as a Patron. "Joining at Patron level reflects the importance we place on our Swedish roots, and how that forms part of our plans for continued international growth," Andreas notes.

For Hexagon, the membership is a platform for contributing to the conversations shaping the industries it serves. Andreas is equally focused on what the company can give back.

"We're happy to share what we've learned as a company that's scaled internationally, supporting members where we can, and contributing our perspective to policy conversations that affect the industries we serve." That mix of visibility, access, and two-way contribution makes Patron membership a natural step – and a welcome one, from a Chamber built by business, for business.

Why trust is the real foundation for AI

Step back from precision measurement and manufacturing, and Hexagon's story comes down to a simple point: AI is only as useful as the foundations beneath it. "Simply put, it's trusted measurement systems and trusted data," Andreas says. "As AI systems become more advanced, the quality and reliability of the data underneath them matter more."

But trust is not just technical. It also depends on people, culture and governance. "Time and again, the companies that invest in cultural programmes, as well as in training and development, are the ones that progress in digital transformation faster and more effectively."

That is what separates companies testing AI from those getting real value from it. "The organisations that build both of those habits now, investing in their people and their data together, will be the ones ready to trust AI with more."



DEALS ARE RETURNING – BUT NORDIC COMPANIES FACE A NEW REALITY

TEXT: ALEXANDER HÖGBERG | PHOTO: CELINA KENTTÄLÄ

The deal table is getting busier, and EY is on it. After a period of caution, the firm is seeing M&A activity pick up across the Nordic region – and the shift, they argue, is more than a cyclical bounce. The environment has fundamentally changed. War, tariffs, artificial intelligence, and shifting value chains: the logic of how companies grow has been rewired. For Carina Marie G. Korsgaard, Partner, Head of Tax and Law in the Nordics and Chair of the Board in Denmark at EY, this moment rewards preparation far more than boldness.

"We have had a bit of a drought, more of a standstill," says Carina. Much of it came down to geopolitical uncertainty and the disruption caused by AI. Buyers grew hesitant. Was an asset genuinely future-proof, or quietly vulnerable to displacement? That hesitation has not disappeared – but the calculation has shifted.

"I think the price of not doing anything has become higher than the risk you take if you do something."

Geopolitical risk has been absorbed into deal modelling as a baseline, not an exception. "Geopolitics has now been baked into all assumptions. There is a risk premium you need in return to cover these risks." AI remains harder to price, but familiarity is building. "The more corporate buyers, sponsors, or private equity become familiar with how to attack AI and the questions associated with AI, the more deals you will see."





"It is a privilege
to be able
to work so
closely with
the SCC UK."

Fewer deals, bigger bets

Deal value has climbed even as volume has dipped. EY reads this as a signal about intent.

Larger transactions demand a more compelling internal case, and the deals getting done are more explicitly transformative. "The larger the deal, the more game-changing it can be, and the more convincing it is towards a board or investment committee," says Carina.

For corporate players, the question is whether speed demands acquisition over organic growth. "Very often you can grow organically, but it takes a lot of time. So, by acquiring, you can accelerate a new position in the market, a new product offering, or something similar."

Organisational readiness is now as important as strategic rationale. "It very much depends on risk appetite, and where in a domain you sit." Those who have done deals before operate from a plan. First-timers are often heavily dependent on advisers to orchestrate each step.

AI changes what due diligence means

The most significant shift in dealmaking is happening in the due diligence room.

Looking at historical numbers is no longer enough. Carina now focuses on whether a target organisation genuinely knows how to use the tools it has adopted.

"It is far more a question of what skill set is embedded in the organisation in order to use those tools to drive the future."

For EY, AI-readiness is an organisational question, not a technological one. "Companies need to understand what comes first: is it the AI, or is it the organisation? I am absolutely convinced it is the organisation."

Scenario planning has followed suit. Gone are the days of a single forecast. "What you need to do is to not only have one plan, but a plan A, B, and C. You need to model different scenarios because you do not really know the bet you are taking on the future." And there is no longer time to course-correct gradually. "Now, lead time is almost non-existent. You change now. It is not like you have two years to do it."

The case for the holistic adviser

EY's approach is built around a deliberately wide lens – and Carina is direct about what that means.

"My raison d'être for being a partner at EY is to be an EY partner, not a tax and law partner."

That means holding the full picture. Not just the historical risk profile of a target, but the regulatory and operational terrain a company walks into once the deal closes – EU directives, union consultation requirements, cybersecurity exposure. None of it is peripheral.

"If you know that, on the horizon, there will be a deforestation directive, a CBAM directive, or other directives coming out of the EU Commission that may not yet have been implemented but will enter into force in six months' time, I cannot be so siloed in my approach that I say: the historical risk is fine, but I do not take into account what is right around the corner. For me, that is so wrong."

She adds: "Transactions create momentum. Our job is to create clarity. Beyond executing seamlessly, we help clients connect the dots, navigate complexity, and reduce administrative burdens, giving them more time and capacity to focus on their core business. That is where EY's global muscle truly matters, and where we continue to unlock its full potential."

The client relationship is equally central. "It is all about client centricity. The client and the client's focus should be at the centre. What EY can do comes next."

Know your value before you move

For Nordic business leaders thinking about M&A, Carina's starting point is refreshingly internal.

"I think it is about understanding your core value. What is the core value? Protect it. Be aware of it."

Data infrastructure sits at the heart of that. "The more clean and ready data you have, the stronger you are. The focus right now is on hygiene – internal hygiene when it comes to access to your own data. How clean is it? How good is it? How protected is it?" And beyond data: "What is the maturity with respect to transformation? What is the mindset of the people?"

The companies moving confidently through today's M&A landscape are the ones that have done this work – on culture, on data, on strategy – long before a deal is on the table.

"The new normal is everything you do not know," as Carina puts it. For leaders willing to sit with that uncertainty and act anyway, the moment is now.

Why the room matters

None of this thinking happens in isolation. EY's annual partnership with Swedish Chamber of Commerce for the UK is, for Carina, as much about access to insight as it is about visibility.

"It is a privilege to be able to work so closely with you. You have an angle, you see trends in the market, and you have access. For us, that makes the SCC UK community a valuable place to be – because it brings together relevant companies, perspectives, and conversations across the Swedish-British business landscape."

In a market where the quality of your information shapes the quality of your decisions, that kind of community is not a nice-to-have. It is part of the edge.





TRUST, TASTE AND THE SWEDISH AI TEST

TEXT: ALEXANDER HÖGBERG | PHOTOS: NORMAIN

AI is moving into work where mistakes are expensive. Audit, assurance, governance, risk, compliance, and M&A teams are under pressure to review more documents, make faster decisions, and still protect the judgement their clients rely on. That creates a new test for business technology: can AI be trusted with high-stakes expert work without washing away the human expertise that makes the work valuable?

Normain is building for that moment. The Stockholm company describes its product as 'Extractional AI', designed to extract trusted, verifiable insights from complex documents for expert teams. As it expands into the UK, Sara Landfors, Co-Founder and CEO, sees Normain's Swedish identity as part of its edge: a culture of trust, transparency, and good judgement translated into software.

The expertise belongs to the expert

For Sara, the starting point is not automation for its own sake. It is trust. "We built Normain around keeping a human in the loop from the very start, and this is reflected across the product."

That matters because, in high-stakes work, someone still signs their name to the result. Normain is built around that reality. Its answers are not just produced; they are traceable.

"Every answer shows its exact source, down to the page and sentence, so an expert can check it in seconds rather than trust a black box."

The platform also flags its confidence in each answer, helping reviewers focus on what needs closer scrutiny. Experts can



approve what is right, challenge what looks wrong, and keep their own standards inside the workflow.

Sara puts the philosophy clearly: “The expertise belongs to the expert, and Normain is there to scale it, not to replace it.”

“Nobody defines good before the AI starts working”

Trust is only one part of Normain’s story. The other is taste: the ability to keep work specific, careful, and shaped by expert judgement rather than generic AI output.

Sara defines the risk directly. “Slop is what you get when nobody defines good before the AI starts working.”

That is where Normain focuses. Instead of beginning with a vague prompt, it begins with the expert’s own process.

“We put that definition first,” Sara says. “Before Normain does any of the work, you hand it your expertise, spelling out the processes and the standards you work by, and you keep refining it until your way of working is fully captured.”

This is why Normain is more than document analysis. Experts define a workflow once, then run it across engagements and clients without rebuilding it each time. Teams can point the platform at hundreds of documents, ask the same questions across them, and receive answers in their own templates.

The human defines quality. The AI applies it. “Deciding what truth means in a given context is the human job, and everything the model does afterwards is scaling a definition a person already made.”

Speed yes, but with quality

The immediate outcome is speed. Sara says that, for Normain customers, “as much as 80% of the manual document analysis work falls away.” Document stacks that once took days can be reviewed in a single sitting, with teams spending more time on exceptions and less time reading every page.

But speed is not the whole point. “What our customers report just as often is a real jump in the quality of the work.”

That quality comes from making the best way of working repeatable. Sara points to their client Klara Consulting, which set up its review once, defined its controls, and now applies

the same approach across all 26 offices. The outcome is consistency across locations, plus a record of how conclusions were reached if a regulator asks later.

“Which tools they can actually trust”

Normain’s UK expansion follows a strong Nordic base. Sara calls the UK “the natural next step,” with London offering “one of the densest concentrations of the exact work Normain is built for.”

The timing reflects a wider shift. “These firms are already past the question of whether AI belongs in their work. What they’re asking now is which tools they can actually trust with high-stakes material.”

Normain is entering that market with end-to-end workflows and an API that can sit inside existing systems.

Ideas get judged on merit

For Sara, the Swedish element is not surface-level branding. It shapes how Normain thinks about proof.

“Swedish companies are flat. Ideas get judged on merit, not on rank, and if you cannot show your reasoning, the idea goes nowhere.”

That instinct runs through the product. Every answer needs a source. Every conclusion needs to be checkable. Every expert stays close enough to the work to preserve judgement.

It also shapes how Normain sells. Sara says: “We’d rather tell a prospect we’re a poor fit than win the deal and have them disappointed by month three.”

What the expert becomes

As AI takes on more reading, the specialist’s role changes rather than disappears. Sara describes it clearly: “The specialist stops being the person who reads everything and becomes the one who decides what it adds up to and what the client should do next.”

That is the broader shift Normain reflects. The strongest organisations will not be those that replace judgement with output, but those that make judgement easier to share, inspect, and apply. The future of expert AI may depend less on what a model can produce alone, and more on how faithfully it protects the judgement of the people using it.



Q&A:

HERE, AND WHAT'S NEXT

Some companies arrive in the UK; others put down roots. In this Q&A, we ask the people building the Swedish–British business community how they show up today – who they serve, what sets them apart – and where they see themselves five years from now. It's a snapshot of ambition in motion, and of the connections that make it possible.



LOUICE JONSSON

Co-founder,
The Scandinavian Design Co.

How would you describe your UK presence today – who are you here for, and what makes your approach distinctive?

At SCANDINAVIAN DESIGN CO. LTD, our ambition is to bring authentic Scandinavian craftsmanship to the UK through our exclusive representation of Norrahammars Bruk. Founded in Sweden in 1877, the brand combines over 145 years of cast iron craftsmanship with timeless design. We work with retailers, interior designers, architects, hospitality businesses, and companies seeking products with genuine heritage and lasting quality. From beautifully crafted entrance pieces and garden furniture to decorative cast iron interiors, our collections are designed to become part of everyday environments for generations. In a world of mass production, we believe authenticity, craftsmanship, and enduring design will always have a place.

Looking ahead, what impact do you hope your company will have on the Swedish–British business community in the next five years?

Our ambition is to strengthen the connection between Sweden and the UK by creating new opportunities for Swedish craftsmanship to reach British businesses and consumers. We hope to build long-term partnerships with retailers, hospitality groups, corporate organisations, and design professionals, while also supporting Swedish companies established in the UK that wish to bring a piece of Scandinavian heritage into their workplaces. We believe there will always be demand for locally produced products with authenticity, history, and exceptional craftsmanship. By introducing Norrahammars Bruk to new audiences, we hope to create lasting commercial relationships while celebrating the design traditions that unite both countries.





BEN EGAN

Business Manager,
Adeprimo



CHARLOTTE WHIPMAN

Board Member,
SWEA London

How would you describe your UK presence today – who are you here for, and what makes your approach distinctive?

Our UK presence is still in its early stages, but growing. We bring over 30 years of digital experience from Sweden, having worked with many Nordic brands as part of one of the region's leading, award winning digital agencies. For us, it is about helping Swedish and UK-based SMEs turn AI from a buzzword into something that actually moves the business forward. We work with leaders who want practical use cases that deliver real improvements in revenue, efficiency or customer experience. We start by uncovering each company's pain points, then focus on the high impact areas where AI can make a difference. From there, we deliver quick, measurable wins and scale strategically, with clear governance and compliance built in from the start.

Looking ahead, what impact do you hope your company will have on the Swedish–British business community in the next five years?

Over the next five years, we want to help businesses thrive in an increasingly complex technological landscape. By working closely with organisations across a range of industries, we aim to turn AI from a source of confusion into a clear competitive advantage. Our goal is to build a naturally growing team that combines Swedish working culture and values with deep UK market insight, delivering practical, ethical AI solutions that scale. Through hands on leadership, long term partnerships, and occasional complimentary AI audits for promising startups, we want to strengthen the Swedish–British business community's confidence and capability in adopting AI responsibly.

How would you describe your UK presence today – who are you here for, and what makes your approach distinctive?

SWEA London is part of a global network of Swedish-speaking women, and in the UK we bring together a diverse community across business, culture, and society. What makes SWEA distinctive is the strength of that community. We create connections between people who might otherwise never meet – across generations, industries, and backgrounds – while maintaining a strong link to Sweden and Swedish culture. At the same time, many of our members have lived and worked in the UK for many years, so there is a natural ability to bridge the Swedish and British communities. For me personally, having built my career in London while retaining strong ties to Sweden, that role as a bridge is particularly important.

Looking ahead, what impact do you hope your company will have on the Swedish–British business community in the next five years?

Over the next five years, we want SWEA London to strengthen its role within the Swedish community and SWEA's global network. We will promote Swedish language and culture, support Swedish-speaking women abroad and strengthen professional connections through SWEA Professional. Education remains central: SWEA distributes around SEK 2 million annually through scholarships and donations, including three international USD 15,000 scholarships. Our global reach also has a practical role: SWEA International is included in the Swedish Ministry for Foreign Affairs' crisis-preparedness planning for Swedes abroad. We want to grow our community, support future generations, and demonstrate the breadth and value of SWEA.



From the front line to the future of defence:

ANDY FRASER ON SAAB UK'S PURPOSE-DRIVEN GROWTH

TEXT: ALEXANDER HÖGBERG | PHOTO: SAAB UK

In defence, purpose cannot be abstract. It has to translate into technology that works, partnerships that deliver, and decisions that help keep people safer in uncertain times. For Saab UK, that purpose is driving a period of accelerating growth, as the company expands its footprint, strengthens its role as a strategic partner to the UK, and brings together the best of Swedish innovation and British engineering.

For Andy Fraser, Managing Director at Saab UK, the mission also carries personal meaning. Having served as a British Army officer on three tours of Afghanistan, he has seen what unsafe looks like up close. That experience does not define the Saab UK story, but it helps explain the conviction behind his leadership – and why Saab's mission of 'keeping people and society safe' is more than a line on a page.

Saab has been present in the UK for decades, but the current chapter is more ambitious. Just before the COVID pandemic, Saab decided to create four new home countries for the group: the UK, the US, Germany, and Australia. For the UK, Andy says, "the initial mandate was to create a mini-Saab in the UK."

That ambition has moved quickly. Andy joined Saab just over two years ago, and the company has grown significantly during that time. "We're currently just under 650 people," he says. "In the time where I've been with the company, our headcount has effectively doubled."

Success, however, is not defined by headcount alone. For Andy, Saab UK's next chapter is about becoming "a strategic partner of choice for the Ministry of Defence in the UK," while also using the UK as an export base for Saab products and services around the world.



The company is organised around five operating divisions. Four divisions primarily serve the Ministry of Defence, while also offering dual-use technologies. The fifth is built around innovation, including BlueBear, the autonomy specialist Saab acquired nearly three years ago.

Technology that solves real problems

The UK's recently published Defence Investment Plan sets out national spending priorities for the years ahead, and the alignment with what Saab offers is, Andy says, striking. "The alignment of what the UK is saying it needs in its Defence Investment Plan, and what we offer as Saab UK and also the wider Saab, is perfect."

One of Saab UK's differentiators is the way it connects advanced technology to real-world needs. At its Fareham campus, opened in February last year, Saab manufactures the Giraffe 1X radar. Andy describes it as 'a software-defined multi-mission radar' and 'absolutely market-leading.'

The same site is also home to Saab's underwater robotics capability. These remotely operated vehicles serve commercial offshore applications and military customers. Andy links this directly to a growing strategic need: protecting critical underwater infrastructure, including cables and pipelines across the seabed.

The outcome is practical. Saab's systems help customers inspect, survey, maintain, and protect important assets while reducing risk to people. Andy explains the principle clearly: "The ability to project the effect the user wants, without putting people in harm's way, is particularly important."

That same logic applies to autonomy and counter-drone capability. BlueBear has been "controlling swarms of drones with AI for over a decade," according to Andy. As conflicts such as Ukraine show how quickly drone technology evolves, Saab's ability to anticipate, adapt, and respond becomes increasingly relevant.

A recent example is Saab's R&D work with a UK SME to embed a quantum clock into the Giraffe 1X radar. The purpose is to maintain accurate timing when a GNSS timing signal – a precise time reference from navigation satellites – is unavailable, supporting a reliable radar picture. Andy describes the trial as "a world-first technology."

The best of both engineering traditions

Central to Saab UK's offer is Swedish and British engineering working in concert. Sweden, Andy says, brings "a long-term expertise and tradition of innovation – whether that's smart design, finding operational efficiency, achieving high performance standards, there's something really quite special about the Swedish ability to innovate." The UK, meanwhile, contributes deep research capability. "Twenty of the top 100 universities in the world are in the UK," he notes. "So, we have a constant pipeline of incredible talent."



"Keeping people and society safe is something that really speaks to me. I use it as my guiding star in all of my work."

This collaboration is visible across Saab's work. The Barracuda multispectral camouflage system was designed in Sweden, with raw materials still produced in Gamleby, before final assembly in Liverpool. Gripen, Saab's fighter aircraft, has deep UK supply-chain links too, with Andy noting that "35% of Gripen comes from UK suppliers." As he concludes, "the synergies when you bring the two countries' strengths together, help us deliver impact to the customer."

Saab also practises what it calls a Triple Helix model – bringing together industry, academia, and government around shared problems. A presence at Scale Space in White City, London, keeps the company close to SMEs developing niche technologies. The quantum clock partnership is precisely the kind of outcome that model is designed to produce.

Two objectives, equal weight

Rapid growth creates pressure inside any organisation. Saab globally is close to the point where "40% of employees globally have been with us for less than three years." In parts of Saab UK, Andy says that percentage is already considerably higher.

His response is to keep culture active, not assumed. Every person in Saab UK has two objectives from him. "One is to delight the customer. The other is to make sure our people



love their career – not just enjoy the job.” He is unambiguous that there is no hierarchy here: “These two things are equal.”

The evidence suggests it is landing well. When Saab UK advertised its first-ever graduate scheme – four roles, over the Christmas holidays – nearly 2,000 applications arrived. To sustain culture at pace, the company has adopted a ‘growth mindset’ framework: simple, actionable principles that include “fail fast, don’t delegate upwards, move with pace.” Managers are challenged to experiment and share results. “It is about encouraging people to try,” Andy says. “Here is a toolkit. It is deliberately designed to be digestible and simple to use.”

Purpose as a leadership compass

Andy’s instincts as a leader were formed before he ever entered a boardroom. He served as a British Army officer across three tours of Afghanistan. “I was very close to people who did not feel safe. I could see it. I experienced it.”

That experience makes Saab’s purpose more than an organisational statement. “Working with people who you could see felt like that motivated me to do anything I can to make the world a bit safer,” Andy says.

For him, purpose is useful because it gives people direction.

It helps connect daily decisions to a wider purpose. Andy puts it this way: “Keeping people and society safe is something that really speaks to me. I use it as my guiding star in all of my work.”

He draws on Simon Sinek’s *The Infinite Game*, particularly the idea that purpose is a guiding star rather than a finish line. “You never fully achieve your purpose. It is something you strive for, and you are constantly reaching for.”

The best advice he ever received, however, came from a mentor: “One of the best things you can do is surround yourself with experts and listen to them.” He sees that approach reflected in Saab’s Swedish-influenced culture: respectful, trust-based, and pragmatic.

Joining the SCC UK board

Earlier this year, Andy was elected to the Chamber’s Board of Directors – something that sits naturally alongside Saab’s wider role in the Swedish-British sphere. He was drawn to a network with a common Swedish-UK link, but also “a genuine strength in diversity.”

“For Saab, the Chamber offers both connection and contribution.” Andy sees opportunities to learn from other sectors, support companies interested in the defence market, and identify potential partners. As he puts it, the network provides “a whole new community of potential partners.”

It is also a platform for Saab to contribute to the wider Swedish-British business community. Andy hopes to help other members grow their understanding of the defence industry, while continuing to build the partnerships that are central to Saab UK’s growth.

A company growing with intent

By the end of the conversation, a clear picture emerges. Saab UK is growing quickly, but not casually. Its differentiators are practical and connected: Swedish innovation, British engineering, strong partnerships, and a mission that gives the work meaning.

Andy’s role is to hold those elements together. Together with his team, they’re building a company that can move quickly without losing its culture, serve customers without losing its purpose, and grow in a way that people want to be part of.

That is perhaps why his answer to leading a Swedish company in the UK is so immediate. “I absolutely love it,” he says. Then he adds: “I think I found my professional home.”

For Saab UK, that sense of alignment matters. The company is expanding because the world around it demands more capability, more resilience, and more collaboration. But growth only works when people know what they are growing for. In Andy’s case, and in Saab’s, this answer is clear: keeping people and society safe.



WHEN THE MACHINE CREATES, WHO OWNS IT?

TEXT: MAJA STENBERG | PHOTO: MAJA STENBERG & MARCUS WICANDER

Every business leader has heard the pitch by now. Generative AI will save time, cut costs, and transform workflows. And it probably will. But behind the promise of efficiency lies a great set of legal questions that many companies are not yet equipped to answer – and the consequences of getting them wrong are real. Regulation is tightening across Europe, creative and commercial production increasingly relies on AI-generated content, and intellectual property now sits at the heart of how organisations manage risks and sustain trust.

The EU AI Act – the world’s first comprehensive attempt to regulate artificial intelligence – makes this unavoidable. We spoke to Karin Crafoord, Partner and Head of the Legal and Trademark Department at Groth & Co, who gives a nuanced description of our new co-workers in the office: “AI is not simply a technology matter, but increasingly a question of rights, governance, and business risk.”

The IP landscape that shifted

Generative AI raises intellectual property questions at almost every stage of its use. What material can legally be used as input or training data? Does the output infringe third-party rights? Who owns the end result, and can it even be protected?

Karin is direct about the scope: “The generative AI tools that we are all working with today, they are really related to all intellectual property matters. For instance, trademarks and copyright.” And the exposure could begin before a single prompt is typed. “Many generative AI models are trained on

copyrighted material, which could in itself constitute copyright infringement, depending on how the material was obtained and used,” she says.

A case that tested the limits

A recent Swedish advertising campaign was a good example of how quickly this can unravel. Long story short: an AI-generated image bore a striking resemblance to a photographer’s existing work. Karin, who commented on the case in Swedish media, reflects on what made it so legally tangled:

“Technology develops so quickly and the legal sources don’t. So that’s a bit tricky. Besides, it’s not only the producer of the AI tool who has responsibility, but also the person prompting and then eventually using the output. Even though you didn’t have intent to infringe someone’s work, you could still be liable.”

The copyright legislation used to assess infringement has not changed, it was simply written for a world where humans did the creating, not machines. The basic question, as Karin frames it, remains the same: “What has been copied, from what, and is what has been taken part of the protected expression?” The technology is new. The legal test is not.

Who is responsible – the brand, the agency, or the tech provider?

Potentially all of them. “Using AI does not shift responsibility to the technology provider. Each party remains responsible for its own role in creating and using the content,” Karin explains. And the implications run further than most businesses realise: “Contracts can allocate risk and responsibility between the parties, but they cannot override third-party IP rights.” Signing a contract with an agency or a tool provider does not make an infringement disappear.





What the law requires from you

The EU AI Act introduces requirements around transparency, governance, and documentation. The precise obligations depend on the AI system and the role of the business involved. “AI compliance increasingly needs to be incorporated into ordinary corporate compliance and content-approval processes rather than treated as a stand-alone technology issue,” says Karin.

For UK-based businesses, the landscape differs but the responsibility does not. As of summer 2026, the UK has no direct equivalent to the EU AI Act, instead relying on existing regulators and five cross-sector principles – safety, transparency, fairness, accountability, and contestability. In March 2026, the UK Government also proposed removing copyright protection for purely computer-generated works, while maintaining it for AI-assisted works where sufficient human creative input is involved. Businesses operating across both markets should not assume a single AI policy will satisfy all legal requirements.

Karin’s advice is practical: “Treat AI as a production tool, not a legal shield. Verify that you have the right to use your inputs, review your outputs and keep a clear record of the process.”

Why expertise still matters

So, will AI eventually make specialist legal advice redundant? Karin is sceptical – and emphasises what can lie behind a polished appearance:

“AI output could be unreliable in so many aspects, yet appear remarkably convincing and authoritative. But when you scratch beneath the surface and start checking the sources,

you may find yourself asking: ‘Where’s the support for this?’ And sometimes, it simply isn’t there.”

This gap is where the real risk lives. The firm has observed a telling pattern: as clients use AI more confidently, they send through more documentation – longer summaries, more elaborate analyses – and “it takes quite a long time to review all of this material.” Volume goes up. Efficiency, counterintuitively, can go down.

Groth & Co has been creating and optimising intellectual property since 1869, making it Scandinavia’s oldest firm in the industry. Operating as a specialist boutique across trademarks, copyright, patents, and designs, the firm is equipped to view a client’s AI-related exposure in the round.

To Karin, a key issue is “not only how lawyers themselves use AI, but also how AI is changing the interaction between clients and their legal advisers. Used well, it can be a very useful tool, but it still requires professional judgement, source verification, and an understanding of the wider legal and commercial context.”

Decisions made now will define what comes next

The legal landscape around AI is moving and courts in different jurisdictions are reaching different conclusions. Regulatory frameworks are evolving. What will not change is the expectation that businesses understand and can document how their content has been created.

The organisations getting this right are not waiting for 100% certainty. They are asking, right now, who inside their business is thinking about it – and making sure these people have the right support around them.



THREE AI MISTAKES BUSINESSES ARE MAKING

- According to Groth & Co

Assuming AI-generated content is automatically safe to use

AI-generated images, music and text may reproduce protected expression or incorporated third-party copyright, trademarks, or designs. Their commercial use may therefore infringe third-party rights, depending on the circumstances. AI tools do not provide reliable intellectual property clearance, so outputs must be reviewed before use.

Not thinking carefully about what goes into the tool

What you feed an AI tool matters as much as what comes out. Companies should consider whether they have the right to upload reference material in the first place. Skipping reading the terms and conditions when signing up, that small box so often ticked quickly, can carry real commercial and legal consequences down the line.

Using AI output without sufficient human review

Speed is the appeal of AI. It is also the risk. AI-generated material can be inaccurate, vague, or misleading, and important legal or commercial nuances may simply be missing. Without any controls at all, using the output from the AI tool is itself an exposure. Human oversight and approval processes are not optional extras.



FROM SWEDEN TO THE UK

From Sweden's innovation-driven business landscape to the opportunities of the UK, these journeys show what it takes to cross borders with purpose. In healthcare, AI commerce, and fintech, three Swedish companies have built presence, teams and momentum in Britain, turning ambition into action. Here are three stories to inspire your next stage of growth in the UK market today, for real.

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turned ambition into
a UK success story

Modular Finance's UK journey shows Swedish firms how to turn ambition into growth: start small, hire entrepreneurial local talent, give teams autonomy, and adapt fast in Britain's leading financial services market with confidence.



When AI does the
shopping, Wilgot
makes sure you're
still on the list

Wilgot's UK journey shows Swedish AI firms why presence matters: local hires, London relationships, and DBT support helped turn a mature e-commerce market into a launchpad for agentic commerce AI-search growth and smarter UK retail.



What Inify
Laboratories' UK
journey can teach
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A DAY'S MARCH AND THE PINK ELEPHANT IN THE ROOM

TEXT: MAJA STENBERG | PHOTO: A DAY'S MARCH

The morning meeting. The client lunch. The gallery thing someone at work insisted on, and the dinner that ran longer than expected. A lot of people move through a day like that with a quiet, nagging question about whether what they're wearing is right for the next thing on the list. Johannes Hobohm believes that's a problem worth solving, and as CEO of the Swedish brand A Day's March, he already has.

"It doesn't really matter where you're going," he says. "If you go to a lecture, then end up meeting your parents-in-law for the first time and then head to a nightclub – you will not break any dress code, and you will not be wrong in our clothes." That promise is quite literally at the heart of the company – it is in the name. A Day's March: an old military term for the distance a soldier could cover in a single day. To Johannes, it's just as topical now as when the brand launched back in 2014 and he first fell in love with it.

Joining the call for our interview, all the conference rooms are taken. Johannes is sitting in what he calls 'the scrub' – a cupboard, essentially – for a brand built on being at ease wherever you land, it's kind of an ideal way to start.

Johannes's journey with A Day's March started out as a big fan of the brand. Then investor, alongside his brother and cousins. Then board member for six years. Then, when the previous CEO left, he was asked if he'd take it on as an interim. "I was already a huge admirer of the brand, but this is where I also fell in love with the project. I believe that there's a place for us in people's wardrobe."

Smart enough, relaxed enough

Something is happening in the setting of professional dressing that A Day's March has positioned itself to meet. "A lot of companies are slowly moving from the obligation of wearing a tie to being still very well dressed but relaxed," says Johannes. "And that's where we fit right in." And he is onto something. The tie has gone, and the suit has retreated, at least a little bit. The replacement found in smart casual,

business casual – whatever you want to call it – has created its own kind of question-marks, because the rules aren't as clear and no one wants to get it wrong.

The target customer does not necessarily care deeply about fashion. It is someone who "would rather talk about tennis or football or a good pint," and just needs to get dressed in the morning without thinking about it too hard. "We help people, generally men, who are not particularly interested in clothes. We help them solve their clothing problem."

The result is that kind of non-negotiable loyalty that retailers dream about.

What independence actually buys you

"We are independently owned. We are not part of any big group. That makes us very agile and flexible." That independence matters in ways that go beyond the marketing. It means the brand can collaborate with an 88-year-old Swedish artist whose retro, naïve paintings from the 70s and 80s feel at once nostalgic and completely fresh. It means commissioning overshirts in Harris Tweed – hand-woven in Scotland, without electricity, on looms that cycle the fabric by foot – launching this October. It means owning the pink elephant from a beloved Swedish children's television programme and putting it on a postcard tucked into every online order, because why not.

A townhouse, a rail of clothes, and the M&A department

The community model A Day's March has developed in Sweden is next on the UK agenda. Rather than waiting for the right customers to find them, they go looking. Sometimes that means inviting an entire department from a bank in for an after-work event – drinks, curated selection, good music, personal service. Sometimes it means rolling a rail of clothes into a company lobby and taking orders on the spot.

In London, the base for all of this is a three-storey townhouse in Soho. The third floor has a bar. "We want to use our amazing townhouse as a second home for companies," Johannes says. "A place where you can have cocktails and after-works with either the staff at the companies or even with their clients."



A DAY'S MARCH

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We just want to spread the word that we're here." The flexibility extends further: Christmas gifts for an entire staff, bespoke orders, whatever serves the relationship, you name it. "Again, we're independent, so we're quite flexible."

Soul over strategy

Before the last World Cup, A Day's March hosted an evening in Sweden with two former national football team players and a pundit. Nobody was there to be sold anything. Johannes is direct about that: "We didn't really try to sell anything. It was just like, you're a friend of us. Please come." A clothing brand, hosting a football night, moving no product. To him, that is not a missed opportunity. It is the whole point.

What he is describing is the difference between a brand image and a brand world. The first is what a company looks like. The second is what it feels like to be inside it – what it cares about when nobody is buying, whose company it keeps, what it finds funny. "What our brand world entails is partly football, or music, or films, or whatever it is. Then you find the people who like that too, and who like how you talk about it – and so they like you."

The pink elephant is another version of the same instinct. A character from a beloved Swedish children's television programme, still on public archive television, still what Swedish parents use to teach their kids to read, that the brand liked so much they eventually bought the rights to it outright. It appears on clothes, on postcards tucked into online orders, in the window of the Soho store. Tourists pick it up as a souvenir without knowing its history. Swedes in their late thirties recognise it immediately and feel something.



All of this matters most, he points out, precisely because the core product is a white t-shirt. "That's quite important when you're mostly selling white t-shirts, because how will our white t-shirts going to differ?" Differentiation at the product level has a ceiling. Differentiation at the level of soul does not. "We try to be warm and playful. We don't take ourselves that seriously. Which I like."

Don't go across the river to get water

When asked what success looks like in twelve months, Johannes emphasises the Swedish community here in London. "We don't have to go across the river to get water," he says. "Can we just be popular among Swedes? There are so many Swedes in London. That's enough." Then everything, he thinks, takes care of itself.

When Johannes came in as CEO two and a half years ago, he had come from film and television, where the opening weekend is everything and you have roughly 48 hours to make people understand what you are. That sense of a compressed first impression has shaped the way he steered the business. "You have to decide what hill you're going to die on and then just fight with that."

Knowing exactly who you are for, and resisting the pull to be for everyone, is one of the harder things any organisation can do. A Day's March had to close stores, cut categories, and disappoint a few people to get there. But the clarity it creates is visible.

That kind of focus has a ripple effect, the people who find you tell the people they know, and suddenly you don't need to shout. "I think the ripple effect would be like they talk to their friends and family," he says. It is, for what it's worth, not a bad description of how any good professional community works. Including this one.



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Previous events

Over the year, the SCC UK hosts a wide range of different events, such as Forums, Flagships, Business Breakfasts, Roundtable Discussions, and Business Insights for our Young Professionals' community. Here are some of the events hosted in recent months.



See more photos:
scc.org.uk/events/gallery







Many Fields, One Ambition

No two industries are moving at the same pace, and that's exactly the point. In this Q&A, we bring together voices from across the Swedish-British business community to hear the biggest shifts reshaping their sectors, where they see the UK's most exciting opportunities ahead, and the recent innovations they can't wait to talk about. Different fields, one shared appetite for what's next.



GEORGIA SCALES

Business Development
Manager, PostNord
International

What's the biggest shift you're seeing in your industry right now?

It's the customs landscape. The EU scrapping the €150 duty-free threshold in July and bringing in a flat €3-per-item rate has changed how every brand I talk to thinks about cross-border. It's not a back-office compliance tweak anymore; it's a checkout conversation. Brands are having to decide upfront whether they're DDP or DDU, because customers have zero patience for a surprise duty bill on the doorstep. PostNord's own research shows more than 7 in 10 Nordic consumers made a cross-border purchase in the last year, so this isn't a niche audience you can afford to get wrong. I've spent this year helping clients get their HS codes and product data clean enough to survive that shift.

Where do you see the most exciting opportunity in the UK market over the next few years?

The Nordics, without question, and Sweden specifically keeps standing out. It's actually the most popular country within the Nordic region for cross-border shopping, so there's already an appetite UK brands haven't tapped into yet. I built a prospecting model this year using traffic data to estimate order volumes for UK ecommerce brands shipping into the Nordics, and the numbers kept surprising me. 86% of Nordic consumers bought something online in just the last 30 days, and they spend more per order than almost anywhere in Europe. Most of that demand sits with fashion and lifestyle sellers who've never shipped there directly because it's felt complicated, especially around giving customers proper delivery choice, whether home delivery or service point.

Which recent initiative or innovation from your company are you most excited about, and why?

Our in-house customs handling for the UK-Norway lane, and increasingly Sweden too. Norway's outside the EU but inside the EEA, so it's a completely different rulebook, VEOC registration, NOK 3,000 thresholds, its own VAT scheme, while Sweden sits inside the new EU customs changes entirely. Most carriers just pass that complexity straight to the client. Being able to hand a brand a proper DDP experience where we're handling import clearance ourselves, and giving their customers the delivery options they actually want at checkout, rather than leaving them to sort out duties and pickup on delivery, is the difference between someone trying the Nordics once and someone actually building it into their growth plan.



PHILIP VON SEGEDADEN

Head of Partnerships,
Novatron Fusion Group

What's the biggest shift you're seeing in your industry right now?

The biggest shift we are seeing in the fusion industry right now is the transition from a research-driven field to a rapidly industrialising sector. After decades of scientific development, fusion is entering a phase where major investments are being made across multiple geographies, with governments, utilities, and private companies positioning themselves for commercialisation. Countries are now making strategic bets on fusion as a future energy source, while supply chains, manufacturing capabilities, and regulatory frameworks are being developed in parallel. Pilot plants and demonstration facilities are moving from concept to reality, signaling that the industry is preparing for the next stage: proving fusion at commercial scale and building the foundations for widespread deployment.

Where do you see the most exciting opportunity in the UK market over the next few years?

The most exciting opportunity in the UK market over the next few years is its ambition to build a complete fusion ecosystem, spanning research, technology development, supply chains, skills, regulation, and future deployment. The UK's fusion strategy clearly positions the country as a global leader by supporting the entire value chain rather than focusing on a single aspect of development. This creates opportunities not only for fusion developers but also for manufacturers, engineering firms, digital technology providers, and investors. As major programmes, pilot facilities, and demonstration projects advance, the UK is building an environment where innovation can be scaled effectively, attracting international collaboration and establishing a strong foundation for long-term industrial and economic growth.

Which recent initiative or innovation from your company are you most excited about, and why?

The initiative I am most excited about at Novatron Fusion is the ongoing work to identify the location for Novatron 3, our pilot power plant. This is a major milestone in our roadmap and represents the transition from demonstrating the technology to proving its potential in a power-producing environment. It is particularly encouraging to see the strong international interest the project has generated, with several countries expressing a willingness to host the facility, including the UK. The level of engagement reflects growing confidence in fusion energy and highlights the strategic importance of establishing early pilot projects that can accelerate commercialisation and ecosystem development.



JONAS CARLSTRÖM

Managing Director,
Gant North

What's the biggest shift you're seeing in your industry right now?

Consumers are becoming far more deliberate about where they spend, and that's reshaping what it takes to earn their loyalty. In the UK, household budgets remain under pressure, so just having a good product is no longer enough; brands need to give customers a clear reason to choose them. Value for money, quality, relevance, and overall brand experience matter more than ever. For brands like Gant, this creates a real opportunity: staying true to our heritage and product DNA, while continually finding new ways to remain relevant as we continue to elevate the brand.

Where do you see the most exciting opportunity in the UK market over the next few years?

Physical retail is going through a real transformation, and how brands use it to build meaningful relationships with consumers is where I see the biggest opportunity. There is real value in creating environments where customers can experience the product, engage with the brand, and connect with people who genuinely understand it. Selling directly to consumers is significant, but not only through digital channels. The strongest brands – and this is central to how we think about Gant – connect digital with compelling physical experiences, using stores as a place to build community, loyalty, and brand relevance.

Which recent initiative or innovation from your company are you most excited about, and why?

The premiumisation journey Gant is on in the UK is where our focus lies right now. Over the past few years, we've done a lot of work behind the scenes to strengthen the foundations of the business, rationalising our retail and wholesale footprint, elevating our collections, and being much more selective about where the brand shows up. Wholesale remains central to this: building strong, long-term partnerships, securing the right space in-store, and driving activations that deliver real sell-through. This is beginning to come to life in 2026, with new partnerships with Selfridges, Harvey Nichols, and Goodhood, alongside an ambitious retail rollout across key UK cities. Gant still has significant untapped potential in the UK, but we now have a much stronger platform to unlock that opportunity ahead.





HENRIK JUSSI-PEKKA

CEO & Co-Founder,
Möller & Partners
Management

What's the biggest shift you're seeing in your industry right now?

The biggest shift is that lower interest rates are not yet translating into a normal rebound in new residential construction. Development remains constrained by elevated construction costs, land prices, financing requirements, and affordability pressures, while demand continues to outpace supply in Sweden's growth regions. For long-term investors, this creates an attractive opportunity in existing, newly constructed build-to-rent portfolios in selected regions. Regulated rents provide predictable income, while limited new supply supports high occupancy, lower vacancy risk, and long-term value creation through active asset management, energy efficiency improvements, and exposure to structurally undersupplied urban housing markets. We believe this imbalance will define the sector for years ahead.

Where do you see the most exciting opportunity in the UK market over the next few years?

The most exciting opportunity is the renewed investor appetite for real estate strategies and specialist platforms. Over the past few years, delayed exits, geopolitical uncertainty, and strong returns from competing asset classes slowed new allocations, with many institutions focused on existing commitments. That is now beginning to change. The UK remains one of Europe's most important gateways for global institutional capital, and we see significant opportunity to engage UK-based investors seeking resilient, sustainable exposure to the Nordics. M&P is well positioned to help capture that momentum by offering long-term specialist strategies in a market with strong fundamentals and a clear sustainability agenda.

Which recent initiative or innovation from your company are you most excited about, and why?

I am most excited about our continued focus on sustainability, particularly social sustainability and tenant well-being. Real estate shapes people's everyday lives, so sustainability must go beyond energy efficiency and climate performance. It must also mean creating safe, healthy and well-functioning environments for tenants and communities. M&P is proud to have achieved Sweden's first platinum safety-certified property, a well-developed certification which evaluates a property's environmental and security standard. This shows how responsible ownership can deliver measurable outcomes. For us, it is a strong example of how sustainability, tenant satisfaction, and long-term investor value can reinforce each other. It also reflects where we believe the industry is heading: towards more resilient, people-centred real estate.





HILARY STEPHENSON

Managing Director,
Nexer Digital

What's the biggest shift you're seeing in your industry right now?

AI is moving beyond being purely a technology conversation to becoming an organisational change conversation. Most organisations are no longer asking whether they should adopt AI. They're asking how to use it responsibly, effectively, and in ways that improve outcomes for customers and colleagues. At the same time, there's growing recognition that accessibility and inclusion can't be treated as add-ons. As new technologies are adopted at pace, organisations have an opportunity to ensure innovation works for everyone. We believe those that combine technological innovation with human-centred thinking will create the most sustainable value and achieve better outcomes for both people and businesses. There are compelling moral, business and compliance reasons for ensuring AI doesn't leave accessibility behind.

Where do you see the most exciting opportunity in the UK market over the next few years?

The most exciting opportunity lies in helping organisations redesign services around real human needs rather than organisational structures. The organisations that succeed over the next few years will combine AI, data, accessibility, and service design to create more meaningful and inclusive experiences. We're also seeing accessibility move beyond compliance and become recognised as a driver of innovation, quality, and growth. The first anniversary of the European Accessibility Act coming into force this June marked an important milestone. While the legislation applies across the EU, its influence is being felt more widely, encouraging organisations to rethink digital accessibility and inclusion. Those that remove barriers and improve customer journeys will unlock both social and commercial value.

Which recent initiative or innovation from your company are you most excited about, and why?

I'm particularly excited about the work we're doing to advance digital inclusion across both the UK and the Nordics. Over the past year we've invested significantly in accessibility capability, research, and partnerships, helping organisations move beyond seeing accessibility as a compliance requirement and instead recognise it as a driver of innovation, quality and better customer experiences. What excites me most is the opportunity to bring together expertise from different markets, cultures, and disciplines to tackle real-world challenges. By combining those perspectives, we're helping organisations create digital services that work better for more people, which is where technology delivers its greatest value.





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See more photos:
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SAY 'HEJ' TO ELSA ELVEFORS

Every year, we welcome new interns into the SCC UK family – someone ready to roll up their sleeves and dive into life at the Chamber. This time, it's Elsa Elvefors. We sat down with her to hear about her first weeks with us, what brought her here, and what she's most excited to get stuck into next.

What attracted you to SCC UK and this internship?

Having grown up in Sweden, spent my high school years just outside London, and later studied in Spain, the Netherlands, and Scotland, I've always felt at home in international environments. My studies in international law, innovation, and technology have made me especially interested in how businesses grow across borders, and how culture, technology, and strong relationships shape that process.

Having also completed internships with Volvo Cars in both Spain and Sweden, I have seen these dynamics from the perspective of a Swedish company operating internationally. SCC UK immediately appealed to me because it sits at the heart of the Swedish-British business community, bringing together people, companies, and ideas.

What skills are you hoping to build?

I'm looking forward to building skills across communications, member engagement, research, and data, while understanding how SCC UK creates value for its members. I'm especially interested in turning information into clear, actionable insights, identifying opportunities, and supporting more targeted engagement across the network. I also hope to strengthen the commercial awareness, attention to detail, and stakeholder

understanding needed to work effectively with businesses across different sectors.

What's your favourite thing to do in London, or your favourite hidden gem in the city?

After spending my high school years in London, the city has always felt a bit like home to me. At the same time, there is still so much left to explore, which is one of the things I love most about it.

One of my favourite things to do is simply walking around and discovering new parts of the city. Every area has its own personality, and I love that you can turn a corner and suddenly find a beautiful street, a cosy café, a park, or a small restaurant you had never noticed before. London never really feels finished, and I think that is what makes it so exciting.

What are you most looking forward to during your time with SCC UK?

I'm most looking forward to engaging with the SCC UK network and learning from the members, partners, and wider community behind it. I'm excited to gain a deeper understanding of the Swedish-British business landscape through the companies and individuals shaping it across sectors.

I'm also looking forward to contributing actively by supporting members, helping bring initiatives and events to life, and adding new ideas where I can. It feels like a unique opportunity to learn from an inspiring community while helping strengthen the relationships and connections that make the network so valuable.

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NEW MEMBERS

Founded in 1906, by business for business, the Swedish Chamber of Commerce for the United Kingdom is the ultimate business platform connecting Swedish and British companies and entrepreneurs across the North Sea.

We are a non-profit organisation, and help businesses establish, grow, and develop in the UK. Our focus is on providing relevant and informative forums and meeting places, forging new and exciting networks and ecosystems, offering valuable training programmes for personal and professional growth, and to enable business development.

We bring value to member businesses across all sectors and industries, from large corporates to SMEs, entrepreneurs, and scaleups, in the United Kingdom as well as in Sweden.



Would you like to learn more about the membership?

Contact Selina Johansson
Membership & External Relations Executive
selina.johansson@scc.org.uk

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A Day's March

Update your essential wardrobe with A Day's March. A clothing label offering quality shirts and wardrobe staples at a friendly price. As a direct-to-customer brand, it cuts out the middlemen to deliver high-quality products, built on a vision to create the store its founders always wished existed.



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Hexagon

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Incentive Industrier is a long-term industrial owner of entrepreneur-led niche companies in Northern Europe. With a Swedish base and reach across the UK and the Nordics, they acquire and develop profitable companies with strong market positions, stable cash flows and potential for continued growth.



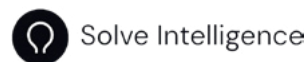
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UPCOMING EVENTS



OCTOBER

07

Digital Infrastructure Forum

Explore the digital infrastructure shaping tomorrow's economy, hear from senior leaders across power and connectivity, and join the conversation as we future-proof the systems businesses depend on.



OCTOBER

13

Swedish Business Footprint in the Midlands

Discover how Swedish businesses are helping transform the Midlands into an innovation-led economy, showcasing cutting-edge solutions, and new opportunities for collaboration.



OCTOBER

20

Swedish Business Footprint in Scotland

Discover how Swedish businesses are helping transform Scotland into an innovation-led economy, showcasing cutting-edge solutions, and new opportunities for collaboration.



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**NORDIC
PRIVATE
EQUITY**
FORUM 2026



NOVEMBER

11

Nordic Private Equity Forum

The Nordic Private Equity Forum gathers Nordic and UK investors to discuss market outlooks, emerging trends, and value creation, while fostering networking, strategic dialogue, and new opportunities across the ecosystem.

NOVEMBER

26

Outer Thinking: Swedish-British Summit

This is a full-day conference exploring contemporary leadership beyond the usual boundaries, bringing together 200+ business leaders, entrepreneurs, politicians, and academics from Sweden and the UK.

NOVEMBER

27

Annual Christmas Luncheon

The highlight of the business calendar, our Annual Christmas Luncheon is a cherished tradition with more than a century of history, and it sells out year after year.





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