

# TRANSPARENCY OF STATE, CITY AND COUNTY OWNED COMPANIES IN SLOVAKIA

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TRANSPARENCY RANKING OF SLOVAK PUBLIC-OWNED COMPANIES

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Transparency International Slovakia, October 2017



# TRANSPARENCY RANKINGS

- Transparency rankings of companies fully owned by public sector: 2012, 2015 (**81 companies** – 46 SOEs; 31 MOEs; 4 ROEs)
- Total revenues – 9,5 billion € (equivalent to ½ of all state budget in 2015)

## THE RANKING OF EACH EVALUATED AREA:

POLICY	SCALE IN %
I. Economic Indicators	21
II. Communication and Access to Information	30
III. Procurement and Property	11
IV. Human Resources Management	20
V. Ethics	9
VI. Grants and Charity	9

# TRANSPARENCY RANKINGS



Verejné firmy

Rebríček transparentnosti

Ratings in English

Finančné ukazovatele

Analýzy

Ďalšie informácie

## Rebríček transparentnosti 2015

**Osem z desiatich verejných firiem nedosiahlo v rebríčku transparentnosti ani polovicu bodov**

V desiatke najväčších zamestnávateľov na Slovensku figuruje až päť firiem stopercentne vlastnených štátom. Tie spolu župnými spoločnosťami ročne hospodária s miliardami eur. Činnosť ich manažérov je na rozdiel od pôsobenia celoštátnej verejnej ovela väčšou hmlou, menej pozornosti im venujú obyvatelia, novinári i občianski aktivisti. Transparency International Slovakia sa usilujeme zhrnúť informácie o verejných firmách. Nájdete tu aj [rebríček transparentnosti](#) osemdesiatky významných podnikov so súkromnými a zahraničnými spoločnosťami.



## THE RANKING OF TRANSPARENCY IN COMPANIES OWNED BY PUBLIC SECTOR 2015

THE RANKING OF TRANSPARENCY IN COMPANIES OWNED BY PUBLIC SECTOR 2015



Na infožiadost' občana neodpovedala zákonne až štvrtina firiem.

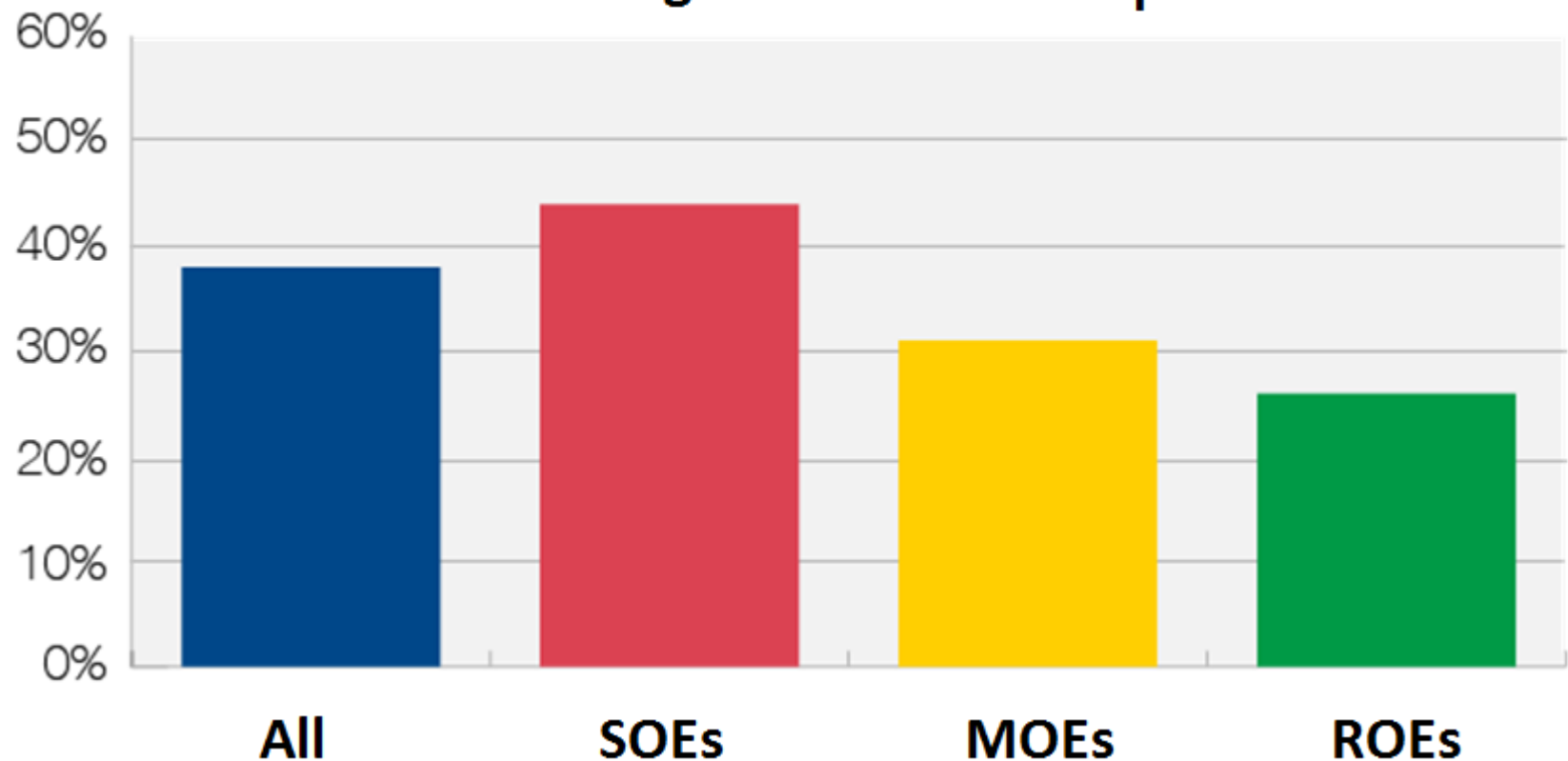


RANK	THE NAME	DISCLOSURE	LEGISLATION	ACCESSTOINFORMATION	IT, COMMUNICATION AND PUBLIC PARTICIPATION	HUMAN RESOURCES	ETHICS	GRANTS AND DONATIONS	TOTAL	MARK
1.	Forests of the Slovak Republic	S	81 %	64 %	64 %	47 %	88 %	87 %	67 %	B+
2.	Slovak Railways /ŽSR/	S	63 %	74 %	64 %	57 %	58 %	17 %	62 %	B
3.	Public Transport Company Bratislava, Inc.	C	56 %	68 %	73 %	55 %	57 %	17 %	59 %	B-
4.	Slovakrail /ŽSR/	S	65 %	60 %	55 %	40 %	94 %	30 %	58 %	B-
5.	Slovak Water Management Enterprise	S	67 %	80 %	50 %	35 %	43 %	0 %	58 %	B-
6.	Slovak Rail Cargo, Inc.	S	67 %	45 %	73 %	60 %	90 %	13 %	57 %	B-
7.	Heating Plant Košice	S	56 %	40 %	95 %	70 %	38 %	50 %	56 %	B-
8.	Slovak Guarantee and Development Bank	S	73 %	58 %	55 %	50 %	33 %	44 %	56 %	B-
9.	Slovak Post, Inc.	S	67 %	45 %	68 %	44 %	60 %	67 %	55 %	B-
10.	General Health Insurance Company, Inc.	S	79 %	63 %	55 %	28 %	69 %	13 %	56 %	B-
11.	Radio and Television of Slovakia	S	69 %	60 %	59 %	50 %	49 %	7 %	55 %	B-
12.	Breeding Services of the Slovak Republic	S	79 %	66 %	27 %	36 %	32 %	18 %	53 %	C+

# TRANSPARENCY RANKINGS



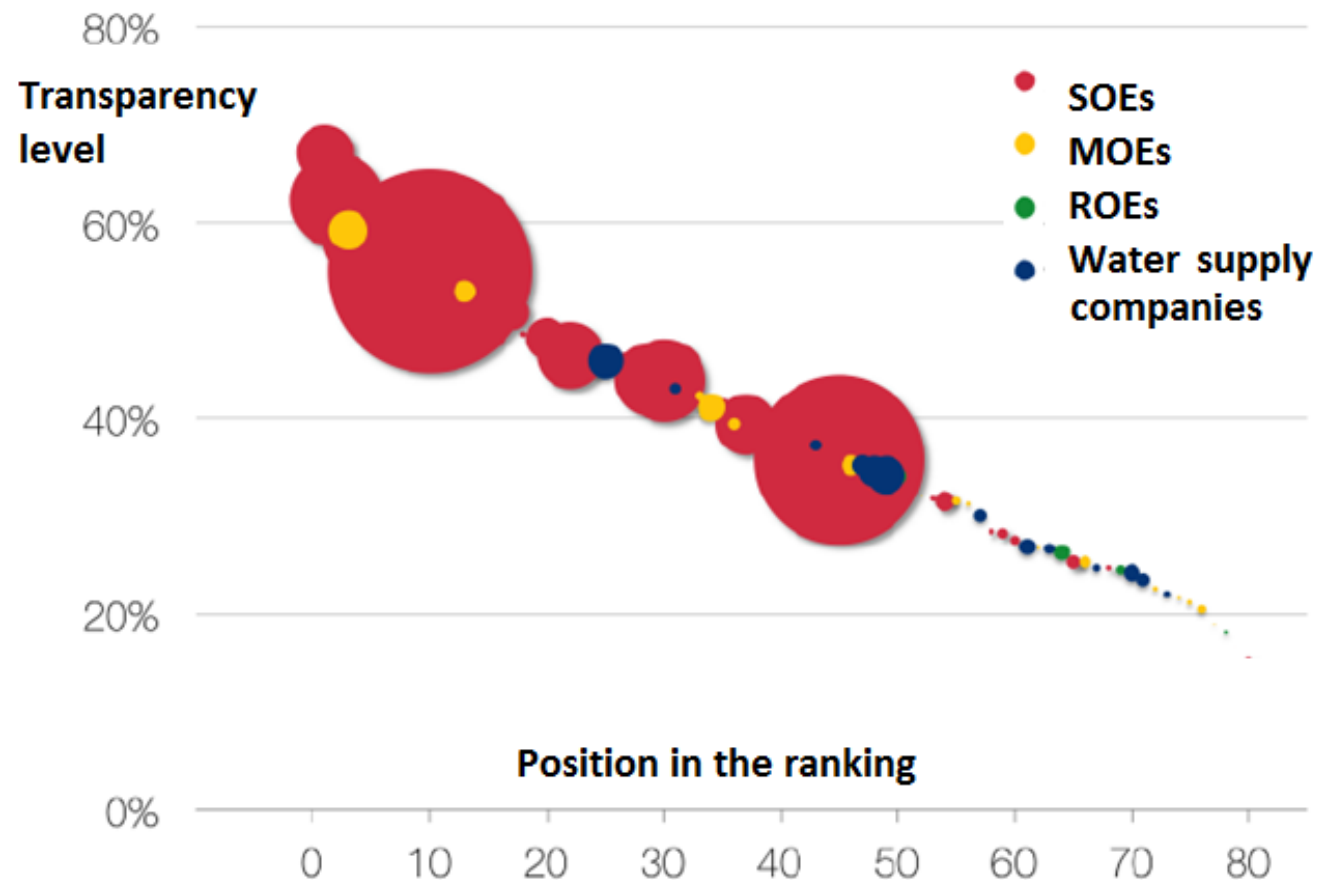
**The average score of Slovak public companies  
according to their ownership**





# TRANSPARENCY RANKINGS

**The relationship between transparency score and their revenues**





# TRANSPARENCY RANKINGS

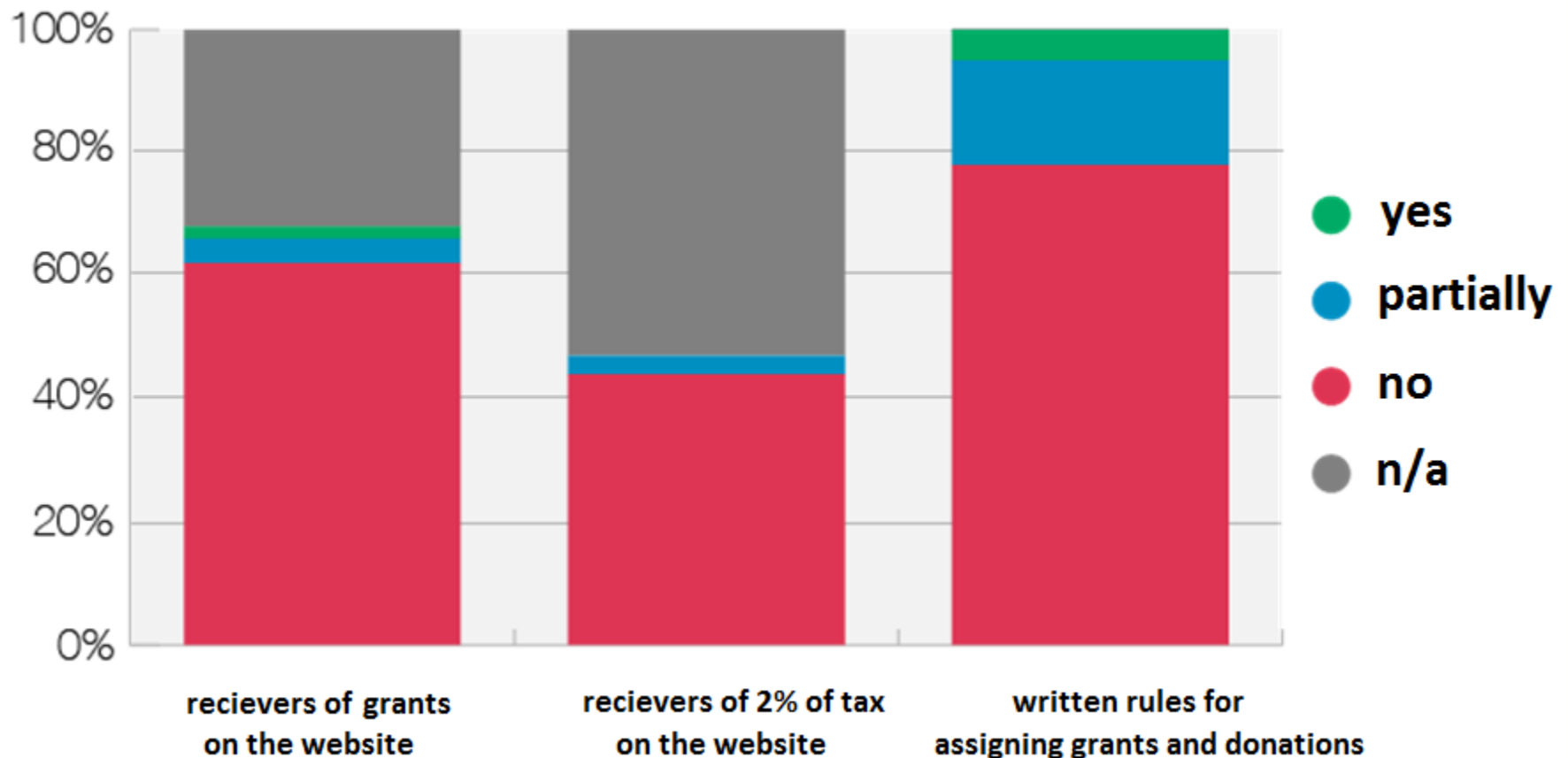
- The best category: public procurement – 53%
- The worst one: Grants and Charity Policy – 19%

	TOTAL	I. ECONOMIC INDICATORS	II. COMMUNICATION, ACCESS TO INFORMATION	III. PROCURMENT AND PROPERTY	IV. HUMAN RESOURCES MANAGMENT	V. ETHICS	VI. GRANTS, CHARITY
ALL COMPANIES	38%	49%	37%	53%	31%	29%	19%
STATE-OWNED COMPANIES	44%	53%	46%	59%	35%	33%	23%
CITY-OWNED COMPANIES	31%	47%	25%	44%	26%	24%	13%
COUNTY-OWNED COMPANIES	26%	32%	32%	42%	17%	10%	10%



# GRANTS AND CHARITY POLICY

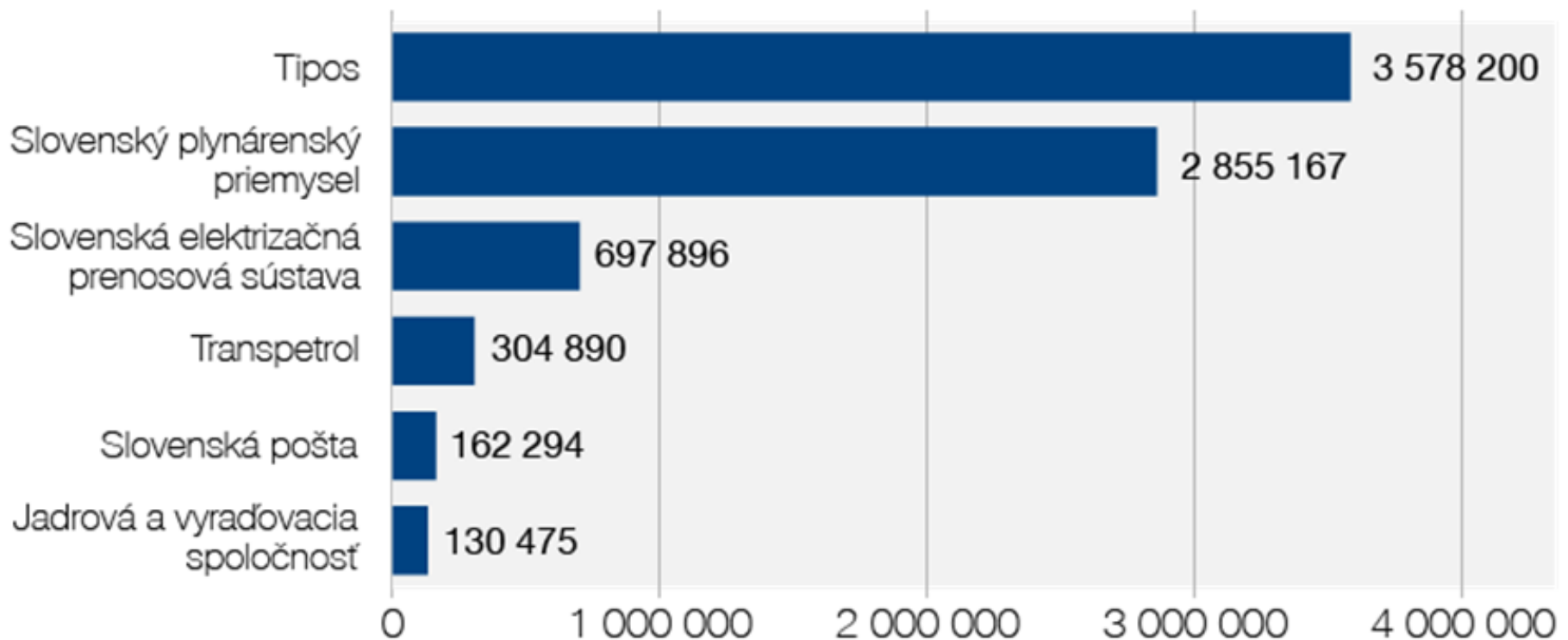
**How the SOEs support sporting, cultural or educational events**



# GRANTS AND CHARITY POLICY



## The SOEs' budgets for grants and sponsoring

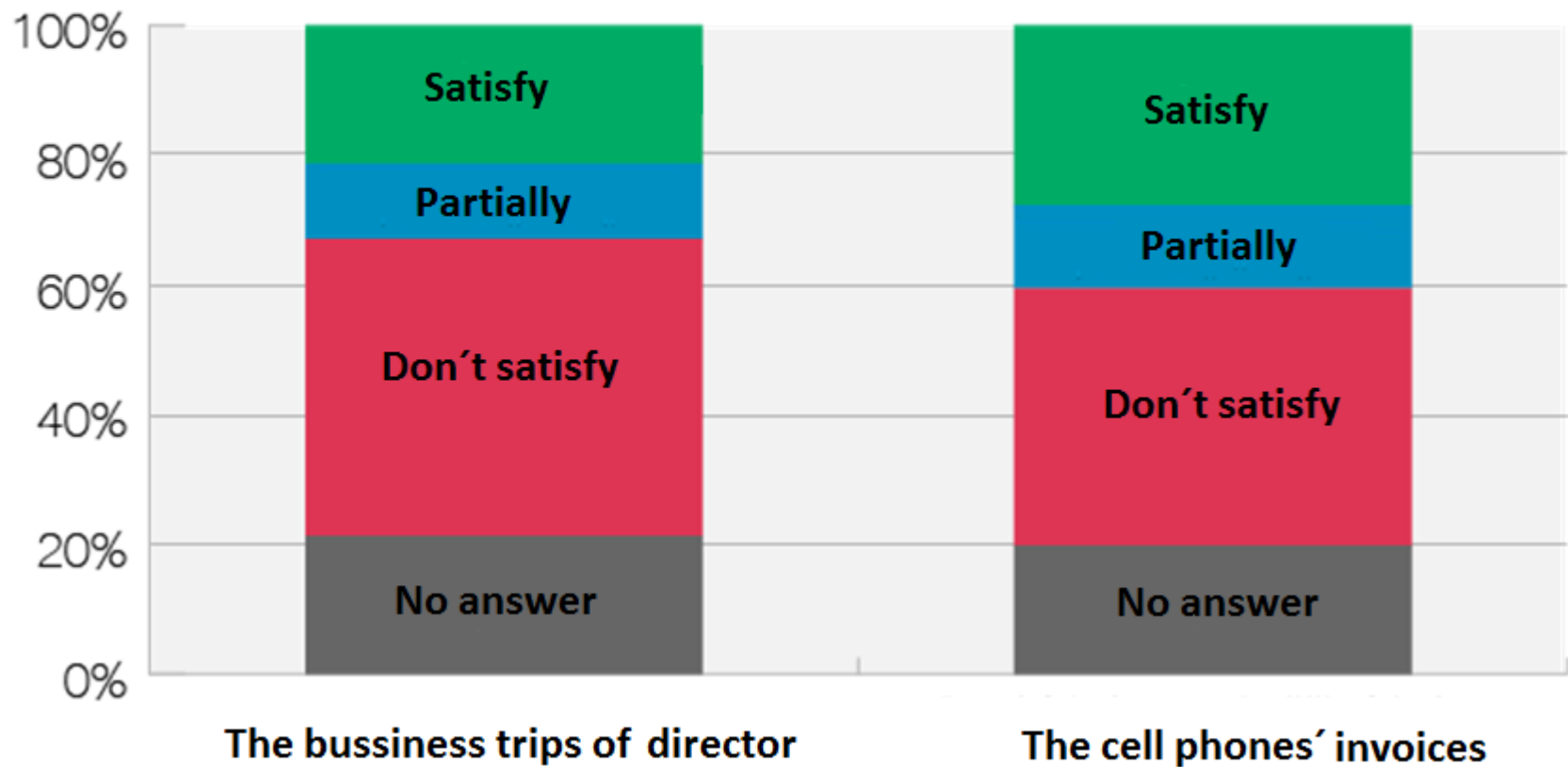




# TRANSPARENCY RANKINGS



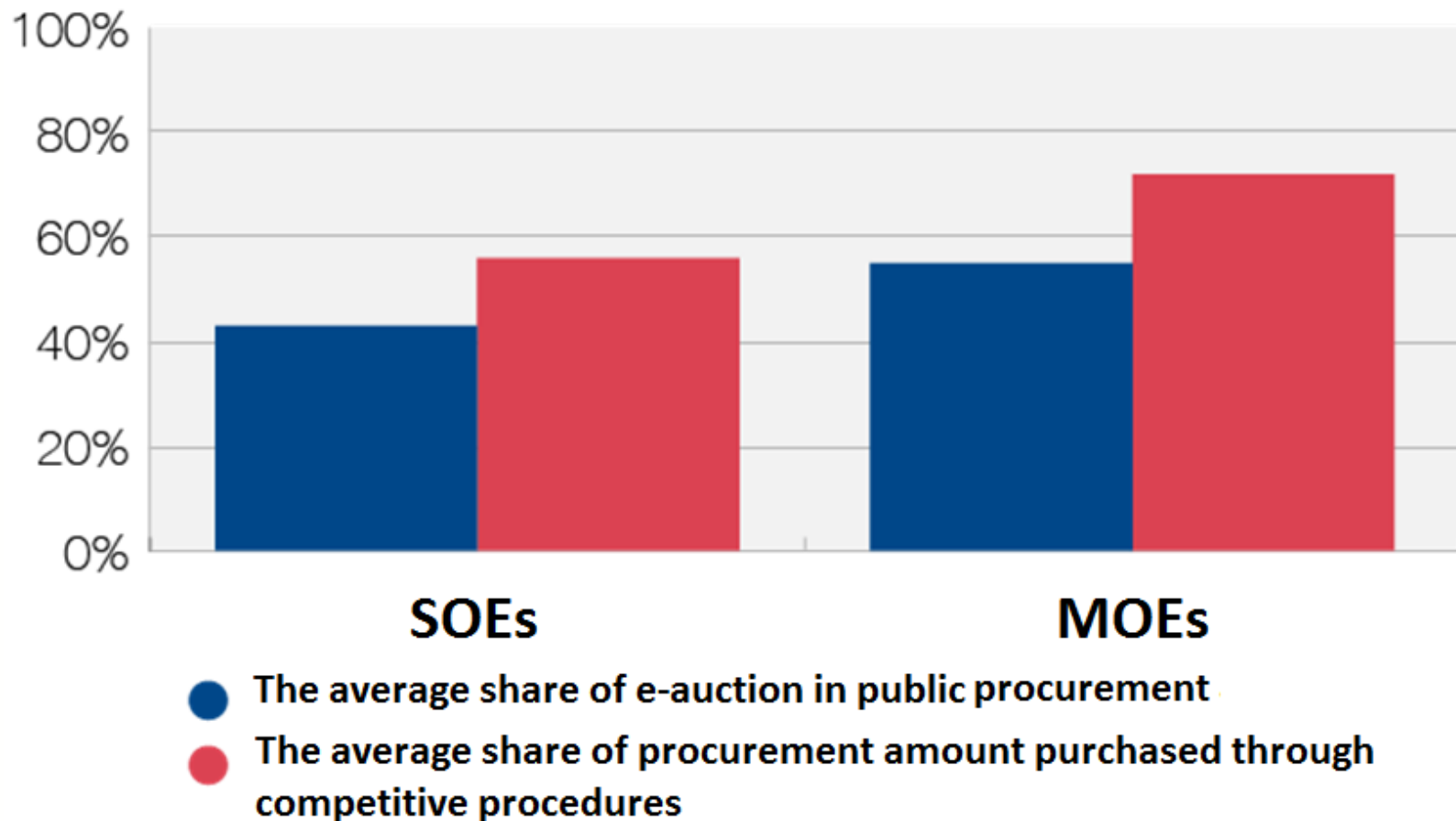
**How did they react to the FOI request from ordinary citizen**



# PUBLIC PROCUREMENT




## Competitions in public procurement




# INTERNATIONAL COMPARISON




Verejné firmy

Ratings in English

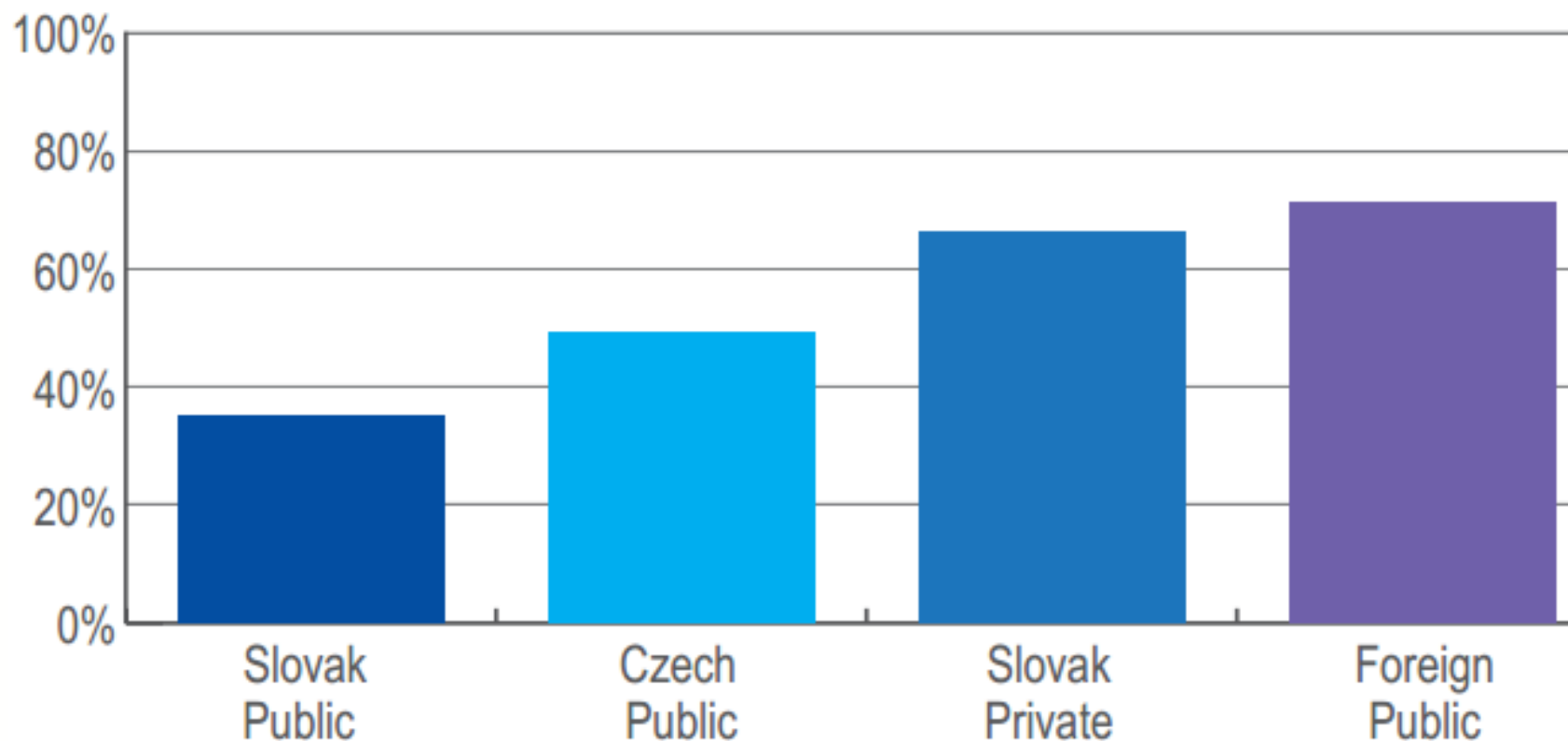
Companies 2015 with foreign subjects			Policy areas	Analyses				About ranking			
<div>sort by rank ▼</div>			Category	I	II	III	IV	V	VI	Total	Grade
1	Postnord		Foreign Companies	100 %	55 %	100 %	76 %	93 %	0 %	83%	A+
2	Vattenfall		Foreign Companies	100 %	64 %	0 %	76 %	100 %	40 %	83%	A+
3	Itella Corporation		Foreign Companies	100 %	82 %	0 %	72 %	93 %	20 %	82%	A+
4	Slovnaft, akciová spoločnosť		Co. with private owner	80 %	89 %	100 %	61 %	100 %	57 %	77%	A
5	Transport of London		Foreign Companies	75 %	82 %	100 %	76 %	80 %	62 %	76%	A
6	Luossavaara-Kiirunavaara AB (LKAB)		Foreign Companies	100 %	45 %	0 %	52 %	93 %	20 %	74%	A-
7	Slovak Telekom, a.s.		Co. with private owner	56 %	78 %	100 %	57 %	100 %	93 %	71%	A-
8	BBC		Foreign Companies	64 %	89 %	0 %	84 %	53 %	89 %	69%	B+
9	Port of Rotterdam		Foreign Companies	90 %	45 %	100 %	26 %	90 %	0 %	68%	B+
10	NI Water		Foreign Companies	77 %	73 %	100 %	74 %	40 %	0 %	68%	B+
11	Lesy Slovenskej republiky, štátny podnik		State Companies	81 %	56 %	100 %	35 %	85 %	57 %	67%	B+
12	Slovenské elektrárne, a.s.		Co. with private owner	55 %	67 %	100 %	43 %	93 %	79 %	64%	B

- [International comparison](#)
- 5 Slovak private or half private companies
- 15 foreign SOEs
- 5 Czech SOEs
- 30 indicators (only webcheck)



# INTERNATIONAL COMPARISON

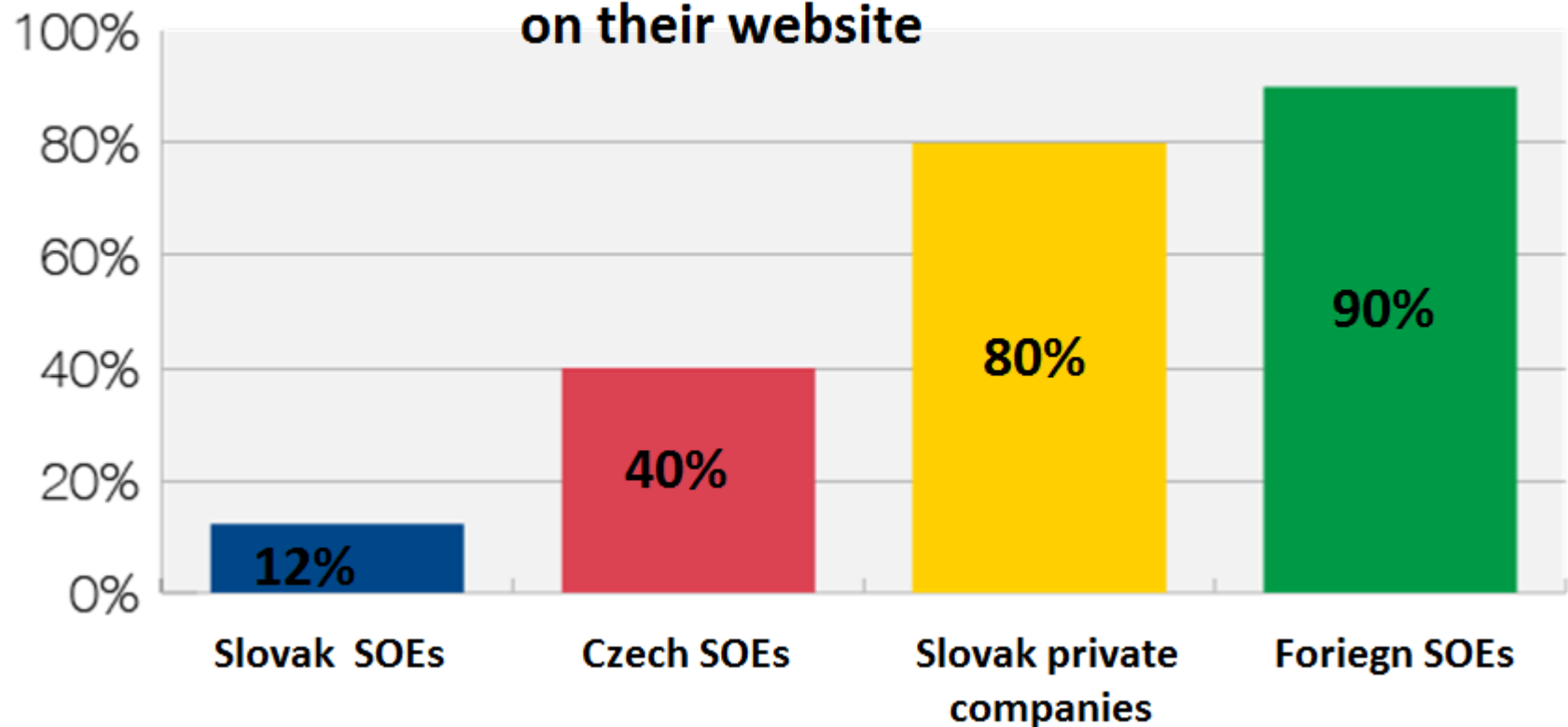
## COMPARISON BETWEEN SLOVAK COMPANIES OWNED BY PUBLIC SECTOR AND FOREIGN AND PRIVATE COMPANIES (THE OVERALL SCORE IN RANKING IN %)



# ETHICS



## How many companies have published Code of Conduct on their website



# NO SECRETS



SEK thousands	2014			2013		
	Directors' fees and base salary including vacation pay	Other remuneration and benefits	Pension and severance costs	Directors' fees and base salary including vacation pay	Other remuneration and benefits	Pension and severance costs
Executive Group Management						
Magnus Hall, President and CEO from 1 October 2014	4,363	64	1,409	—	—	—
Øystein Løseth, President and CEO until 30 September 2014	14,359	357	4,204	13,882	402	4,101
Ingrid Bonde, CFO and Deputy CEO	7,200	—	2,103	6,859 <sup>2</sup>	—	2,001
Tuomo Hatakka, Senior Executive Vice President, Head of Region Continental/UK	11,231	23	2,503	10,427	26	2,382
Torbjörn Wahlborg, Senior Executive Vice President, Head of Region Nordic	6,899	57	2,037	6,669	56	1,988
Stefan Dohler, Head of Asset Optimisation and Trading	6,535	92	1,503	6,067	88	1,335
Olof Gertz, Head of Staff Function Human Resources until 2 December 2014	3,822	76	10,332 <sup>3</sup>	4,145	73	1,234
Anne Gynnerstedt, Head of Staff Function Legal & CEO Office and Secretary of the Board	4,568	45	1,361	4,699	—	1,327
Other senior executives						
Kerstin Ahlfont, Head of Finance, Region Nordic	3,098	3	874	—	—	—
Anders Dahl, Head of Operations Support and Deputy Head of Region Nordic <sup>4</sup>	5,076	48	1,507	5,303	47	1,506
Martijn Hagens, Head of Business Unit Heat Region Continental/UK, Chief Operating Officer Nuon Energy	4,095	890	755	—	—	—
Eva Halldén, Head of Ringhals, Head of Forsmark from 26 February 2014	2,784	74	811	2,210 <sup>5</sup>	175	663
Tessel Jarigmsma, Head of Business Unit Sales, Region Continental/UK, N.V. Nuon Energy	3,003	555	540	—	—	—
Stefan Persson, Head of Forsmark until 9 February 2014	1,197	38	377	2,045 <sup>6</sup>	55	614
Helmar Rendez, Head of Business Unit Distribution, Region Continental/UK	4,601	596	1,380	4,293	613	1,288
Peter Smink, Head of Finance, Region Continental/UK <sup>4</sup>	5,727	107	1,037	5,263	100	1,050
Hartmuth Zeiss, Head of Business Unit Lignite Mining & Generation, Region Continental/UK, Vattenfall Europe Mining AG	5,416	189	1,110	5,028	180	1,031
Former senior executives <sup>1</sup>	—	—	—	11,213	169	2,680
Total Executive Group Management and senior executives	93,954	3,214	33,843	88,103	1,984	23,200
Total Board of Directors, Executive Group Management and other senior executives	96,676	3,214	33,843	90,473	1,984	23,200

- Swedish energetic SOE Vattenfall: Managers' salaries, benefits and pensions are published
- BBC have publish also information related to costs and gifts of their managers

# PERFORMANCE CRITERIA



- 2015: British Newspaper the Guardian published an article about discrepancy between the salary/benefits of the TV Chief (855 thousand £ - six times more than the British Prime Minister) and company performance
- decreasing number of television viewers and insufficient revenues from advertising.

theguardian

## Channel 4 bosses receive maximum bonuses despite slide in audience share

Chief executive David Abraham pockets £855,000 total pay - nearly double the the BBC's Tony Hall - while creative chief Jay Hunt gets £581,000

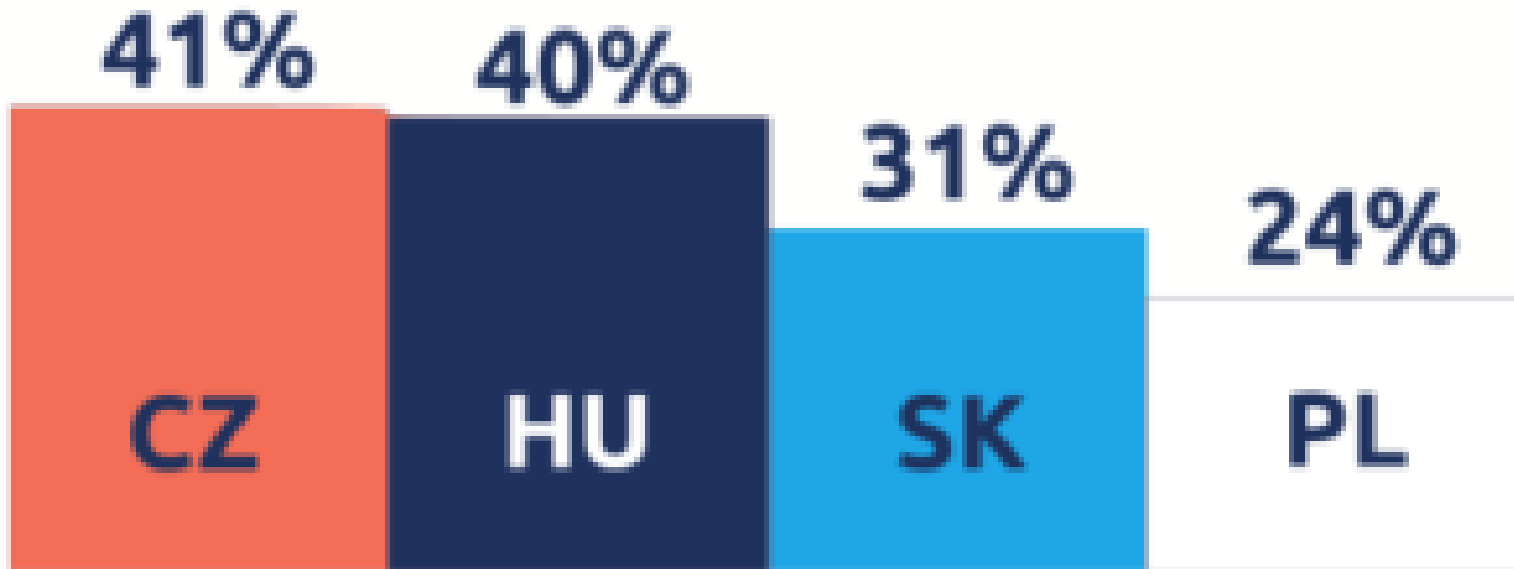


Channel 4's David Abraham: received £855,000 in total remuneration last year. Photograph: Murdo Macleod for the Guardian



## MOEs TRANSPARENCY IN V4

- 2017: Visegrad [initiative](#) for transparent municipal-owned enterprises
- 36 MOEs from SK, HU, CZ, PL; 30 web check indicators
- Criteria: 100% MOEs; total revenues more than 4 million €; variously developed regions; mainly related to public transport, waste disposal and water supply sectors (The [Case Study](#) Public Transport Company BA)
- The overall average score for all 36 companies reached only 34 %







# MOEs' TRANSPARENCY IN V4

## Visegrad initiative for transparent municipal-owned enterprises

### Case Study Slovakia



#### 1. Introduction: Companies owned by public sector in a grey zone

It was quite a shock for public, when the member of Nitra Municipality Renata Kolenčíková publicly disclosed how the family of her colleague from the strongest ruling party Smer [profited](#) from a dubious transaction with a municipal flat. Although, the police stopped investigation, dubious practices of Nitra politicians related to the town dwellings aroused public indignation.

It was one of the significant cases, which correlates with unflattering image of Slovakia in [The corruption perceptions index](#) compiled by Transparency International. Slovakia placed 54<sup>th</sup> out of the 176 countries evaluated, behind the countries as Bahamas, Rwanda or Botswana. We ranked slightly better than 57<sup>th</sup> Hungary. Other countries of Visegrad group (V4) ranked a little higher – Czech Republic took 47<sup>th</sup> and Poland 29<sup>th</sup> place.

Although it was only one of the endless number of cases, it was special, because it was ingloriously connected to municipal-owned enterprise (MOE). There are hundreds of state or municipal-owned enterprises in Slovakia, but because of their specific position on the border between the public and private sector, there is a lack of information about their performance. They are also under less pressure of journalists, nongovernmental organisation, politicians and civic activists.

The budgets of companies owned by a public sector are often huge and frequently in the hands of

- The company with the most open approach is the Prague Public Transport Company (60,4%)
- The Public Transport Company Bratislava, Inc. Placed third (54,2%)
- Best / Shortages



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# HIRING MANAGER MANUAL

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- May 2015: TIS was asked for help with the **selection procedures** aimed to choose the directors of four important town-owned companies
- We proposed **how to carry out the process** and The Mayor invited us as observers to the committee for selection procedures
- The procedure was accompanied by doubts about backstage agreements among the politicians. But still, public knew about the candidates **much more than in the past**, (published professional CVs, business development plan, public hearing, background-check of the candidates)
- Valuable experience – we created the **manual for mayors and active citizens**: How to carry out selection procedures in self-governments



# ANTICORRUPTION STRATEGY



- 2015 – cooperation with [Slovak Post](#) (13 500 employees)
- Identifying of [weakness](#) in 8 areas
- The **Best practices** transfer / [recommendations](#)

# THE BEST PRACTICE



Slovenská POŠTA

Informácie Kariéra

🏠 Sledovanie zásielok Pošty PSČ Cenník eSlužby

## Pošta ľuďom 2016

Organizácie, ktoré SP finančne podporila v roku 2016  
[Zoznam organizácií](#)

Subjekty, ktorým SP poukázala 2% zo zaplatenej dane  
[Zoznam organizácií](#)

Pozn.: Uzávierka žiadostí o 2% na budúci rok je 1. marca 2017.

Projekty, na ktorých SP spolupracuje  
[Zoznam projektov](#)

Hodnotiace kritériá žiadostí za rok 2016  
[Zoznam žiadostí](#)

Zoznam žiadateľov, ktorí nedodrжали stanovené zmluvné podmienky (čierna listina)  
[Zoznam organizácií](#)

- The Post for the people
- granted organizations
- organizations supported from the taxes
- The criteria for the donations
- The black list
- Members of the committee are known

# THE BEST PRACTICE



HODNOTIACE KRITÉRIÁ PROJEKTU/ŽIADATEĽA				
	Názov organizácie	Svetielko nádeje	FISTC	Divadelná Nitra 2016
	Kritérium cieľov	Hodnotenie žiadateľa (kritérium od 1 do 3)		
1.	Súlad so stratégiou podpory spoločenskej zodpovednosti SP, a.s.	2	1	1
2.	Očakávaný prínos projektu, cieľ a jeho dopad	1	1	2
3.	Spoločenský rozmer projektu	2	1	2
4.	Vplyv projektu na reputáciu SP, a.s.	1	1	1
5.	Komunikovateľnosť projektu smerom k verejnosti	1	2	1
6.	Predpoklady na realizovateľnosť a udržateľnosť projektu	2	1	2
Súčet získaných bodov		9	7	9
	Názov organizácie	Peter Sagan - známka	Agentúra AGE	Združenie priateľov NOÚ
	Kritérium cieľov	Hodnotenie žiadateľa (kritérium od 1 do 3)		
1.	Súlad so stratégiou podpory spoločenskej zodpovednosti SP, a.s.	3	2	3
2.	Očakávaný prínos projektu, cieľ a jeho dopad	3	2	2
3.	Spoločenský rozmer projektu	2	3	3
4.	Vplyv projektu na reputáciu SP, a.s.	3	2	3
5.	Komunikovateľnosť projektu smerom k verejnosti	3	2	3
6.	Predpoklady na realizovateľnosť a udržateľnosť projektu	2	2	3
Súčet získaných bodov		16	13	17

- Social responsibility, PR impact, sustainability....



# POLITICAL EARTHQUAKE



TRANSPARENCY  
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SME blog

SME.SK DOMOV REGIÓN Y EKONOMIKA SVET KOMENTÁRE KULTÚRA ŠPORT TV AUTO TECH

Politika Spoločnosť Cestovanie Fotografie Jedlo Kultúra Video blog Ďalšie Blogeri

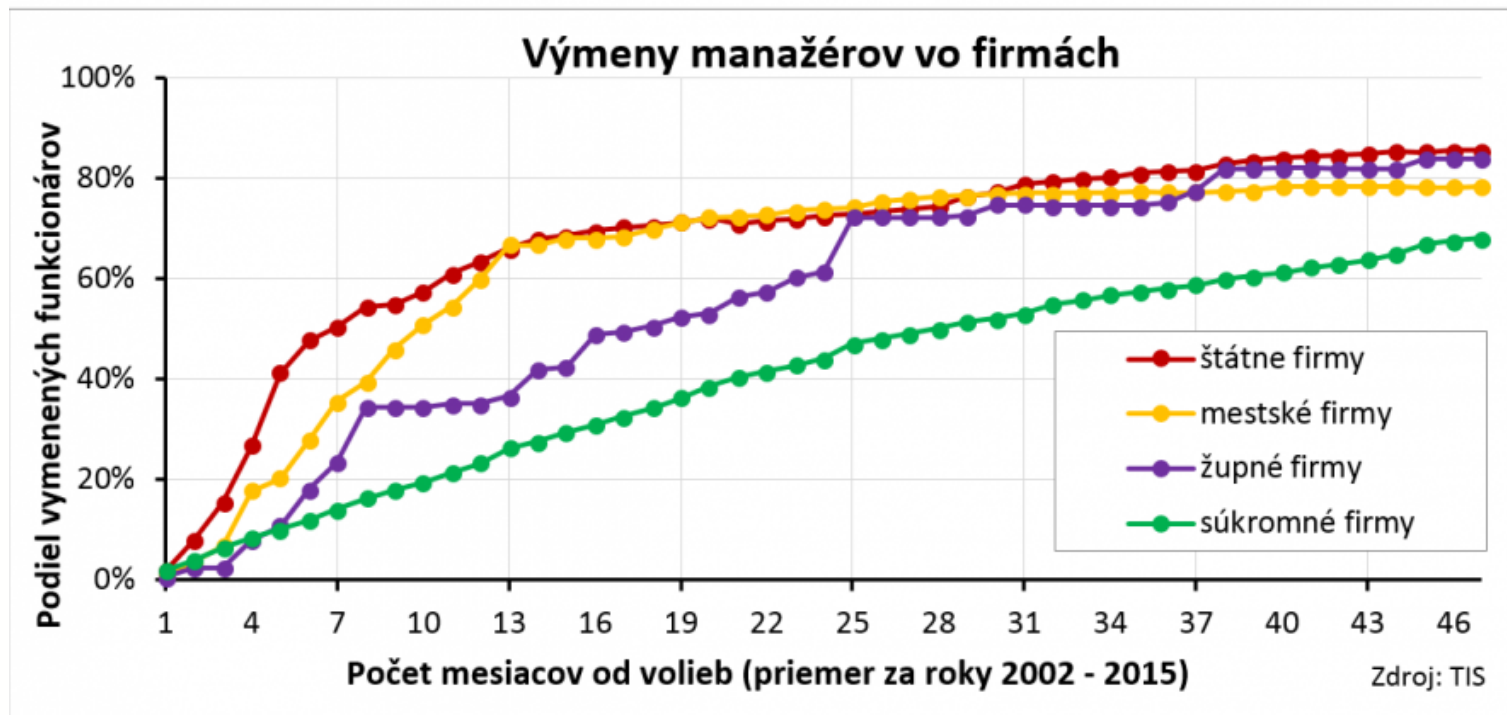
SME.sk > Blog.SME.sk > Transparency International Slovensko > Nezariadené

## Ficovu vládu prečkal len jeden z piatich štátnych manažérov

16.12.2015 o 6:00 | (upravené 25.12.2015 o 14:49) Karma článku: 10,96 | Prečítané: 6171x

u zástupcov štátu v  
láda Roberta Fica už za

pred voľbami v marci 2012  
r Típos Miloša Ronca (SDKÚ).  
ítat za „výborné hospodárske  
óna eur. Podľa Mikloša si ich  
oci Típos priznal, že výsledok  
torú si vytváral pre prípadnú



# THANK YOU FOR YOUR ATTENTION



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