



*A New Growth Agenda: What Does It Take – from Visions to Action?*

WHITE PAPER

JUNE 8, 2022





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***The development must be felt by  
the many, not by the few!***

**- Mûte B. Egede**

***The cooperation with Denmark is better than its  
reputation. When Greenland speaks clearly,  
people listen!*** - **Aaja Chemnitz Larsen**

***The prerequisite for moving forward is  
that we increase awareness of each  
other.*** - **Lars Løkke Rasmussen**

***Sustainability must be part of  
basic development, not just  
something we add later!***

**- Lars Sandahl Sørensen**

***A self-sufficient economy  
is the path to our  
sovereignty!***

**- Vivian Motzfeldt**

***Fewer people have to support more, and we have to work seriously on this every day.***

**- Naaja H. Nathanielsen**

***Economic equality is created by ensuring equal access to the labor market.***

**- Torben M. Andersen**

***Tourism is like a fire. It can heat your house, but if you do not control it, it can burn down the house!***

**- Jóhan Pauli Helgason**

***A good place to live is a good place to visit***

**- Anne Nivíka Grodem**

***The future could be now or in 50 years – if we can control it – we can do anything together.***

**- Jacob Nitter Sørensen**

***Greenland's most important resource is its population.***

**- Carl Bildt**

## 1 Sponsors

The Greenland Business Association and Future Greenland 2022 would like to thank the conference sponsors<sup>1</sup>:

### 1.1 Platinum Sponsors



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phone. +45 24 48 48 19 / +299 48 24 48 / e-mail [info@zmeetings.com](mailto:info@zmeetings.com)

## 2 **Future Greenland – Greenland’s Largest Business Conference**

### 2.1 **The White Paper**

This White Paper summarizes some of the conclusions, opinions, and observations made at the 2022 Business Conference. It targets business actors as well as politicians in Greenland and Denmark. The goal is to contribute to creating dialogue and to ensure that society has the right framework set up and that we ask ourselves the right questions in realizing Greenland's vision, which, i.e., is based on increased economic independence.

### 2.2 **Background of the Business Conference**

Future Greenland 2022 is the 7th business conference held by Greenland Business Association (GBA) to focus on, among other things:

**The framework for business development in Greenland**  
**Building bridges between the political level and the business community**  
**Create interest in investments in Greenland**

The business conference brings together presenters from home and abroad and focuses on relevant themes to society and business. This is done in a combination of:

- Presentations from politicians, businesspeople, NGOs, researchers, and opinion leaders
- Panel debates
- Discussion forums

The purpose of the presentations and debates is to gather inspiration and invite Greenland and the world - partly to take co-responsibility for the development and partly to attract investments for the continued development of society and business.



Picture 1: Greenland Business is the initiator, organizer, and host of the Future Greenland business conferences

**2.3 2022: A New Growth Agenda - What Does It Take - from Visions to Action?**

With this title, the business conference was held over two days on May 17 and -18, 2022, at the culture center, Katuaq in Nuuk. The list of speakers was wide, and topics such as diversity, the Commonwealth of the Realm, fiscal policy, sustainability, Greenland in 2050, partnerships, tourism, primary schools, and defense and security were touched upon.

The business conference worked on the premise that *visions are healthy for a society, especially if they mean doing the right things to realize them*. The business conference recognized the goal of increased economic independence for Greenland and tried to provide input on some of the issues that society must address on the journey towards the realization of the vision:

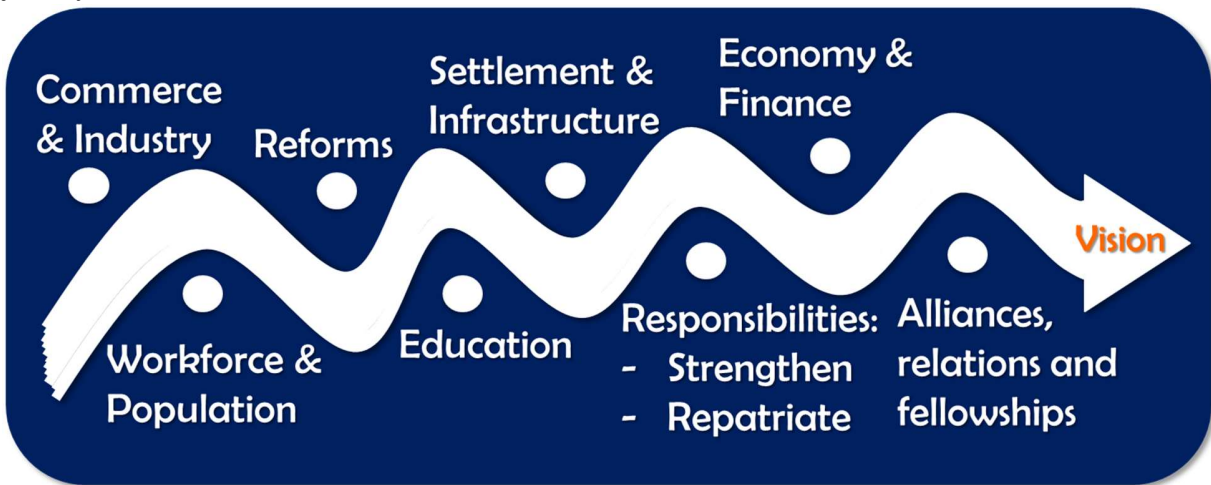


Figure 1: Vision model for Greenland (presented by Greenland Business Association)

Presentations and panel discussions were conducted in Greenlandic, Danish, and English, and the entire business conference was streamed live via KNR, Greenland’s national TV station. 420 people physically attended the conference itself, which was held in Nuuk. Participants represented nine different nationalities.



Picture 2: Conference participants at the Future Greenland 2022 Business Conference

### 3 2022 Speakers, Facilitators, and Panellists

#### 3.1 Speakers, Facilitators, and Panelists

NAME	PROFESSION/ORGANIZATION	TITEL
Christian Keldsen	Director, Greenland Business	Host
Martin Breum	Moderator.dk	Moderator
Maja Motzfeldt-Haahr	TUC Management	Moderator
Mûte Bourup Egede	Premier of Greenland	Greenland after the Corona Crisis: How Do We Set a New Agenda for Growth Policy?
Jens Frederik Nielsen	Chairman, Demokratiit	Business Development as Seen from a Liberal Perspective
Aqqalu Jerimiassen	Chairman, Atassut	
Vivian Motzfeldt	Naalakkersuisoq (Minister) for Foreign Affairs, Business, and Trade	A Greenlandic Agenda in a Business Policy Perspective – The Businesses of the Future
Lars Løkke Rasmussen	Former Prime Minister, Denmark	Greenland in the World 2050 - with the Commonwealth of the Realm as a Backdrop
Martin Lidegaard	MA (DK) Danish Social Liberal Party	
Aaja Chemnitz Larsen	MA (DK), Inuit Ataqatigiit	
Carl Bildt	Former Prime Minister and Minister of Foreign Affairs of Sweden and UN Observer	A New Global Security Policy Agenda: Where Do Greenland and the Arctic Belong?
Lars Sandahl Sørensen	Director, Dansk Industri	Sustainable Growth through Partnerships
Erik Jensen	Chairman, Siumut	Party Leader Round
Thomas Winkler	Arctic Ambassador	Challenges and Opportunities in the Arctic - International Cooperation
Mininnguaq Kleist	Dept. Business & Trade	
Mads Qvist Frederiksen	Director, Arctic Econ. Council	
Kuno Fencker	MP (Siumut)	



<b>Ineqi Kielsen</b>	<i>Chairman, Constitutional Commission</i>	<b>Greenland as an Independent Country with its Own Constitution - What about the Companies?</b>
<b>Jørgen W. Johansen</b>	<i>Director, Attu</i>	
<b>Ellen Lerch Høj</b>	<i>GrønlandsBANKEN</i>	
<b>Kim Jesper Jørgensen</b>	<i>CEO of FMI</i>	<b>Co-operation about Defense and Safety in Greenland</b>
<b>Martin L. Andersen</b>	<i>Chief, Arctic Command</i>	
<b>Jacob Alexa</b>	<i>Director, Ministry of Defense</i>	
<b>Kristian Lennert</b>	<i>Chairman, Business Foundation</i>	<b>Entrepreneur of the Year 2022 Prize</b>
<b>James Fergusson</b>	<i>SVP, Barrick Gold Corp.</i>	<b>Greenland and the Minerals - What Will It Take to Make Greenland Attractive to International Investments</b>
<b>Torben M. Andersen</b>	<i>Chairman of the Economic Council</i>	<b>A Changing World and the Road to a More Self-sustaining Economy</b>
<b>Naaja H. Nathanielsen</b>	<i>Minister for Housing, Infrastructure, Minerals, and Gender Equality</i>	<b>The Human Factor and the Road towards Sustainability, Growth, and Welfare in Fiscal Policy</b>
<b>Michael Jardine</b>	<i>Director, Ironbark Zinc Inc.</i>	<b>The Ironbark Project in Citronen Fjord</b>
<b>Elna Heilmann</b>	<i>Chairwoman, IMAK</i>	<b>Primary Schools – What Does It Take to Create a Good School?</b>
<b>Mia Wagner</b>	<i>Founders, Nordic Female Founders</i>	<b>What Is an Entrepreneurial Gene - Does It Exist?</b>
<b>Anne Stampe Olesen</b>		
<b>Jacob N. Sørensen</b>	<i>CEO, Air Greenland</i>	<b>New Airports: How Will Greenland Be Bound Together in the Future?</b>
<b>Anne Nivika Grødem</b>	<i>CEO, Visit Greenland</i>	<b>The Brand Value of a Sustainable Greenland</b>
<b>Jóhanna á Bergi</b>	<i>CEO, Atlantic Airways</i>	<b>The Road to Success in Faroese Tourism - Experiences and Areas of Cooperation</b>
<b>Jóhan Pauli Helgason</b>	<i>Visit Faroe Islands</i>	

<b>Rasmus L. Nielsen</b>	<i>Ilisimatusarfik</i>	<b>Reveal: Prize Contest</b>
<b>Christel Bøjler</b>	<i>Principal, NiNuuk</i>	
<b>Anders Øgaard</b>	<i>Scientist, Ilinniarfissuaq</i>	<b>The School and the Vocational Educations: How Do They Support the New Professions?</b>
<b>Kirsten Føns</b>	<i>Scientist, Ilinniarfissuaq</i>	
<b>Bent Olsvig Jensen</b>	<i>Lumina Sust. Minerals</i>	
<b>Sivso Dorph</b>		
<b>Aviaja K. Knudsen</b>	<i>Direktør, KAIR</i>	<b>Infrastructure - New Runways: Expectations for Logistics, Service, and Additional Investments in the Towns</b>
<b>Thomas Mogensen</b>	<i>Tyt Consulting</i>	
<b>Jens K. Lyberth</b>	<i>Royal Greenland</i>	
<b>Louise L. Berthelsen</b>	<i>NuukCouture</i>	
<b>Lorne Bennett</b>	<i>Pennecon</i>	<b>Trade with Canada</b>
<b>Harry Flaherty</b>	<i>Qikiqtaalik Corporation</i>	
<b>Aluki Kotierk</b>	<i>Nunavut Tunngavik Incorp</i>	
<b>Anders LaCour Vahl</b>	<i>AECO</i>	
<b>Anders L. Laursen</b>	<i>Nuuk Water Taxi</i>	
<b>Emil Skjervedal</b>	<i>Komm. Sermersooq</i>	<b>Walk the Talk – Sustainable Tourism in Greenland</b>
<b>Anette Lings</b>	<i>Hotel Sisimiut</i>	
<b>Julia Pars</b>	<i>RelatePeople</i>	
<b>Stine Egede</b>	<i>Kommune Kujalleq</i>	
<b>Charlotte Ludvigsen</b>	<i>Komm. Sermersooq</i>	
<b>Malik Berthelsen</b>	<i>Qeqqata Kommunua</i>	<b>Political Round Table with the Mayors</b>
<b>Ane Hansen</b>	<i>Kommune Qeqertalik</i>	
<b>Jens Ole Nathanielsen</b>	<i>Avannaata Kommunua</i>	

Table 1: Speakers and debaters at Future Greenland 2022

### 3.2 Presentations from the Conference

The presentations from the speakers can be found at:

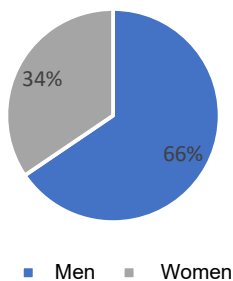
<http://www.futuregreenland.gl/da-dk/Program/Opl%C3%A6gsholdere>

### 3.3 Speakers and Others by gender and place of residence

All in all, 58 people participated as speakers, facilitators, or panellists. 20 people were speakers on the large stage in the Hans L ynge Hall. Some participated more than once.

Based on the list presented in 4Speakers, Facilitators, and Panelists, we have made pie charts of the distribution of sex and place of residence<sup>2</sup>:

Distribution/Speakers, facilitators and panelists



Place of Residence/Speakers, facilitators and panelists

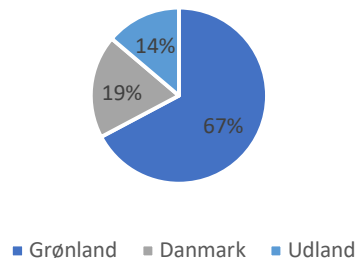
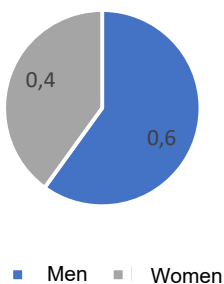


Figure 1: Distribution of speakers, facilitators, and panellists - gender and place of residence

Distribution/Speakers



Place of Residence/Speakers

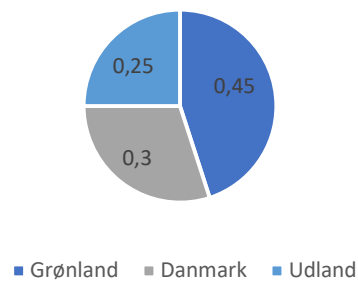


Figure 2: Distribution of speakers (Speaking from the large stage in the Hans L ynge Hall) – gender and place of residence

<sup>2</sup> Greenlandic MPs from the Danish Parliament count as persons with residence in Greenland. Faroese speakers are categorized in "Foreign.residence." The Chief of Arctic Command counts as a person with residence in Greenland.



*Picture 3: Speakers (Mia Wagner and Anne Stampe Olesen) and MP Aki Mathilde Høegh Dam (Danish Parliament)*

#### 4 Domestic Affairs

- ❖ The development must be felt by the many, not by the few.
- ❖ A good framework is a prerequisite for business development.
- ❖ The business economy must support society.
- ❖ Due to the size of the country and its small population, public ownership of the critical infrastructure is necessary, but public competition with the private sector must be reduced.
- ❖ There should be an increased political focus on the self-employed as role models in society.
- ❖ Tourism must benefit the whole country.
- ❖ The social area, the education area, and the healthcare area are suffering, and politically, they should be in focus, as each is a prerequisite for having a business life in a well-functioning society.
- ❖ Politically, the administration must be optimized to remove obstacles to business and improve the preconditions for growth and development.
- ❖ Action requires that initiative is taken when opportunities arise.
- ❖ It is important for Greenland to have self-determination and human rights, which must be respected.
- ❖ A self-sufficient economy is the path to our sovereignty.
- ❖ Naalakkersuisut (Greenland's Government) has set the course for greener growth.
- ❖ There must be a strong social framework to secure labour and business.
- ❖ In 2050, Greenland has developed, and we have played a central role in its development. In the process, we have dared to face the less nice things in our society and treat them.



Picture 4: Premier of Greenland/Chairman of Naalakkersuisut, Múte Bourup Egede (IA)

## 5 International Relations and Affairs

- ❖ The eyes of the world are on Greenland, while the country is in rapid development.
- ❖ As a small country, Greenland cannot exclude external investment and interest.
- ❖ The world is changing, and Greenland is bound to trade with the outside world, a relationship we must deal with.
- ❖ There is a political desire for more exports of Greenlandic water.
- ❖ Naalakkersuisut (Greenland's Government) wants continued work for peace in the Arctic, even though the Arctic Council is dormant.
- ❖ Knowledge is power in foreign policy in a world that has become blacker and whiter.
- ❖ Greenland must become wiser in its own areas and be better at advising politically.
- ❖ What is happening around the world also affects Greenland.
- ❖ Climate change is happening three times as fast in the Arctic as in other parts of the world.
- ❖ NATO and the EU are key players.
- ❖ Greenland must participate in global development and be at the forefront of development in the Arctic.
- ❖ Foreign policy must be thought of as business policy.



*Picture 5: Director Lars Sandahl Sørensen, Dansk Industri*



*Picture 6: Carl Bildt, UN observer and former Swedish Prime Minister and Foreign Minister*

## 6 The Commonwealth of the Realm

- ❖ Greenland will be at the centre, whether or not we want to be there.
- ❖ In the relationship with Denmark, there should be fewer formalities about which areas have been repatriated or not.
- ❖ When the USA's offered to purchase Greenland, Greenland *chose* the Commonwealth of the Realm.
- ❖ There are shadows in our history with Denmark, and we must dare to face them, but also think about business development, and there is much to be gained in the relationship with Denmark in that respect.
- ❖ Denmark will take the dark chapters of our collective history more seriously.
- ❖ Denmark, Greenland, and the Faroe Islands have much to gain from the new geopolitical reality.
- ❖ The key to joint development lies in a more self-sufficient economy and business development.
- ❖ The past can stand in the way of the future - still! We have to be careful about that.
- ❖ We must be careful not to let the present get the better of the past. We need to work *now* so that in 20 years, we will not have to apologize for what we do or do not do now.
- ❖ Knowledge must be prioritized in all parts of the Commonwealth. The key to moving forward is increasing our knowledge of each other.
- ❖ Greenland's business community can, among other things, benefit from the Commonwealth of the Realm through the opportunities it creates for exports to the EU.
- ❖ Denmark can play an important role for Greenland concerning economic diplomacy, the promotion of Greenland, and the use of the Trade Council.
- ❖ Today, we walk on eggshells around each other, which must stop. Several parts of the community are too reluctant to get involved.
- ❖ Everyone is waiting for everyone; Greenland must be ready to take responsibility.
- ❖ The cooperation with Denmark is better than its reputation. When Greenland speaks clearly, people listen!
- ❖ Denmark must provide more space and not be afraid that Greenland will develop its economy.
- ❖ Brussels has discovered that the Arctic exists, opening up some possibilities where the countries of the Commonwealth can pull together.
- ❖ The time has come to engage in creating the greatest possible development in Greenland. Such tasks call for interpersonal and professional commitment.
- ❖ There is a need for political leadership, which has to help create trust in and contact with the business community.
- ❖ Parliamentarians must also cooperate across the Commonwealth of the Realm.
- ❖ A Danish-Greenlandic joint program is requested.
- ❖ Danish restraint has been the norm but expresses a misunderstood respect for Greenland.
- ❖ Greenland pushes the framework of the Danish Constitution.



*Picture 7: Good atmosphere during the panel discussions (Carl Bildt, Vivian Motzfeldt, Martin Lidegaard, Mûte B. Egede and Aaja Chemnitz Larsen)*



*Picture 8: Audience members were eager to ask questions and were very engaged in the panel discussions*



## 7 Sustainability, Green Transition, and Partnerships

- ❖ The world in its current form calls for equal partnerships.
- ❖ Successful companies are those that enter into partnerships.
- ❖ Energy and renewable solutions can only be solved through collaborations.
- ❖ Sustainability must be part of basic development, not just something we add later.
- ❖ Denmark must take its share of the responsibility for creating an equal partnership with Greenland.
- ❖ Greenland wants more cooperation with Denmark on, for example, hydrogen but keeps the opportunity open for cooperation with other countries.
- ❖ Renewable energy requires long-term investments, and there has to be stability concerning the investments.
- ❖ Make a plan for sustainability and the green transition. However, be realistic and choose the areas that make sense.
- ❖ Greenland can contribute to global responsibility for green energy – there is a political ambition to export energy and utilize the upcoming Power-To-X technology.
- ❖ Sustainable use of resources is a prerequisite for a sustainable economy.

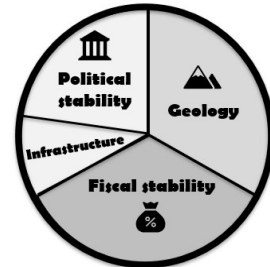


Picture 9: Successful businesses enter into collaborations: "Together, we can do more."

## 8 Investments

❖ Four main factors are important for Greenland to be attractive as an investment country within the minerals sector:

- Geological conditions
- Political stability
- Financial opportunities and reasonable tax conditions
- Good infrastructure



❖ Naalakkersuisut wants to reach out to the investor communities.

❖ In Western Australia, a leader in the mining sector, there is general concern about Greenland as an investment country.

❖ Greenland must not be too “greedy” in good times and must remember that the mineral companies that invest in Greenland use the good times to finance the hard times that will also come in the life of an activity.

❖ Investments depend on good public structures (with a relatively short case processing time).

❖ Greenland's current tax system does not support investments in the mining sector.

❖ Long-term plans attract investors.

❖ There is a political recognition that too rigid frameworks block investment.



Picture 10: Michael Jardine, Ironbark Zinc Inc.



Picture 11: James Fergusson, Barrick Gold Corp.

## 9 Education

- ❖ Greenland's most important resource is our population; therefore, there is a need to invest massively in education as the primary effort.
- ❖ Education is recognized as important, and the Naalakkersuisut (Greenland's Government) wants to involve the population in how to use the large amount of money that has recently been allocated to the field of education.
- ❖ There is a need for dialogue about growth programs and a focus on the fact that there might be a lot of knowledge and many competencies in society which are not formalized in, for example, educational certificates.
- ❖ The level of education is too low, and too few young people start an education, but we must be careful not to speak above the heads of those concerned. The young people's background, language opportunities/skills, etc., must be considered.
- ❖ We must stop making young people *the problem owners* - we must offer them opportunities based on where they are.
- ❖ The focus must be on real learning in society. We are built around certifications and formal requirements, and perhaps we overlook much of the experience that has been built up among the population without formal competencies.



Picture 12: Elna Heilmann, Chairwoman of IMAK, spoke of what is needed to create good primary schools.

## 10 Economic Growth

- ❖ Education and qualifications can explain three-quarters of the differences in economic growth.
- ❖ Economic development depends on well-functioning political institutions (for example, the division of labor between the public and the private sector).
- ❖ The current lack of staffing is the clearest barrier to economic progress.
- ❖ To avoid creating an A and a B team, we must create equal opportunities to participate in the labor market and society early on. In the long run, this creates more equality in society than, for example, differentiating taxation for different income groups.
- ❖ There is a need for a clear education plan.
- ❖ Digitization is part of the solution for Greenland's development.
- ❖ Fewer people have to support more, and we have to work seriously on this every day.
- ❖ Natural resources are in themselves no guarantee of success. Success is created through the right framework and a responsible policy for this.
- ❖ Human capital is the path to growth.
- ❖ Society needs regulation, but regulation must not block development.



Picture 13: Naalakkersuisoq (Minister) of Finance and Equality, Naaja H. Nathanielsen



Picture 14: Chairman of the Greenlandic Economic Council, Torben M. Andersen

## 11 Diversity

- ❖ It is OK to be skilled and make money; you should also dare to say it out loud.
- ❖ Many women think they would rather succeed in the small than fail in the big.
- ❖ Women are more likely to fear failure and are generally more perfectionistic. But you can minimize risk without putting your house at risk.
- ❖ Diversity is that women are allowed to, and allow themselves, to be women and not small men.
- ❖ Young people expect diversity in a completely different way than older generations.
- ❖ Women experience having a narrower path to walk on - they have less speaking time and are interrupted more often.
- ❖ There is a need to expand the concept of normality.
- ❖ Role models remain important.
- ❖ We must recognize that diversity is a joint task (for men and women).
- ❖ We need to focus on the history we want to have rather than hang on to the history we have.
- ❖ We must focus on the culture we want to reach rather than the culture we come from.
- ❖ A strategy must be laid down, and value must be created together with others.
- ❖ It can be advantageous to address topics such as culture and upbringing.



Picture 15: Dialogue about diversity in the Commonwealth of the Realm (Jóhanna a Bergi (FO), Mia Wagner (DK), and Naaja H. Nathanielsen (GL))

## 12 Tourism

- ❖ Tourism is like a fire: it can heat the house, but if you do not control it, it can burn down the house.
- ❖ The tourism development must benefit all of Greenland.
- ❖ A good place to live is a great place to visit.
- ❖ The airports are not only for the towns in which they are located but for all of Greenland.
- ❖ The Greenlandic destinations each have their own brand and distinctive character. We must cooperate on the branding but focus on the towns' different characteristics and strengths.
- ❖ The airports as such do not provide tourists - we must be ready to create demand.
- ❖ Ilulissat is "saturated" - how can we distribute tourists to the surrounding towns?
- ❖ Tourism helps create an environment, culture, and jobs that can contribute to young people choosing to move back home after completing their education abroad, just as the population's motivation to stay and live can also increase.
- ❖



Picture 16: Anne Nivika Grødem, Visit Greenland



Picture 17: Jóhan Pauli Helgason, Visit Faroe Islands

## 13 Vision – Greenland in 2050

### 13.1 Greenland in 2050

The following sections look into the future and create a look back from 2050 to today, based on the topics that the Future Greenland Business Conference in 2022 addressed and focused on. We try to show a picture of what Greenland looks like in 2050 (and preferably before) and which actions led to this. The sections divide the "responsibility" between several parties:

### 13.2 Business

Business success presupposes, among other things, the ability to enter into value-creating partnerships. Since 2022, the Greenlandic business community has entered into partnerships focused on sustainability, workforce, education, and development.

Growing and developing companies create local jobs, and companies have kept this in mind and have constantly focused on social sustainability.

In 2022, approx. 11 % of the workforce in Greenland was foreign labour, which has given the country flexibility to withstand ups and downs. The workforce has been used intelligently, which has helped anchor local competence for the sustainable benefit of future generations.

The business community has driven innovation, and entrepreneurship thrived by continuously helping to create solutions that are in demand. The business community has had an adequate degree of openness so that ideas could propagate and create a basis for entrepreneurship.

The demand for competence and resource creation within tourism has been realized, and across the business community, contributions have helped create demand which has supported investments in infrastructure.

The business community has taken the initiative for a long-term plan and definition of sustainability, which civil society and political decision-makers have been able to back up. The developments in the country have been based on green solutions.

The actors in the business community have, with inspiration from, e.g., research and the public debate, dared to challenge the concept of normality, and a high level of diversity characterizes the Greenlandic labourmarket.



*Picture 18: Bent Sørensen from Greenland Business Association and Jesper Schrøder from Arctic Circle Business work to better the framework of businesses and to better the contributions of businesses to society*

### 13.3 National Policy

By 2050, the national politicians have created the framework for the business community to thrive and develop. There is a strong and clear business policy, and the individual business initiatives have not been driven by the politicians but by the business community within the framework of the long-term business policy plan that has been laid down.

Obstacles and challenges for business, including entrepreneurship, have been greatly reduced so that new ideas and companies have been able to sprout.

Politically, we have dared to confront the past and tackle the difficult issues that require treatment. This has very much helped in defining the future that Greenland enters.

Business policy is not treated as an isolated discipline but is conceived together with social, education, labor market, and foreign policies. The biggest barrier for business in 2022 was the lack of access to stable labor, which had to be addressed in the short and long term from a political point of view.

Administrative procedures in most sectors, including the mining industry, have been simplified and made as flexible as possible.

The national politicians and the civil service have provided real insight into the conditions for attracting external investment. A common understanding has been created that a basis for external investment is that we as a country allow others to make money here - with the purpose of a local increase in value. The 2022 conference emphasized the importance of not appearing greedy and having a reasonable fiscal policy toward investments, which in 2050 has meant that Greenland has been able to expand its business activities and investments in green energy, infrastructure, and the mineral sector - based on partnerships with foreign investors.

Naalakkersuisut (Greenland's Government) has invested to support development, especially in infrastructure, and it has been recognized that the important steps in the development of the mining industry lay in well-chosen infrastructure investments, just as there was a need for investments to support investments in new runways.

Sustainability has been part of the country's basic development, and goals and methods have been defined in a strong partnership between civil society and policy makers. Greenland has taken co-responsibility for the green transition in the world.



Picture 19: Party leaders in dialogue: Aqqaq Jerimiassen (A), Erik Jensen (S), Mûte B. Egede (IA) and Jens Frederik Nielsen (D)



### 13.4 Municipal Policy

Local politicians have worked to make their municipalities attractive to the business community through attractive conditions and incentives, clear and long-term plans for business areas, up-to-date housing, and public infrastructure, for example. Recognizing that the jobs were present in the municipalities, the focus has been on making towns and settlements an attractive framework for the good life.

The municipalities themselves have taken responsibility and have not pointed in the direction of national policy for all solutions.

Long-term plans for urban development have proved to be a prerequisite for investment, and all municipalities have made plans for how they would benefit from the investments in the new runways from 2024. The plans included not only the towns with new runways but also the surrounding towns, which were to form part of a larger catchment area for visitors and business activity.

The need for municipal investments around the new runways, in the road network, building development, sewerage, public transport, etc., have been accommodated. The municipalities have partnered with the business community to develop the towns and settlements, as well as the activities that have driven demand for the benefit of the new airports.

All municipalities have prepared overall plans for business development.

It has been possible to activate more people in society through an increased focus on experience and prior learning and by meeting the young people where they are geographically.



Picture 20: Mayors and representatives of Greenland's five municipalities (left to right): Avannaata, Qeqertalik, Qeqqata, Sermersooq, and Kujalleq

### 13.5 **The Danish Parliament (Folketinget) and the Commonwealth of the Realm**

Knowledge of the Commonwealth of the Realm has been increased since 2022 to create more understanding across the communities. Recognizing that, mentally, there is a longer distance from Denmark to Greenland than from Greenland to Denmark, this difference in perception is addressed through an increase in knowledge about the Commonwealth of the Realm and Greenland.

Danish politicians have stopped taking a step back in the dialogue with Greenland but have been ready to make demands and speak at a respectful eye level. Greenlandic politicians and organizations have proven ready to enter this form of equal dialogue. Work has been done from all sides in the Commonwealth of the Realm to define an equal relationship.

The Commonwealth of the Realm has a formal framework, but as partners, we have not allowed ourselves to be limited by this, and cooperation has blossomed in a more informal way.

In 2050, the Commonwealth of the Realm has not been a limitation for Greenland to be able to expand its international relations with other countries. We have worked in alliance with the world around us, supported by the value of increased independence.

Greenland has been clear on what it wants and how Denmark could contribute to this; it has proven correct that *when Greenland speaks clearly, people listen!*



Picture 21: Danish MPs in dialogue: Martin Lidegaard, Lars Løkke Rasmussen og Aaja Chemnitz Larsen

## 14 Evaluation

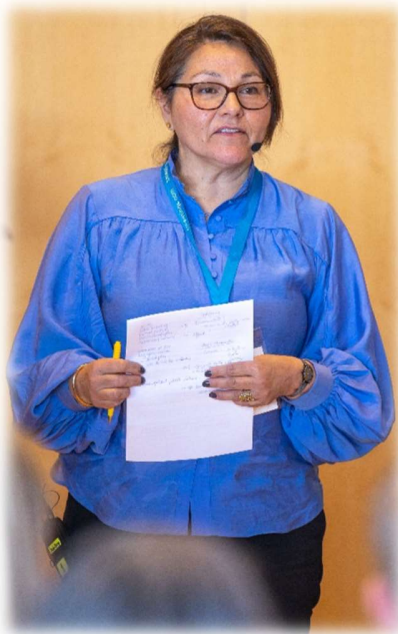
The participants in the 2022 conference could make proposals for future Future Greenland conferences via a proposal box at the conference itself. In addition, all participants subsequently received a link to an online evaluation. Some comments from the evaluation and the proposal box are included here (the list is not exhaustive):

- ✓ Themes and issues recur a lot. But I experienced a different mood and energy than in previous years, and the panel discussions, especially, were more lively and direct. It was refreshing.
- ✓ The young people could be involved - but it will happen next time. So you have considered that.
- ✓ Many good speakers - good and relevant topics.
- ✓ The conference format needs updating—too much politically empty talk rather than business, growth, and development.
- ✓ More focus on cooperation between regions.
- ✓ Culture as a profession.
- ✓ How can research support the Greenlandic business and organizational development?
- ✓ Social challenges - how can companies contribute to the full utilization of the workforce in Greenland?
- ✓ Visions are good, but can the business community develop concrete proposals for a framework for 2050.
- ✓ The network was amazing. I did not expect so many exciting people.
- ✓ I think there was a good constructive atmosphere which helped create a very positive experience.
- ✓ Future Greenland is a good place to create and maintain your contacts across sectors and national borders while at the same time filling up on your insight and knowledge.
- ✓ Future Greenland is a good conference with lots of inspiration and good speeches. However, I miss that it is possible to work deeper on the topics after the conference. Also, a concrete output comes out of the conference, even when people have left the conference.
- ✓ Focus on business if it is meant to be a real business conference.
- ✓ Basically, we need to talk a lot more about what it takes to attract investors. For example, a pension fund presentation could tell us what an interesting project plan should contain. Perhaps suitable for a workshop: "Without funding, no development."

On a scale of 1 to 5, the online evaluation participants gave the conference four stars!

**15 The Conference in Pictures**









[All photos in the White Paper were taken by Astrid Spring Öberg unless otherwise mentioned]



16 **2024 Future "of" Greenland**

On May 14.-15, 2024, Greenland Business Association will again host the Future Greenland business conference, expanding it with a youth conference on May 13 for young people. This way, we at the Future Greenland conference will get input from the people who are literally *the Greenland of the Future*.

Registration and program will be available in 2023 at [futuregreenland.gl](http://futuregreenland.gl)



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