

AmCham.Pl QUARTERLY

The official magazine of the American Chamber of Commerce
in Poland



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DOING THE RIGHT THING



American companies in Poland continue to deliver humanitarian aid to Ukraine. With the emergence of the AmCham "Rebuild Ukraine" Working Group, they extend their action format to the Ukrainian economy.

AmCham Advisory Council

The Advisory Council of the American Chamber of Commerce in Poland is engaged in shaping the AmCham advocacy for better investment, creating policies and working with key policy-makers to address important relevant issues. The crucial role of companies gathered in the Advisory Council is emphasized by the special client care AmCham provides to these premium members and the opportunity they have to cooperate at the highest level, including business-to-government dialogue, networking events as well as priority at other AmCham events.



IT'S YOUR AMCHAM



IT'S YOUR DEBATE

"Direct investments and re-investments by US investors in Poland are used to develop innovative companies that utilize the Polish R&D potential and create well-paid sustainable jobs".

Grzegorz Piechowiak, Secretary of State, Government Plenipotentiary for Foreign Investment from the Ministry of Economic Development and Technology, p. 14

"Our transatlantic relations have never been so strong as they are at present because they are linked mutual trade and investments that support millions of jobs in the US and the EU."

Danuta Hübner, Member of the European Parliament, p. 14

"As new and better technologies are now available, the government is one step away from starting the migration to the cloud."

Janusz Cieszyński, Secretary of State, Government Plenipotentiary for Cyber Security at Chancellery of the Prime Minister of Poland, p. 16

"Cloud technology and security is part of our economic and national security, business security and continuity and it requires the closest alignment between the public and private sectors to be truly transformative."

Tony Housh, AmCham Chair, p. 16

"The main lesson from the Russian invasion so far is that we should be open to the civil society which has been an engine moving us closer to victory."

Oleh Kuts, Deputy Chief of Mission at the Embassy of Ukraine in Warsaw, p. 12

"The banking sector in Ukraine remains in service thanks to wartime regulations allowing it to transfer its data to data centers outside Ukraine and cloud services provided by US companies such as IBM."

Andy Hunder, CEO and President of AmCham Ukraine, p.12

AmCham.pl Quarterly is the official publication of the American Chamber of Commerce in Poland. It is a voice for foreign investors and the business community in Poland. The

"Poland welcomes the presence of over 10,000 US troops in the country and sees it as a sign of American commitment to security in this part of the world".

Michał Kobosko, Vice-Chair of political party Poland 2050, p. 15

"Since 2020, my mission has been to help preserve metallurgical know-how in the Western World. If we lose this technology and know-how, Europe and America will be at a disadvantage economically, and militarily, to China and Russia."

Hugh Aiken, Chairman, majority investor in foundry company Zakład Metalurgiczny WSK Rzeszów, p. 17

"The clinical research market is experiencing rapid growth, with a high demand for skilled data science professionals."

Sergey Glushakov, Managing Member and CEO of technology consulting company Intego Group, p. 19

"The spirit of the Polish labor code is still rooted in 1974 when the law was created, and many obsolete rules continue to linger despite many updates introduced over the years."

Sławomir Paruch, Partner, Legal Counsel at PCS Paruch Chruściel Schiffter Stępień Kanclerz Littler, p. 21

"It is likely that Poland will see substantial onshoring and the so-called friendshoring of European and American businesses."

Ron Farkas, Founder and President of Poland-U.S. Operations, p. 23

"Sparking curiosity is one of our school values and inquiry-based learning is a central theme of our educational philosophy."

Iwona Thomas, Founder of The British School of Warsaw, p. 25

magazine strives to keep our members and other readers up to date by following chamber news and reporting on the leading trends in business and policy.

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READ NEW ARTICLES BY EXPERTS FROM AMCHAM MEMBER COMPANIES, AVAILABLE AT [AMCHAM.PL/EXPERTS](https://amcham.pl/experts)

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ADVOCACY OF AMCHAM POLAND

Our top issues include:

AmCham Poland supports the collective interests of its members by working to affect changes that improve the business environment in Poland through:

- the close monitoring of Polish and EU regulations;
- position papers, policy statements, and advocacy letters;
- direct and frequent interaction with policy-makers;
- active participation in the rule-making process.

All AmCham Poland's position papers are available at amcham.pl/advocacy.



ECN+ DIRECTIVE

AmCham was active in the process of amending the Act on Competition and consumer protection and some other acts, which was to incorporate into the Polish legal system the Directive (EU) 2019/1 of the European Parliament and of the Council of 11 December 2018 (ECN+ Directive) to empower the competition authorities of the Member States to be more effective enforcers and to ensure the proper functioning of the internal market.

American companies in Poland were concerned about the draft act implementing the ECN+ Directive: the draft introduces changes that are not required by the Directive or go further than provided for. In addition, the Polish draft act contains regulations that apply retroactively, which is a worrying signal for US investors who may question the regulatory stability in Poland.

The draft act, among other things, caused the risk of imposing a penalty for an entrepreneur's act that was not punishable at the time of its perpetration or applying the new, much less favorable provisions on penalties to the entrepreneur's act (compared to those applicable when the entrepreneur committed the infringement).

AmCham submitted its position to the Senators associated with the Senate Committee on National Economy and Innovation and cooperated with the US Embassy, other Senators, and the Office of Competition and Consumer Protection on the most harmful provisions. AmCham representative also took part in the discussion held by the Senate committee. AmCham actions resulted in the rejection of the bill in the Senate.

Currently, the Senate's resolution to reject the draft act has been rejected in the Sejm. AmCham intends to submit its position to the President of the Republic of Poland.

ELECTRONIC COMMUNICATION LAW

AmCham has remained active in further legislative work on the Law of Electronic Communications. The act was intended to constitute a regulatory framework for electronic communication in Poland, and the primary purpose is to implement the provisions of Directive (EU) 2018/1972 of the European Parliament and of the Council of December 11, 2018, establishing the European Electronic Communications Code into the national legal order.

Due to the importance of the draft regulations, and with many comments from AmCham member companies, AmCham has prepared a position paper and addressed it to the key stakeholders in Poland (e.g., Presidium of the Sejm's Committee on Digitization, Innovation and Modern Technologies; Marshall of the Sejm; Government Plenipotentiary for Cybersecurity; Director of the Telecommunications Department at the Chancellery of the Prime Minister; and chairs of parliamentary political clubs)

In its positions paper, among others, AmCham makes the following remarks and recommendations:

- that the obligation to retain data only in the territory of the Republic of Poland should be abolished;
- that, considering the different nature of number-based interpersonal communications services (NB-ICS) and number-independent interpersonal communication services (NI-ICS), the same regulations should not be applied to different types of entrepreneurs;
- that a vast catalog of services (Police, Border Guard, Internal Security Agency, Central Anti-Corruption Bureau) may obtain access to communication-related data (broadly defined), without specifying the basis for the request, the scope, and the mode in which they access data;
- that the further processing of changes in the MCMO's (must carry, must offer) responsibilities should be abandoned;
- that the further changes in the scope of the obligation to offer "à la carte" programs should be abandoned, and the same prices for all distributors should be applied.

AmCham participated in the Sejm's public hearing on this draft act on March 6 during which the chamber presented its position. Having considered the draft, Parliamentary Committee on Digitization, Innovation and Modern Technologies, issued a report with a motion to reject the act by the Sejm.

STABLE AND PREDICTABLE LAW

The main goal of AmCham's activities is to ensure a business environment that encourages foreign investors to invest and reinvest in the Polish market. We believe that a dialogue between the public and private sectors is crucial, as well as conducting legislation in a predictable and stable manner by using sufficiently long public consultations and ensuring adequate *Vacatio Legis*.

With this in mind, the AmCham Pharmaceutical Committee has prepared the 4th edition of the report "Healthy Legislation" which scrutinizes the process of creating laws governing healthcare. The document considers, among others, the quality of consultations, deadlines set by the government, and the stability and predictability of the new laws.

The document shows how dynamic the legislative process in Poland is, considering that only the Ministry of Health, in one year (from June 2021 to May 2022) opened 215 new legal acts, and only about 60 percent of them underwent consultations. This means that, excluding holidays, a new draft law appears almost daily.

The Healthy Legislation 4.0 report is available at amcham.pl/reports

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DEAR AMCHAM MEMBERS,

Quarter 2 of 2023 is underway and together we are finding opportunities and addressing ongoing challenges in the Polish, regional and global markets. As we push forward with business, the Russian aggression against Ukraine continues. This unjust war, together with economic uncertainties and falling but continued inflation, will shape the remainder of our year on beyond. An additional critical factor in reading the crystal ball is the 2023 parliamentary election in Poland—much to keep AmCham engage in the months ahead.

In this edition, you will find a significant focus on the recently founded AmCham working group on Rebuild Ukraine, the ongoing support of our companies to their operations in our neighbor to the east as well as continual assistance to those in need. Thank you for the time, resources and effort our AmCham community puts forward in this difficult time.

AmCham continues a robust engagement calendar and a full advocacy program in the first half of the year. Fair treatment of investors, energy transformation, cloud development, regulatory and tax stability and ever increasing transparency and consultation remain at the heart of our agenda. I would like to extend a well-deserved thank you to our Executive Leadership Team of Marta Pawlak and Marzena Drela, along with the entire AmCham staff, for their energy and commitment during a time of unprecedented activity. The Chamber calendar is full of engagements in Kraków, Rzeszów, Katowice, Wrocław, Poznań, the Tri-City and Warsaw. Please take advantage of these great opportunities provided to the membership.

The AmCham Diners at EKG-Katowice and Impact23, along with the high tempo meetings among all political and business stakeholders, ensure that the voice of American business is heard daily. We look forward to seeing you at these events. The US-Poland strategic relationship is strong. This is reflected not only by our outstanding defense and security relationship, but by our broad and deep investment and trade relationship. Our goal is to enhance both elements through our work as an investment community on both sides of the Atlantic. Finally, in this issue we remember our dear colleague, friend, fellow Board member and Vice-Chairman Rafał Stepnowski. We are committed to honoring his energy and passion for innovation, engagement, Poland and a better future—and most of all his family. Rest in peace, Rafał.

A handwritten signature in black ink, appearing to read "Tony Housh". The signature is fluid and cursive, written in a professional style.

TONY HOUSH
AMCHAM CHAIRMAN

AMCHAM ECONOMIC OUTLOOK

SLIGHT CORRECTION OF OPTIMISM

AmCham aims to deliver reliable information on the value of assets, funds, operating revenue, and employment of the US-owned entities operating in Poland. We assess the scale of US business in Poland and define the effects of the U.S. capital on the economy to the Polish media as well as policymakers. We analyze US-owned businesses in Poland and their impact on the country's economy, labor market, innovation improvement, and technology development. We also quantify various aspects of transatlantic economic relations, including trade and investments.

We pay special attention to the precise recognition of capital ownership, the type of business projects and the scope of investments in various sectors.

For a better recognition and understanding of current dynamics in the economy, we bring together AmCham Members with Poland's leading economists to discuss key macroeconomic indicators and identify trends in the economy. The inaugural meeting of the AmCham Macroeconomic Outlook featured Sławomir Dudek, the founder of the Institute of Public Finance.

The optimism in the early spring found in the PMI index improvements is now sorely corrected. There had previously been some clear signs of recovery, driven by policies to tackle inflation in the US and the Eurozone, as well as successes in struggling against the last outposts of the coronavirus in China and in the lifting of related restrictions, which were still the main brakes on businesses earlier this year. This optimism was unfortunately shattered by the mid-April IMF report and Europe and Central Asia Economic Update by World Bank, which projected the global GDP growth at 2-3 percent. For Poland, it is at 0.3 percent (IMF) and 0.7 percent (WB), and both institutions estimated gross fixed capital investment to rise by only 0.2 percent in 2023.

The ECA Economic Update emphasizes the Polish economy is significantly affected by high inflation, by negative confidence effects related to the war in Ukraine, and slowing demand in key trading partners. Moreover, the situation is even more multifaceted because of falling consumption and rising inflation despite the decline of the CPI in some categories. The price decline does not refer to many categories so far. Moreover, the issue of imports from Ukraine would affect food prices in Poland this year. It is positive for agri-producers, but its harmful effects are expected for domestic consumption because the import ban is pretty broad and covers multiple products, such as cereals, sugar, dried fodder, seeds, hops, flax and cannabis, fruits and vegetables, processed fruit and vegetable products, wines, beef and veal, milk and dairy products, pork, mutton and goat meat, eggs, poultry meat, ethyl alcohol of agricultural origin, and bee products. Their limited availability in the market may result in a price rise.

POLAND STILL ATTRACTIVE

Regardless of the economic conditions, it

seems that the internationalization of global corporations will not be limited by domestic economic conditions or rising geopolitical and trade tensions. The recent AHK (Polish-German Chamber of Industry and Commerce) survey indicates Poland as the most attractive country in the CEE region and our country regained the number one position in the region again after 2015. Foreign investors that took part in this survey stressed the important market attractiveness of Poland: the country's membership in the European Union (99 percent of positive ratings), the availability of local suppliers; employee qualifications (only 7.7 percent dissatisfied firms). As a result of such a good assessment of the business environment and geo-location, most of the foreign-owned entities are going to continue their operations in Poland. However, their major concern for the near future is a rise in energy and raw material prices as well as labor costs, but two-thirds of them have no plans to lay off employees.

Global FDI flows are expected to continue in the current trend. The latest Foreign Direct Investment (FDI) Confidence Index by Kearney reveals that 82 percent of corporate executives expect to increase FDI over the next three years. The responses of 538 global business leaders underline major drivers for FDI such as more connected digital infrastructure, rising opportunities in digital trade and services, and the green energy revolution.

Meanwhile, Oxford Economics has summed up the flows of FDI last year. Global capital inflows rose slightly from an estimated USD 2.07 trillion in 2021 to USD 2.13 trillion in 2022.

Disaggregated data by countries are expected by mid year. They will show whether Poland has repeated the record of 2021.

"REBUILD UKRAINE" WORKING GROUP

TAKING STOCK

AMCHAM "REBUILD UKRAINE" WORKING GROUP MEETS WITH AMCHAM UKRAINE OVER INFRASTRUCTURE AND LOGISTICS

In April, the AmCham "Rebuild Ukraine" Working Group met online with AmCham Ukraine to discuss areas where both chambers may coordinate the competencies of their members to help Ukraine create policies that facilitate the efficient and effective movement of goods between Poland and Ukraine.

On the agenda were customs procedures that need to adhere to EU standards and the Ukrainian logistics and transportation infrastructure.

The speakers were AmCham Poland member Ron Farkas, Founder and President of logistics company Poland-U.S. Operations; Oksana Shvets, AmCham Ukraine, Chief Policy Officer responsible for tax and customs committee at AmCham Ukraine; Vita Miroshnychenko, Leader of Customs Practice in PwC Ukraine, and Customs Committee Co-Chair at AmCham Ukraine; and Yana Hrytsenko, Senior Policy Officer at AmCham Ukraine. Ron Farkas said that Poland and Ukraine had established efficient processes to safeguard efficient exchange of goods. The city of Lublin was designated for material and humanitarian items, while Rzeszów for defense and tactical items. The system is unique, and requires understanding of various regulations and instructions posted by Polish and Ukrainian governments respectively.

Farkas underlined that depending on the item in shipping, its seller and recipient, there are different administrative avenues to follow to get the customs clearance.

Vita Miroshnychenko said that Ukraine cannot use its sea ports and most Ukrainian importers use seaports in the EU and have the goods delivered to Ukraine by trucks. However, Ukrainian border crossings do not have adequate infrastructure to effectively perform customs related controls. A solution to this problem would be to have the Polish and Ukrainian authorities work together to create "a common border" where all relevant controls and checks would be performed accordingly," Miroshnychenko said.

When it comes to transport and logistics,

Ukraine's strategic goal is to increase its agricultural exports, for which it needs to develop modern "transportation corridors" including multimodal logistics parks with railway and river connections.

Talking about regulatory issues on transportation and logistics, Miroshnychenko said that Ukrainian financial and customs authorities are working on adapting solutions from the EU.

THE RAILWAY SYSTEM

In turn, Yana Hrytsenko said that because of the size of the country, the development of a modern railway system is one of the top priorities for Ukraine's post-war economic development. The AmCham Ukraine Infrastructure Committee had drafted three priority areas for Ukrainian lawmakers and government agencies charged with rebuilding railway infrastructure. Priority one focuses on the improvement of operational management of the Ukrainian Railway, as well as supporting the expansion and modernization of railway infrastructure at the western border crossings. Priority two calls for ensuring a fair and transparent process of cost determination for railway transportation. Priority three addresses the current war-zone situation by advocating breaking up the big Ukrainian Railways into smaller companies and "redistributing" business processes.

TEN PRIORITY AREAS

Talking more broadly about Ukraine's post-war legal framework, Oksana Shvets presented ten priority areas that AmCham Ukraine views as must-have to safeguard smooth economic recovery for the country. First, Ukraine will need to ensure its national security and defense in cooperation with international allies. Second, it will need to accelerate its EU membership by aligning national legislation in competition, customs, healthcare, IPR, media and other spheres to that of EU.

Priority three calls for implementing rule of law and effective judicial reform, a fair justice system, and transparent selection of judges at all levels. Ukraine will also have to respect the in-

dependence of the National Bank, the Antimonopoly Committee, and anti-corruption agencies. State-owned enterprises and banks will have to be reformed so they are in sync with EU requirements and regulations.

Priority four focuses on the liberalization of labor legislation and social security policies, including voluntary health insurance, that encourages people to live, work, and invest in Ukraine. Priority five centers around balanced monetary, fiscal, budgetary, and debt policies, to set the basis for rapid economic growth. AmCham Ukraine advocates sufficient political risk insurance coverage for investors through Ukraine's cooperation with leading global financial institutions, as well as with the private insurance market.

Priority six focuses on Ukraine's vital infrastructure. It needs to be rebuilt based on international best practices in attracting financing, modern urban architecture and design solutions, and transparent privatization and concession-granting procedures.

In priority seven, AmCham Ukraine recommends country-wide digitization and IT ecosystem growth and the development of adequate property rights, a level playing field, and proper IPR enforcement.

Priority eight calls for establishing a predictable and attractive tax regime for job creation and for bona fide investors, such that it should guarantee transparent, timely and full VAT return for exporters.

Priority nine focuses on international trade and advocates supply chain security via free access to seaports, building up customs and border guard infrastructure capacity, as well as ensuring long-term market access opportunities with international trade partners.

Priority ten focuses on strengthening Ukraine's energy independence and security through development of renewable energy and increasing domestic gas and oil production as well as integration with the EU energy market.

AGENDA

INTELLIGENCE FROM AMCHAM COMMITTEES

HUMAN RESOURCE MANAGEMENT

In April, the committee met to discuss how a new EU regulation, the Predictable Working Conditions Directive, will impact the Polish Labor Code.

The speaker was Agnieszka Goduslawska, Advocate at Wardyński & Partners. In her presentation, Goduslawska highlighted the new information obligations for employers and how it impacts the wording on new employment contracts, and talked about employees' rights to work for other employers. She said that the directive will have a paramount impact on the employment market in Poland and will also bring new challenges for HR departments.

In March, the committee hosted Michał Chodkowski, Advocate and Partner at Łaszczuk and Partners, and President of the Polish HR Association, who talked about how companies may implement effective remote work strategies in light of the new regulations governing remote work in the Polish Labor Code. The speaker said that the pandemic forced companies to allow their employees to provide work from home. Although there were no specific regulations governing this type of work—it proved to be as effective as work at the office—while many workers did appreciate the fact that they did not have to spend time commuting to work. With this, companies had generated experience and expertise in dealing with distance work. However, the legislators resorted to pre-pandemic tele-work regulations as the basis for the new regulations governing distance work, completely ignoring the practical experience both employees and employers generated during the pandemic. As a result, the new regulations do not leave much room for flexibility in combining office work with remote work. For instance, employees are obliged to inform employers of the location where they will deliver distance work, and need to obtain consent from the employer for each new location. They can, for instance, travel abroad and still deliver distance work. Meanwhile, employers may run checks to see if the employee actually uses the declared location to deliver the distance work. During the pandemic, it was taken for granted that employees delivered distance work from their homes with no "physical checks" by the employer being necessary, although in practice, many of them did work from other locations than their home to mutual benefit.

The speaker presented other questionable aspects of the new regulations which may trigger different interpretations in practice, and shared with the audience his view on how to reach optimal solutions.

INDUSTRY AND ENERGY

In April, the committee met to announce the

names of the companies who won the Factories of the Future contest, that had been opened in September last year by the Future Industry Platform, a not-for-profit Polish governmental foundation established in 2019 and supervised by the Ministry of Economic Development and Technology.

The winners were P&G (represented at the meeting by Robert Szykiewicz), Rockwell (Łukasz Niesłuchowski), Dell (Wiesław Gorzelak, Sebastian Suchy), and Flex (Stanisław Motylski).

The representatives of the winning companies shared their views on the application of innovative new technology across their companies. Anna Pająk, Deputy Director, the Future Industry Platform, talked about the different programs the foundation has for the business sector.

In March, the committee met to discuss the complexities and unpredictability of administrative procedures surrounding the investment process, and looked into potential to accelerate these procedures. The speakers were Agnieszka Wierzbicka, Advocate at E&Y; Michał Dądejewski, Operations Manager for Warsaw and Board Director at PM Group.

In their presentations, the speakers highlighted certain practical and legal aspects of obtaining an environmental decision for a planned investment, concluding how they negatively impacted the competitiveness of the industry sector in Poland. The discussion led to a conclusion that the committee should prepare a position paper including a set of recommendations for the government on how to accelerate the process of issuing environmental decisions for investors.

REAL ESTATE

In April, the committee met to discuss the impact of the current energy crisis on the real estate sector, and how the real estate industry implements the ESG principles (environmental, social and governance). The speakers were Joanna Mroczek, Senior Director, Head of Strategic Consultancy, Board Member in CBRE Poland; Emilia Dębowska, Sustainability Director at Panattoni Europe; Piotr Iwanowski, Technical Coordinator at CBRE, and BREEAM-In-Use Assessor and Sustainability Consultant; and Mariusz Wawer, Head of Governmental Relations & Sustainability at 3M East Europe Region.

The speakers agreed that all stakeholders in commercial real estate demand transparency and proactive planning to safeguard and protect ESG standards and underlined the need for the industry to emphasize the measurable benefits of incorporating ESG strategies in investment projects.

SUSTAINABILITY

Katarzyna Szwarz, High Representative of the Ministry of Finance for Strategy of Capital Market Development, met the committee in January to discuss new initiatives in the development of sustainable finance in Poland, and ideas supporting companies' non-financial/ESG reporting as essential to build their reliable ESG data hub.

The speaker said that the Polish Ministry of Finance had initiated a project to develop sustainable finance in Poland. Its goal is to leverage development opportunities for the Polish capital market towards climate neutrality. The project will help identify the strengths and potential challenges of the Polish capital market and formulate a catalog of recommendations for organizations developing sustainable financial products in Poland. The Polish Sustainable Finance Platform will be established as part of the project.

Szwarc also discussed the role of ESG reporting and its impact on sustainable development in Poland, and potential cooperation between businesses and the Ministry of Finance.

TAX AND FINANCIAL SERVICES

In February, the committee held a meeting devoted to the principles of ESG (Environmental, Social, Governance) in taxation, with speakers, Dorota Bokszczyńska, PwC Director and Tomasz Gajtkowski, PwC Manager.

The speakers ran a presentation entitled The ESG in Taxes—The Crucial Part of Companies' Strategic Objectives, explaining how ESG is driving a new approach to taxation as an important factor of determining their new roles in society for business organizations, and discussed potential benefits that new ESG tax obligations offer for corporate tax payers.

In their presentation, the speakers underlined the importance of the Cooperative Compliance Program, a new form of collaboration between the National Fiscal Administration (NFA) and large entities, based on mutual trust and transparency. The program is voluntary and available for taxpayers whose revenues in the previous tax year exceeded the equivalent of EUR 50 million. The benefits for taxpayers participating in the program include less uncertainty in tax position, competitive advantage in tenders, reduction of tax risks, and statutory benefits such as quicker tax refunds. For tax authorities, the program offers fewer on-demand audits they have to make, reduction of administrative costs and outsourcing some control to taxpayers themselves—those who take part in the program. However, both sides participating in the program will have to face extra workload stemming from the need to implement extra solutions.

RAFAŁ STEPNOWSKI 1968-2023



The AmCham community was deeply saddened by the untimely passing of Rafał Stepnowski, Managing Director of Boeing Polska and Vice-Chair of AmCham Poland. He was known for his inspiring leadership, clear vision, personal charisma and a determination to make the world a better place. Stepnowski joined AmCham Poland as VP Boeing Polska and Managing Director of Jeppesen Polska, a Boeing-affiliated producer of digital maps, navigation tools and flight-planning products for aerospace and maritime. In this capacity, since 2007, Stepnowski served as Director of Government Affairs at Boeing Polska. He supported Boeing International in leading Boeing government affairs in Poland, responsible for establishing relationships and engaging with authorities and institutions. This role was added to his responsibilities at Boeing of Digital Solutions and Analytics and Managing Director of Jeppesen Poland.

Stepnowski entered the sector of digital maps and navigation 30 years ago when, together with his father prof. Andrzej Stepnowski, he cofounded a startup specializing in developing electronic maritime navigation systems, C-Map. The company was purchased by Jeppesen in 2006.

A strong proponent of reinforcing bilateral relations between Poland and the US, Stepnowski was pivotal in helping Poland get the latest US technology in a range of areas. Thanks to his efforts and determination, the Polish Navy was among the first navies worldwide to get equipped with modern digital navigation maps and tools, while the Polish national air carrier, PLL LOT, was the first in Europe to deploy Boeing 787 Dreamliner in its commercial service, in 2021. Stepnowski also worked behind the purchase of 96 Apaches AH-64 by the Polish Air Force, which are scheduled for delivery this year. His vision, dedication and determination led the Gdańsk-based operations of Boeing to grow to become the company's largest offshore location currently employing 800 experts in aerospace navigation, software engineering and other areas, also supporting the growth of safety in civil aviation. Along with performing business duties, Stepnowski was deeply engaged in charitable, social and educational activities. Since 2007 he supported the Jazz by Jeppesen Festival—a not-for-profit initiative from the Jeppesen Foundation, presenting renown jazz artists as well as new,

emerging musicians from the Tricity area. He initiated the creation of "Newton Room", educational centers promoting math and science among high-school students, and, as a member of the "Grow with US" foundation he supported the families of Polish soldiers who fell during peace missions abroad.

Stepnowski was born in Gdańsk. He graduated from the Economics Department at Gdańsk University, and completed an MBA course at Gdańsk University of Technology. In 2011, he became a member of the Council of Experts at the Economics Department of Gdańsk University, and since 2013, member of the Consulting Board of the Management Department at University of Technology in Gdańsk.

Stepnowski was a member of the AmCham Board of Directors from 2021.

He was fluent in English and had elementary proficiency in Spanish and Chinese.

For his work towards increasing Poland's security and for his social and charitable activities, Stepnowski was posthumously awarded the Officer's Cross of the Order of *Polonia Restituta* by Poland's President Andrzej Duda.

DOING THE RIGHT THING



Working side by side: The speakers are the inaugural meeting of the AmCham "Rebuild Ukraine" Working Group, Jolanta Jaworska, AmCham Treasurer (IBM); Oleh Kuts, Deputy Chief of Mission at the Embassy of Ukraine in Warsaw; Andy Hunder, CEO and President of AmCham Ukraine; Tony Housh, AmCham Poland Chairman.

AMERICAN COMPANIES IN POLAND CONTINUE TO DELIVER HUMANITARIAN AID TO UKRAINE. WITH THE EMERGENCE OF THE AMCHAM "REBUILD UKRAINE" WORKING GROUP THEY EXTEND THE AID FORMAT TO EMBRACE THE UKRAINIAN ECONOMY.

The Russian "special military operation" in Ukraine came as a shock to Polish society. Watching TV coverage of the invasion, Poles were sickened by the scenes of Russian missiles hitting targets in Ukraine, which reminded them of the cruelest moments in the history of their country. As the first waves of Ukrainian refugees were arriving at the Polish border, many Poles rushed to offer them help and assistance. Soon, a major humanitarian operation unfolded. Between Feb 24-28, over 355,000 Ukrainians entered Poland, followed by 2 million in March, and over 700,000 each month from April 2022 to January 2023. While for some Ukrainians Poland was just a stop on their way to other EU countries, most of them

found refuge in Poland—a country that spontaneously orchestrated on its territory what amounted to the largest humanitarian effort since WW2.

American companies in Poland threw themselves into that process from day one. Some because they had staff members in Ukraine and had to attend to that emergency. Others were prompted by their employees' grassroots initiatives, or they just thought it was the right thing to do.

DIFFERENT FORMS OF AID

In December 2022 and February 2023, AmCham ran a survey among its members to capture the breadth and depth of their

involvement in delivering aid to Ukrainians in Poland and Ukraine in 2022 and assess the perspectives of continuing to deliver aid this year.

73 AmCham member companies took part in the survey. Most of them delivered different types of aid, such as material aid (88%), financial aid (74%), accommodation assistance (60%), transportation assistance (51%), employment assistance (51%), and job training (29%). Yet other types of aid included the provision of daycare for Ukrainian children and legal advice to refugees on the red tape they needed to remain in Poland and be eligible to work. Some companies donated laptops for schools that accepted Ukrainian pupils, while others doled out medical equipment; others assisted with medical care and helped refugees get access to medical healthcare services. Some other types of aid, such as medical insurance, Polish language training and psychological support were also mentioned by several companies.

CORPORATIONS IN ACTION

The CANPACK Group, a producer of aluminum cans for beverages, was one of the companies which were directly impacted by the war in Ukraine because it has two factories in the country. In feedback sent to AmCham, the company said that "Our immediate concern was focused on the safety of our 240 colleagues and their families. To assist, we engaged in several crucial relief initiatives. We launched a coordinated plan to relocate hundreds of our Ukrainian colleagues' family members to Poland, Romania, or Slovakia, while at the same time shipping humanitarian aid to those who remained. The overall effort involved over 70 CANPACK volunteers all of whom hosted these families at their homes before we arranged longer-term accommodation."

The CANPACK representative wrote that "volunteers also launched an internal help platform to address the individual needs of the families. We then provided longer-term accommodation and complex medical, psychological, legal, banking, HR and educational support. Almost 120 Ukrainian guests participated in intensive Polish language courses. For those who decided to settle in Poland, CANPACK provided a six-month housing allowance. All funds for these efforts were donated by employees across the CANPACK Group, as well as by business partners, via the CANPACK Foundation. Together, we have managed to build a life-sustaining bridge and give hope to more than 400 people in need."

PepsiCo was another company directly impacted by the war. According to feedback sent

by the company "more than 500 PepsiCo Ukraine employees and their loved ones found refuge in Poland, and PepsiCo provided them with housing, food and financial assistance. More than 170 drivers from among Polish employees volunteered to transport refugees from the border crossings to deep into Poland. PepsiCo volunteers transformed the company's former head office building in Warsaw into a 'PepsiCo Hotel' and the company's HR team supported all those willing to take a job in their search for work. The company organized Polish language classes. All production facilities got engaged in collections in their local communities. PepsiCo Poland employees coming from Ukraine received support in organizing their families' travel to Poland."

When it comes to financial assistance, "The PepsiCo Foundation donated USD 720,000 to the Polish Red Cross (PCK) to help refugees arriving in Poland. The funds made it possible to establish seven integration and education clubs for the youngest refugees and fund a vocational activation program and Polish language courses. The PepsiCo logistics team joined forces with ID Logistics Poland to organize a PCK warehouse in Warsaw from scratch." Pfizer Poland also provided financial aid. In feedback sent to AmCham, the company said that "shortly after Russia invaded Ukraine, Pfizer Poland increased its financial support for the *Siemacha* Association, a non-governmental organization that has been working with children from conflict-affected areas in Ukraine since 2014. Soon after the war began, Pfizer Poland stepped up its commitment and helped fund the rapid evacuation of orphans from Kherson to a center in Odporyszów, which was established in just 24 hours."

Metallurgical company CMC offered accommodation for refugees in Poland. In its feedback for AmCham, the company said that it provided "six rooms to Ukrainian refugees in our staff hostel, where 6 Ukrainian families, a total of 15 people, mainly mothers with children, have been staying since the beginning of March. For the first six months, we additionally provided them with the necessary daily essentials, groceries, chemicals, clothing, and school supplies for their children, as well as Polish language lessons and direct support in accessing necessary medical care. During their first weeks in Poland, they received from us comprehensive support in dealing with administrative matters related to the regularization of their legal status in Poland."

Along with donating "tons of our products to Ukraine: prepared food for people and hundreds of thousands of bars, and also tens of tons of food for pets", Mars Poland offered accommodation. In its feedback, the company said that "Mars Associates made their homes and apartments available to Ukrainian refugees, organized collections of goods on their own initiative and volunteered their time. Each associate was able to take advantage of 16 paid

volunteer hours. For every one zloty raised by our Associates—as part of the Associate-to-Associate fund drive—Mars contributed the same amount (matching funds)".

In turn, media company Warner Bros. Discovery (WBD) in Poland has undertaken extensive cooperation with the Program for Humanitarian Aid (PAH). The company told AmCham that its channels in Poland "aired more than 3,000 PAH and 900 other NGO social ads with an advertising equivalent of PLN 11.5 million.

TVN WBD organized the 'Together with Ukraine' concert, which was watched by 6 million viewers, including 1.3 million in Ukraine alone. More than PLN 8 million raised during the concert went to the PAH account."

The company also said that "from the first hours of the war, TVN24 produced a special edition, devoting all airtime to the situation in Ukraine. For 10 days 24 hours a day, with no breaks, the broadcast was live. TVN WBD journalists are constantly on the ground to report on events and counter disinformation. Player and TVN24 GO provided free access to Ukraine's largest news channels. Player also provided free access to cartoons with Ukrainian dubbing or subtitles.

In addition, Good Morning TVN launched the 'Together with Ukraine' campaign under the auspices of the Ukrainian Embassy. A website was created that is, among other things, a source of information for those seeking and offering assistance to Ukraine."

Another type of assistance was provided by IBM. It was not aimed at refugees but at institutions in Ukraine that needed protection. The company told AmCham that "IBM employees initiated projects to support the IT resilience and data protection of more than a dozen Ukrainian institutions and companies, including the National Bank of Ukraine, the Oshchad (the state savings bank of Ukraine), the State Treasury, the Gas Transport Systems Operator of Ukraine, the State Prosecutor's Office, and the Ministry of Defense."

FINE-TUNING

At the beginning of the war in Ukraine, the bulk of the aid was aimed directly at the people in need without any intermediaries (92 percent) with only 8 percent of surveyed companies saying they used intermediaries, such as local government agencies, NGOs, humanitarian organizations to have their aid delivered to the refugees. However, 69 percent of surveyed AmCham companies said they cooperated with organizations providing humanitarian aid to Ukraine later. At the beginning of the war, the need was so fast that finding NGOs was difficult, and also companies had their employees there. After one year the issues with their employees were resolved or lessened. The list of humanitarian organizations that AmCham companies cooperate with is long. It includes big Polish and well-known

organizations, such as the Polish Red Cross, Caritas Polska, and *Polska Akcja Humanitarna*, as well as small organizations which focus on specific issues. There are also major international humanitarian organizations on the list, such as the UN's World Food Program, the Red Cross, UNICEF, and Habitat for Humanity, but also small ones. Apart from this, it is worth mentioning that many corporations have their own humanitarian organizations engaged in helping Ukrainians.

While the majority of the surveyed companies (89 percent) said they encountered no problems in delivering efficient aid to Ukrainians, 11 percent pointed to some difficulties. They included challenges in shipping aid across the border and internally in Ukraine. Waning enthusiasm to help was also mentioned. When it comes to integrating Ukrainian refugees into Polish society, the main problem is the language barrier. Ukrainian refugees also need professional support and extensive integration efforts through programs offering vocational training, assistance in finding jobs, and building relationships with local communities. A major complaint was that there is no systemic approach at the national level to helping Ukraine.

HELPING AS LONG AS IT TAKES

Only 4 percent of the surveyed companies said they did not plan to help Ukrainians this year. The overwhelming 96 percent said they would. Some, such as CMC, do it in Poland. "CMC continues to provide our charges with rooms in the hostel. In addition, we have hired interested people to perform simple cleaning and reception work in the hostel where they live," the company said in its feedback. In turn, IBM keeps developing its aid assets online and aid initiatives offline. "IBM has provided free access to 4 modules of the IBM SkillsBuild learning platform in Ukrainian. We have partnered with Teach for Poland to help 2,000 female refugees from Ukraine with career mentoring. In addition, we donated 500 refurbished laptops to Polish, Slovakian and Czech NGOs for Ukrainian students and communities. IBM, together with Accent School of Polish, teaches the Polish language to refugees, now a total of 180. We also organized daycare for children at IBM Kraków."

Among those companies set to continue to aid Ukrainians is Pfizer. "We are allocating all of our Russian revenues to provide direct humanitarian support to Ukrainians," the company told AmCham. Aid to refugees is provided through the Pfizer Foundation. To date, the foundation has awarded grants to 12 NGOs, including three organizations in Poland. One of the projects supported by the foundation is co-funding the employment of Ukrainian refugees as teaching assistants and support staff in schools. Ukrainian school personnel play an important role in creating friendly and safe learning conditions for more than 42,000 refugee children from Ukraine—almost 25 percent of all

COVER STORY AMERICAN AID FOR UKRAINE

refugee children attend Polish schools. The project is implemented with the help of the Polish Center for International Aid. It currently employs 1,250 refugees in more than 20 cities and counties."

EXPANDING FORMAT

Humanitarian aid is not the only type of assistance that Ukraine desperately needs. The war created a dynamic and complex situation that calls for multilayered actions including delivering humanitarian aid but also providing expertise ranging from legal and regulatory areas to economy and business.

In February, in cooperation with the Embassy of Ukraine in Warsaw and AmCham Ukraine AmCham Poland launched the "Rebuild Ukraine" Working Group to enable member companies to understand the situation in Ukraine and engage in the reconstruction process in the country.

Among the participants of the meeting were Oleh Kuts, Deputy Chief of Mission at the Embassy of Ukraine in Warsaw, and Andy Hunder, CEO and President of AmCham Ukraine. The meeting was led by Tony Housh, AmCham Chairman, and Jolanta Jaworska, AmCham Treasurer (IBM).

In his opening remarks, Tony Housh said that while American companies in Poland need to participate in the revitalization of Ukraine, all AmChams in Europe are speaking with one voice about the need to have a free and prosperous Ukraine, which is important not only for the Ukrainian people but for Europe as well.

Housh said that the war in Ukraine is of historic proportions and one of its outcomes will be the reconstruction of the country, which, according to experts, will amount to the largest economic recovery and modernization project since the Marshall Plan after WW2. "Many US companies in Poland do have operations in Ukraine and want to participate in the reconstruction of Ukraine and participate in the stakeholder dialogue," Housh said. "The members of the AmCham Board of Directors were very committed to seeing what the organization could do to support Ukraine—support our businesses and partners in Ukraine." Housh added that AmCham wants to be able to help member companies make decisions and plans for their potential participation in the revitalization of the Ukrainian economy. "Peaceful and prosperous Ukraine is good for Poland, Europe and the US, so we are looking forward to working together on this," Housh said.

Oleh Kuts said that the Ukrainian government is working to set up ground rules for rebuilding Ukraine and awarding business to the private sector having in mind to create transparent rules and procedures that rule out room for corruption and nepotism. He asked the American business community in Poland to contribute to the process by offering suggestions,

and sharing experiences with the Ukrainian government. "Not only do we want to rebuild Ukraine but do it better at the same time," he said, adding that a strong civil society with democratic governance is the future of Ukraine. "The main lesson from the Russian invasion so far is that we should be open to the civil society which has been an engine moving us closer to victory," Kuts said.

Another speaker, Andy Hunder, gave a short roundup of how the war had changed the reality of doing business in Ukraine. He said that 70 percent of AmCham Ukraine member companies were still doing business in Ukraine, while 88 percent of them continue to pay salaries to their workers in full. Over 20 percent of AmCham Ukraine members had their property or factory damaged, but a significant number of them are being rebuilt and some had already reopened. However, 19 percent of AmCham Ukraine member companies had at least one employee killed during the war. Hunder said that the Ukrainian GDP is down 30 percent compared to the pre-war numbers, but there are sectors, such as IT, which recorded revenue growth during the war.

Others are doing fine, such as McDonald's, which, after reopening its nearly 70 restaurants in September 2022 had served 15 million customers at these nearly 70 restaurants. However, Hunder said that "the reality is that there are air raid sirens almost every day and there are procedures that the staff need to follow including asking everybody down to the shelter—and if there is not one available at the restaurant, they have to close the restaurant and go to the closest metro station".

Hunder noted that the Ukrainian government is fully aware that to keep the economy ticking, key people in companies need to stay on the job throughout the war. A new drafting law will recognize this necessity by allowing businesses to keep 15 percent of their staff out of the army. He also said that the banking sector in Ukraine remains in service thanks to wartime regulations allowing it to transfer its data to data centers outside Ukraine and cloud services provided by US companies such as IBM. Another speaker, Jolanta Jaworska, said that for US companies to invest in Ukraine, the country has to safeguard high governance standards, transparency and the rule of law. "Our stakeholders will not allow us to spend money in a way which may raise suspicions or even doubts," she said.

The meeting continued with a discussion allowing the representatives of AmCham companies to express their expectations regarding the new working group, including that it will contain sub-working groups devoted to specific areas of business and the economy. Concluding the meeting, Tony Housh presented a list of priority information areas for the Ukrainian side to provide to help AmCham members organize specific thematic agendas for further discussions.

GAINING MOMENTUM

The idea to connect American business in Poland with Ukraine originated with the AmCham Executive Leadership Team. As American companies were engaged in helping Ukrainian refugees in Poland and Ukraine from day one of the Russian invasion, the members of the AmCham Executive Team, Marzena Dreła, AmCham Operations Director, and Marta Pawlak, AmCham Policy Director, worked with AmCham Ukraine's Andy Hunder to facilitate humanitarian aid efforts. The war dragged on and it became clear that, given the extensive damage to the country's critical infrastructure it suffered from Russia, Ukraine, along with humanitarian aid, will need major economic assistance from abroad.

According to Marzena Dreła, AmCham Poland member companies can be extremely valuable in this process by taking part in the Ukraine Reconstruction Plan developed by the Ukrainian Government. "This is why we thought AmCham Poland needed the Rebuild Ukraine Working Group," Dreła said. "We decided that the best partners on the Ukrainian side would be AmCham Ukraine and the Ukrainian Diplomatic Mission in Poland, and we approached them with the "Rebuild Ukraine Working Group" concept, which they appreciated."

The group's agenda for this year includes meetings between representatives of different sectors of the economy to discuss the most important issues for American investors, such as cross-border transportation and logistics, and others that are of key importance for the Ukrainian economy and its citizens. "We also plan to start cooperation with representatives of the Ukrainian government, so American companies take part in the national plan of Ukraine's reconstruction," Dreła said.

The first step in this direction was taken on April 5, when AmCham Chairman Tony Housh represented AmCham at the Polish-Ukrainian Economic Forum, organized by the Polish Investment and Trade Agency (PAIH), in cooperation with the Enterprise Council of the Polish President. Honorary guests at the forum were Polish President Andrzej Duda and Ukrainian President Volodymyr Zelenskyy. Tony Housh was the only representative of a foreign chamber of commerce in Poland at the event.

As stated by Marzena Dreła, the AmCham Rebuild Ukraine Working Group will keep adjusting its framework agenda in sync with geopolitical developments so it best suits the needs of AmCham member companies. "Presently, the most important goal of the group is to tighten cooperation with AmCham Ukraine, as well as with the Ukrainian Embassy in Warsaw."

ON FEBRUARY 28, AMCHAM MEMBERS MET AT WARSAW MARRIOTT HOTEL TO SET THE STAGE FOR A NEW WORKING GROUP DESIGNED TO HELP THE AMERICAN BUSINESS COMMUNITY IN POLAND PARTICIPATE IN THE RECONSTRUCTION OF UKRAINE. THE WORKING GROUP, CALLED "REBUILD UKRAINE" WILL SERVE AS A BODY FOR AMCHAM MEMBER

COMPANIES TO PARTICIPATE IN DISCUSSIONS, OPINIONS, AND ADVICE ON THE BEST MECHANISMS FOR THE INTERNATIONAL BUSINESS COMMUNITY TO PARTICIPATE IN THE RECONSTRUCTION OF THE UKRAINIAN INFRASTRUCTURE AND ECONOMY.



1. OLEH KUTS, MINISTER COUNSELLOR AT THE EMBASSY OF UKRAINE IN WARSAW. 2. ANDY HUNDER, PRESIDENT, AMCHAM UKRAINE. 3. TONY HOUSH AMCHAM CHAIRMAN, JOLANTA JAWORSKA, AMCHAM BOARD MEMBER (IBM). 4. TONY HOUSH, AMCHAM CHAIRMAN. 5. ANDY HUNDER; MARZENA DRELA, AMCHAM OPERATIONS DIRECTOR; GABRIEL RAGY CEO, P&G. 6.

JOLANTA JAWORSKA; MARTA PAWLAK, LEGAL AND PUBLIC POLICY DIRECTOR, AMCHAM; ANDY HUNDER; MARZENA DRELA; TAMILA NASONOVA, AMCHAM UKRAINE. 7. OLEH KUTS; MAKSYM MUZYCHKO, IBM. 8. THE MEETING IN PROGRESS.

February

THE UKRAINIAN GAME-CHANGER

Paweł Kowal, Vice Chair of the Parliamentary Committee for Foreign Affairs, met AmCham members in February, at the Warsaw Marriott Hotel, to share his thoughts on the political consequences of the Russian war with Ukraine. He said that by starting the war, Russia made a historic mistake because with the war it wasted its hopes for creating a "pan-Slavic" union under its banner. As it is, no Russian Federation member states back the war in Ukraine. Meanwhile, Ukrainians believe that the war will end soon and

the country will be able to pursue its political destiny independently of Russia, which means, that it may become a member of the European Union and NATO.

For the war to end, however, Russia must withdraw its troops from Ukraine and pursue peace negotiations with Ukraine and the West. Meanwhile, Russia intends to destabilize the EU by secretly supporting fringe populist parties in the union, intending to change national borders in Central and Eastern Europe. This is and will re-

main a major security problem in the region. Concluding his speech, Kowal said that the process of Ukraine's reconstruction is a good opportunity for the two countries to reconcile over their difficult history. To realize this, along with national governments and big industries, the reconstruction of Ukraine should involve Polish local governments, NGOs, and medium-sized and small, family-run companies.

March

CREATING BETTER CONDITIONS FOR FOREIGN INVESTMENT

At the Monthly Meeting in March, AmCham members met Grzegorz Piechowiak, Secretary of State, Government Plenipotentiary for Foreign Investment from the Ministry of Economic Development and Technology, to discuss the investment climate in Poland vis-à-vis such issues as increasing inflation and interest rates, geopolitical tensions and global energy crisis.

The speaker said that AmCham Poland plays an important role in forging economic and business links between Poland and the US. In 2022, both countries exchanged goods worth USD 27 billion, which marked a significant growth from USD 19.5 billion in 2021.

The speaker said that direct investments and re-investments by US investors in Poland are used to develop innovative companies that utilize the Polish R&D potential and create well-paid sustainable jobs.

The speaker noted that since 2020, the inflow of foreign direct investment had been on the rise year-on-year. In 2021, with nearly EUR 25 billion, it reached record high levels and was the fourth biggest FDI inflow among EU countries. In 2022, despite the war in Ukraine, Poland continued to attract FDI and its inflows have not abated. According to data from the Polish Investment and Trade Agency (PAIH), 2022 was the second-best year in a row measured by the amount of FDI processed by the PAIH. FDI projects aided by PAIH last year reached EUR 3.7 billion, a rise of EUR 200 million as compared to 2021 and EUR 1 billion more than in 2020. FDI projects that the agency is working on this year are expected to deliver 14,000 new jobs to the Polish economy, mainly in innovation technology. This growth reflects the policy aimed at increasing the competitiveness of the Polish economy. The goal is to keep developing high-tech sectors, such as electric vehicles, energy, and hydrogen-based energy generation and manufacturing to facilitate the emerging new global supply chains.

The speaker said that the Polish government has created several incentive mechanisms for foreign investors, which aim to attract new ones and help the incumbent re-invest in Poland. This year, the government will focus on creating even more investment opportunities in such areas as energy security, and diversification of energy sources—including photovoltaic energy sources and wind farms on land and sea. The government is especially keen on developing this sector as it is an important part of the government's energy security policy. This is why the government plans to update the law on windmills, which at present practically makes it impossible for investors to build new windmills in the vicinity of residential areas.

The government's draft of the new act will include a compromise solution, setting the minimum distance at 700 meters.

The speaker noted that another strategic area for the government is so-called "distributed energy". The government works on a new development strategy for the sector until 2040, in light of which, regulations governing the development of photovoltaic energy sources in apartment buildings will be tied to regulations boosting the consumer market. The intention is to help residents of apartment buildings access state grants for setting up photovoltaic installations, which, so far, are available to homeowners only.

Another challenge for boosting the sustainable development of the photovoltaic market is the lack of storage facilities for energy. Homeowners, who have photovoltaic installations, can contribute their excess electricity to the grid, through which it is distributed to other consumers. Photovoltaic installations in apartment buildings, however, will need to include a storage facility in each building to work properly. It is unclear at this point, who should invest in those facilities as their cost is significant and, according to government estimates, unrealistic to be covered by most residents. "We need to find a proper financial mecha-

nism," the speaker said.

Piechowiak also said that the government is working on new regulations governing the building of direct connections between photovoltaic farms and production facilities. So far, investors in photovoltaic farms who want to deliver energy from it to their production facilities have to do it through the existing power grid. They are at the mercy of grid operators to get wired to it. The new regulations, however, will allow them to build their own connections between the photovoltaic energy source and the factory completely bypassing the grid. The minister said that this is the most cost-effective solution from the point of view of the investor.

The growing amounts of FDI that Poland has attracted recently are the best proof that the country's economy is on a growth path. However, the minister said, some factors may negatively impact it this year. One of them is an economic slowdown across the main EU markets that are Poland's main export markets and trading partners. According to the European Commission, the eurozone countries will see a 0.3 percent growth of GDP this year, lower than anticipated earlier. The economy of Germany—Poland's largest trading partner—is expected to contract by 0.6 percentage points this year, which may negatively impact the growth of Poland's GDP in 2023 as well.

Other factors with negative impacts on the economy include rising energy prices that fuel inflation reaching unprecedented levels. With this, consumer prices go up faster than salaries. As a result, the purchasing power of consumers goes down, and so does their confidence.

Meanwhile, tighter monetary policies in many EU countries, aimed at curbing inflation, make the cost of capital rise which leads investors to postpone their investment decisions.

April

BUILDING STRATEGIC PARTNERSHIPS

Transatlantic relations, in the context of the war in Ukraine and geopolitical tensions in Asia, were on the agenda of the AmCham Monthly Meeting in April, with speakers Prof. Danuta Hübner, Member of the European Parliament (who joined the meeting online); Michał Kobosko, Vice-Chair of political party Poland 2050; and Michał Baranowski, Managing Director, German Marshall Fund East.

The discussion was moderated by Marta Poślad, Member of the AmCham Board of Directors and Public Policy Director, CEE and Transatlantic, for Google.

Prof. Hübner, sharing her perspective as an MEP working for the European Parliament in Strasbourg and Brussels, said that transatlantic relations have never been so strong as they are at present because they are linked to "mutual trade and investment" which supports "millions of jobs" in the US and the EU. With the creation of the EU-US Trade and Technology Council (TTR) in 2021, both the EU and the US "have worked together to secure a long-term foundation "for our political, economic, trade, and technological partnership, which is a new approach to how our two economies fit for the future," the speaker said, adding that "today, this foundation is stronger than ever and much more resilient."

Prof. Hübner said, among other issues, the TTR focuses on how to boost transatlantic trade by reducing regulatory impediments and unifying—where possible—the different standards in the US and the EU markets.

Other issues to which the TTR is committed is reaching a global sustainable arrangement on steel and aluminum production, subsidies for aircraft production, and climate change. The speaker said that, as the US and the EU agree that a sustainable industry has to be climate neutral, their different systems of approaching the problem should be complementary.

Prof. Hübner also noted that the EU moved closer to the US position on geopolitical challenges posed by China, learning to weigh its political, economic and technological choices against national security risks.

Michał Baranowski said that fierce economic competition, driven by politics, characterizes the new geopolitical situation. With the war in Ukraine, the West has proven more united than anticipated by Russian President Putin. For Poland, it creates a need to continue spending heavily on defense to rebuild Ukraine, a war-ridden country today, but that in the future will be a thriving economy.

Talking about the growing geopolitical competitiveness of China, Baranowski said that most

politicians in Poland agree that if there are two war theaters—Ukraine in Europe and Taiwan in Asia—they will be strongly linked together through strategic cooperation between two autocratic systems in Russia and China, and this situation does not give the EU the luxury of being neutral.

Michał Kobosko said that Poland is committed to strengthening its cooperation with the US over the Ukrainian crisis, and added that the reaction of the US government to the war in Ukraine "surpassed expectations" in Poland.

"The US successfully spearheaded an international pro-Ukraine coalition and delivered humanitarian and military aid," Kobosko said.

He said that Poland welcomes the presence of over 10,000 US troops in the country and sees it as a sign of American commitment to security in this part of the world.

He added that in its work with the US, the Polish government has universal backing from all sides of the political aisle, including the opposition.

At the end of his presentation, Kobosko said that currently Poland's expenditure on defense amounts to 4 percent of the country's annual GDP, "which is a lot in the country's current economic situation". Spending on such a high level will be continued in the years to come.



Find out more about how AmCham is supporting Ukraine.

And how your company can help.

amcham.pl/corporate-aid-ukraine





Participants of the Cloud Dialogue discussion panel: Jolanta Jaworska, Krzysztof Szubert, Maciej Górski, Magdalena Dziewguć, Tomasz Olejnik, Marcin Jaworski, Marcin Klabiński.

SEARCHING FOR THE SILVER LINING

AmCham pioneers stakeholder dialogue on the role of cloud services

AmCham Poland has elevated the stakeholder dialogue between the public and private sectors on IT security and cloud technology to the next level by bringing together the Polish government plenipotentiary for cyber security, the US Ambassador to Poland, and representatives of leading American tech companies Amazon Web Services, Google, IBM, and Microsoft to a meeting entitled "Cloud Dialogue", held at the Warsaw Marriott, on March 22.

In his opening remarks, Janusz Cieszyński, Secretary of State, Government Plenipotentiary for Cyber Security at Chancellery of the Prime Minister of Poland, said that Poland had attracted many companies specializing in cloud technology. They assumed that the public sector would resort to their services to optimize its operations but it did not materialize. The most significant demand for cloud services in Poland came from the private sector. But as new and better technologies are now available, the central government is one step away from starting the migration to the cloud. This process will be preceded by a local government transition to the cloud, based on tender provisions which are currently under preparation by the government. The minister said that this tender will be the largest one in the history of the Polish government.

Mark Brzezinski, US Ambassador to Poland, said that cloud-based solutions could provide efficiency, stability, cost savings and built-in data redundancy. The US government knows it firsthand. Many of its public institutions have moved to the cloud over the last several years. For instance, the Department of State—a large organization with over 70,000 employees—now operates through a multi-cloud system across 300 offices in the US and overseas.

The ambassador said that the private and public sectors in Poland can work closely to develop new opportunities for cloud-based solutions. He

added that this kind of change requires a holistic approach that is secure and reliable.

In his opening remarks, Tony Housh, AmCham Chairman said that the cloud is in many ways a new frontier still in development. It can free up many company resources such as time, funds, and employees. Thanks to efficiency gained in these categories and increased flexibility, many new avenues of development are opening up for companies that were previously not identified or available.

Housh noted that scalability, lower costs, flexibility, reduced risk of downtime, security and privacy, mobility, and better collaboration are already many advantages of the cloud, but there can be more benefits to be gained.

He added that the benefits of cloud solutions will be another important area for the development of the Polish economy and deepening the Poland-US partnership. "Cloud technology and security is part of our economic and national security, business security and continuity," Housh said. "It requires the closest alignment between the public and private sectors in order to be truly transformative."

ROUNDTABLE DEBATE

The opening remarks were followed by a roundtable discussion with panelists representing the public and private sectors: Maciej Górski, Director of the Systems Management Department at the Chancellery of the Prime Minister; Krzysztof Szubert, Vice President of the Management Board and Chief Information Officer at PKO TFI; Member of the United Nations IGF High-Level Leadership. The private sector was represented by Magdalena Dziewguć, Cloud Poland Country Director, Google; Marcin Jaworski, National Technology Officer, Microsoft; Marcin Klabiński, Cloud Leader at IBM; and Tomasz Olejnik, General Manager Public Sector for Central and Eastern

Europe at Amazon Web Services.

The discussion was moderated by Jolanta Jaworska, Government & Regulatory Affairs Director IBM Poland & Baltics & Ukraine.

Maciej Górski said that a 2022 polling of local governments held by the Prime Minister's Chancellery revealed that over 60 percent of them were interested in subscribing to cloud services that offer options beyond simple office tools. Górski said that the government plans to set up a policy allowing local governments to use cloud services. The government is aware of the obstacles for public administrations in adopting new approaches to IT and works on a program to help them overcome difficulties.

One of the priorities for the government is re-draw the regulations governing tenders for cloud providers to local governments in such a way that local governments will be able to change providers.

Górski said that such an option may seem questionable from a short-time perspective, but in the long term it will be beneficial for the entire cloud market.

The panelists discussed how to build trust in the use of cloud technologies vs such risk factors as pandemics, wars, and financial crises. They also discussed the government's strategy to use cloud solutions and the potential of the IT sector in Poland; the advantages of cloud solutions for the economy, public institutions, companies, the innovation sector and startups; the security of the cloud infrastructure and the data in the cloud; the barriers to the adoption of cloud solutions by the public sector, and recommendations for the effective use of cloud solutions in a risk-based approach based on industry best practices and research that considers the differences between cyber threats, data sensitivity, and specific use cases.

IRON MAN

AmCham.pl Quarterly's Editor Tomasz Ćwiok talks with **Hugh Aiken**, Chairman, majority investor in foundry company Zakład Metalurgiczny WSK Rzeszów about the revival of the metallurgical industry in Poland.



You purchased the foundry company ZM WSK Rzeszów from Pratt & Whitney, in 2007. You helped the management modernize the company, including EUR 40 million of new foundry and machining equipment. What were business milestones for the company over the last 15 years?

When Pratt & Whitney bought ZM WSK Rzeszów in 2002, it had no need for the old foundries, forge, and machine shop. Closing these facilities, which employed 1,000 people, would have been quite expensive, so Pratt looked for a buyer who would invest in new equipment and preserve the jobs. Pratt helped me to remediate some of the environmental conditions. The labor unions were very supportive as well. We immediately installed stronger dust collection equipment and other modern technology. By 2011 *Zakład Metalurgiczny* achieved profitability. Altogether, over the last 15 years, we dedicated PLN 227 million in capital investments. In 2006, sales were PLN 156 million compared to PLN 359 million in 2022.

Were there any challenges in working with the local company management, or the local government, in the early stages of the transformation?

I have over 50 years of experience in international business and rebuilding companies. I have never enjoyed better cooperation with company management than here in Poland. I have also met foundry managers in the

USA who came from Poland and were very successful. ZM WSK Rzeszów is an important employer in the region, however I have not had much experience with the local government.

In recent years, we have seen a major reshuffle of global supply chains. Are there any business opportunities for ZM WSK Rzeszów in this?

Yes. European customers have moved some purchases of castings and forgings back to Europe from China and India due to increased transportation costs and delivery uncertainty. Customers are more favorable to local suppliers than was previously the case. This will help ZM in gaining more business in the railroad, aviation, and electric energy sectors, which have lower volumes and are somewhat less price sensitive than the automobile industry. A less obvious factor is the reluctance of some customers to set up suppliers in China, who sometimes use the tooling and facilities to make copy-cat parts for the customer's Chinese competitors.

There is a strong aerospace cluster in the Rzeszów area, the so-called Aviation Valley, which includes, among others, American investors. Does that proximity help ZM WSK Rzeszów?

The Aviation Valley marks a long tradition for skilled aviation expertise in Poland. It is an advantage for Poland that this area has had significant

American investment that has bolstered the sector in the last 30 years and keeps it globally competitive. We are proud to be part of this equation, but I will admit that competition for skilled employees is fierce in Rzeszów.

What are the company's plans for 2023 and beyond?

Increase automation and continue to improve the workplace environment.

Over the last 20 years, you have invested in troubled iron and aluminum foundries in Poland, Sweden, France, Germany, and earlier, in the past century, in the US. What are the main challenges for the foundry industry and more broadly the metallurgical industry in Europe?

The challenge to the European foundry and forge industry is competition from China and India, where environmental and safety standards, and other costs, are lower. Since 2020, my mission has been to help preserve metallurgical know-how in the Western World. If we lose this technology and know-how, Europe and America will be at a disadvantage economically, and militarily, to China and Russia.

With your extensive experience in investing in Europe, would you say that, in Poland, there is an investor friendly legal and regulatory system? Is there room for improvement as you see it?

In 2004, when I invested in the EBCC foundry in Wrocław, and 2007 when I invested in Zakład Metalurgiczny, the regulatory and business climate was quite positive in Poland, especially compared to France, where I own a foundry and a forge. In addition, the work ethic and industrial infrastructure in Poland was, and is, superior to that of other Eastern European countries and some Western European ones as well.

Today the regulatory, legal, and fiscal climate in Poland is less favorable than it was in 2007. There is room for improvement. One example that could help our members, and also benefit Poland, would be to observe the Polish-American Investment and Trade Agreement more carefully. Other opportunities for improving the investment and business climate can be found in a softening of recent fiscal and regulatory tightening.

You have quite an outstanding experience serving in the Army, in the 5th Special Forces Group in Fort Bragg and Vietnam, in 1966, and in the 101st Airborne Division, in Vietnam, in 1967. I wonder how this experience has shaped your investing personality?

Serving in a combat situation perhaps made me more able to accept investment risk in business. Being a soldier made me appreciate teamwork and people. The most important investment is the investment in people, rather than machines.

BRAINPOWER IN ACTION



What can you tell us about the range of services Intego Group offers and to what industries?

Since 2007, our company has been catering to diverse industries, such as Oil and Gas, Hospitality, Retail, Transportation and Logistics, and more. Our primary focus for growth has been driven by the rapid pace of technology disruptions, which require our clients to adopt new skill sets and drive innovation to take their routine operations to the next level.

Our team has developed software products and IT solutions for a diverse range of clients including large Fortune 500 enterprises, mid-stage startups, not-for-profit organizations, and others. Our IT professionals have been involved in a wide range of projects, spanning from large-scale consumer products and enterprise-level applications to highly specialized and niche-oriented R&D solutions. More than a decade ago, we ventured into the field of clinical re-

search and data science with Intego Clinical, and this decision has transformed our company. Ever-increasing regulations around drug development, patient safety, and advances in science, along with consumer demand, have driven a steady increase in the number of clinical trials every year. Investments in therapeutic areas, such as oncology, rare diseases, and virology, are higher than ever, and the COVID pandemic amplified that further, set-

AmCham.pl Quarterly's Editor Tomasz Ćwiok talks with **Sergey Glushakov**, Managing Member and CEO of technology consulting company Intego Group, about the company's success in clinical research and data science.

ting new precedents for the speed of getting treatment to patients. As a result, there is a significant amount of clinical data to be analyzed, presented, and approved by regulatory authorities such as the Federal Drug Administration, the European Medicines Agency, and the Pharmaceuticals and Medical Devices Agency in Japan, to enter the market. The shortage of data science professionals is a global challenge faced by the drug-devel-

opment industry and is expected to persist for years to come.

The company has been in business for 15 years. What were the milestones in its development internationally?

Our company currently operates in three regions, namely the United States, Ukraine, and Poland, and we are soon to launch a new location in the LATAM region. Our physical locations have always been associated with the strategy of building partnerships with local universities. We have been collaborating for years with Karazin University in Ukraine, specifically with its School of Mathematics and Information Technologies, considered one of the strongest schools in Eastern Europe. In the United States, we have employed a similar strategy by working with the Department of Statistics and Data Science at the University of Central Florida. Now, we are exploring academic and research partnerships in Warsaw.

What is the company's competitive advantage over other IT consulting firms that work in similar fields?

Three key areas set us apart from our competitors. The first is the exceptional quality of services we offer our clients. More than 65 percent of our staff have graduated from various training programs, which we provide either internally or in partnership with local universities. This gives us a unique advantage to tailor our programs to meet the industry's needs at an early stage of professional development. By continually auditing our curriculums to include not only technical knowledge but also the development of soft skills, we ensure our professionals stay ahead of what the industry demands.

Secondly, we have one of the highest retention rates in the industry, exceeding 90 percent. This is an exceptional achievement that sets us apart from other companies, and it is critical for our clients who prefer collaborating with the same team over an extended period. I believe that the reason for this high retention rate is our commitment to investing in young talent and nurturing them from the ground up. We ensure that our employees are motivated to grow professionally over the years within the Intego ecosystem. Many of them are grateful to the company for providing them with an opportunity to enter the industry and aspire to remain with us and advance in their careers.

The third reason for our clients to establish long-term relationships with us is our cost-effectiveness. The regions in which we operate provide significant cost advantages. Eastern Europe, Central Florida, and the LATAM regions are cost-effective when compared to other regions in Europe and North America. Additionally, our blended team approach enables us to build teams distributed across our various geographic locations, allowing us to accommodate time zone differences and incorporate team members with different seniority levels. All of these factors contribute to increased productivity and cost-effectiveness.

With the steep demand for IT experts, finding the right talent to work is becoming increasingly difficult. What can

you offer your employees who want to grow internally at your company?

At Intego Group, we not only offer highly competitive compensation and social benefits packages across all our locations, but we also prioritize the option for internal growth and transfer. Our IT professionals have the flexibility to choose between various projects and areas, including different therapeutic areas in life science portfolios and various IT solutions our software engineers are involved in. We have established competency matrices for different seniority levels in many professional areas like biostatistics and clinical data management, and we have a clear, transparent process for career advancement.

How about work-life balance, flexibility, international teamwork?

At the heart of our business growth is our commitment to providing our people with a range of options. Our professionals have the flexibility to switch between different clients and projects, allowing them to continually expand their skillsets and knowledge.

For instance, our large pharmaceutical clients typically have slower-paced project work, with clinical studies that are long-term and predictable. However, for those seeking more challenging opportunities, we offer the chance to work with our Clinical Research Organization clients. These projects often involve shorter timelines, a variety of therapeutic areas, and the chance to expand their expertise at a faster pace. Regardless of their preferences, we ensure that our professionals have access to a diverse portfolio of clients and projects, which in turn drives our business forward.

Collaboration and teamwork are fundamental elements of our company's DNA. We strive to bring together professionals from various geographic regions and levels of expertise, leveraging the 'right person-right work' approach to ensure that senior team members are appropriately challenged while more junior members gain direct experience handling less critical assignments.

Additionally, we promote cross-office collaboration to ensure that our high standards for quality, communication, and team collaboration are

maintained regardless of where our professionals are located. This approach allows us to build and maintain strong, cohesive teams that deliver outstanding results for our clients while also fostering professional growth and development for our team members.

What is driving the IT business services market in Poland?

The IT market in Eastern Europe, particularly in Poland, has experienced a remarkable surge in recent years. This growth can be attributed to various factors, including the exceptional quality of university graduates, the strong work ethic ingrained in the culture of professionals, excellent communication and team collaboration skills, proximity to key clients in Western Europe, the UK, and North America, and cost-effectiveness of doing business. Additionally, the transparency of the business environment in the region has been a significant driving force behind multinational companies investing in Eastern Europe. Our decision to establish our European Union headquarters in Warsaw was made the year before the global COVID-19 pandemic struck. This strategic move was carefully planned to enable us to operate comfortably across all EU countries, leveraging the city's excellent infrastructure and central location. Furthermore, we recognized the region's potential in terms of the large pool of highly skilled software engineers, data scientists, and other IT specialists available in the area. Since setting up our operations in Warsaw, we have experienced remarkable growth, exceeding our expectations. The city has proven to be an excellent choice for our business, providing us with the necessary tools to thrive and expand our operations across the EU. Our commitment to the region is an integral part of our strategy in Eastern Europe, and we intend to continue expanding our presence in the area.

How important is Poland for the company from the perspective of strategic business growth?

Given that our business primarily serves life science companies, Poland, and more specifically, Warsaw, is a highly desirable location for us. The region is home to nu-

merous well-established pharmaceutical and biotech companies, as well as contract research organizations and other life science firms. This concentration of industry players makes Warsaw a unique destination for our business, and we have a long-term strategy centered around our office in the city.

The clinical research market is experiencing rapid growth, with a high demand for skilled data science professionals. Our clients seek long-term partnerships with companies that have a strong presence in regions with a large pool of professionals, transparent business environments, ease of travel, cultural compatibility, and effective communication. With our two other offices in Ukraine, located in Kyiv and Kharkiv, and our expanding operations in Warsaw, our goal is to become one of the largest players in Eastern Europe. We are confident that our strategic presence in these locations, coupled with our commitment to excellence and client satisfaction, will enable us to achieve our objectives and deliver outstanding results for our clients.

What are the company's plans for 2023 and beyond in Poland?

At our company, investing in young and talented professionals has always been our primary source of investment. This approach has proven successful in Ukraine and the United States, and we remain committed to this strategy in those regions. As we continue to grow in Warsaw, we aim to establish a partnership with a local university to sponsor training programs for graduate students. Specifically, we plan to target master's degree graduates with backgrounds in mathematics and statistics who are interested in pursuing careers in clinical data science within the life science industry. We are currently in communication with several universities in Warsaw and are actively pursuing opportunities to partner with them. This growth strategy has been successful for us in other parts of the world, and we believe it will be equally effective in Warsaw. By investing in young talent and providing them with the tools and support they need to succeed, we are confident that we can continue to deliver outstanding results for our clients and build a thriving business in Warsaw and beyond.

HUMAN MATTERS FOR SUCCESS



AmCham.pl Quarterly's Editor Tomasz Ćwiok talks with **Sławomir Paruch**, Partner, Legal Counsel at PCS Paruch Chruściel Schiffter Stępień Kanclerz Littler, about the specifics of the firm's success.

In June 2020, Littler partnered in Poland with Polish employment specialists Paruch Chruściel Schiffter to form PCS Littler. What can you tell us about the company's last three years?

The last three years were a time of tremendous growth and success for PCS Littler. In a very short time, we created and grew a firm that has become the local market leader in supporting companies in all matters related to HR law, including employment, labor, global mobility and compliance cases. This is almost unheard of in the legal industry, where it usually takes decades for a firm to establish itself and gain the trust of the market. Our quick rise to the top was reflected by different rankings, includ-

ing the most prestigious *Rzeczpospolita* ranking of law firms which named us number one in 2022. Most importantly, however, we are recognized by the clients who have decided to work with us. This allowed us to open six offices across Poland in all major cities and most important business hubs, and grow our team to over 130 people now. The growth is fast-paced and has been accelerated by our international partner, Littler. We are proud to work with Littler as a part of its global network comprising over 1,500 employment and labor lawyers, spanning a network of offices that covers all US states and almost 30 other countries. This close cooperation gives us many learning opportunities. It is a great network that we can leverage for

our clients. It is also a significant competitive advantage. The largest global companies, including American ones, recognize Littler as the biggest and most successful practice supporting employers across many jurisdictions. So, it is a happy and well-matched relationship, with Littler leading globally and PCS locally. It is good to work with the best.

What is the strategic importance of the market in Poland for Littler?

Poland is a strategic regional hub for global businesses, so naturally, it is incredibly important to Littler too. First, major international investors quickly become large local employers as soon as they start operating in Poland. The country is a talent hub with a large pool of well-

qualified candidates with superior English skills, most notably IT specialists, engineers and finance specialists. As compared to other countries in Europe and globally, highly skilled labor in Poland is still relatively cheap, in particular given the competitive level of qualifications and commitment it has. This is the reason many of our clients have shared services centers or business process outsourcing hubs here, both as part of larger international capital groups and outside of these. PCS Littler specializes in dealing with all matters relating to HR law. We offer our support to all companies that want to employ people in Poland, and there are many! Our motto, "Human Matters", signifies that employees matter to our clients and us.

Second, among the many countries within which Littler works in Europe, PCS Littler in Poland is the company's easternmost office and the only Littler firm in the CEE region. International business tends to treat Poland as a gateway to Central and Eastern Europe. It allows us to manage multinational projects where PCS Littler serves as a one-stop shop for the whole CEE, with our lawyers collecting, vetting and managing advice provided by our CEE, non-Littler partners, in particular from Hungary, Czechia, Slovakia, Romania and Ukraine.

What are your company's plans for 2023 and beyond?

We want to learn a lot and grow fast. We have high expectations of ourselves and all the lawyers and colleagues that work with PCS Littler. It is often difficult to keep growing very quickly and meet the demands of our growing portfolio of clients, and at the same time retain the top level of expertise and responsiveness we vowed to keep. So far, we have been very successful in doing that. However, scaling up quickly, but responsibly and sustainably, requires careful, meticulous work at all levels of the organization. That is the work we do daily behind the scenes, and we intend to keep it up. The market is hungry for business-friendly, pragmatic and ready-to-use legal advice, while there are not many law firms that provide it—at least not at the level expected by the largest and most demanding clients. We can do it, but this requires us to be flexible and react quickly. Our goal is to keep growing and getting better by adapting to the needs of our clients. Global markets move fast, and we need to be at the top of our game to keep up. We never want to become the stereotypical, overly formalized large and traditional law firm. Quick and successful growth does not preclude agility, and we work hard to prove it.

One of the outcomes of the pandemic was the inclusion of distance work into the Polish labor code. What do you think about the new regulations?

It is good that the law on remote work is finally here. However, the main con of the new regulations is that it comes too late. Most companies in Poland have already cre-

ated their own internal, tested ways of working remotely. Employees got used to them: know them and enjoy working with them. For many firms, it was hard to build a consensus around remote work, but after more than three years after the outbreak of the pandemic, it eventually happened. Now they have to turn this upside down, and the employees are disgruntled. Remote work, an area which for the longest time was under-regulated, suddenly becomes over-regulated. The pros of the new regulation are less pronounced, but there are some, including that the long period of business uncertainty around this issue is over. It is an important factor for companies that care deeply about compliance and predictable rules. Most of our clients, however, have been, with our help, preparing for this new law for many months now. With our help, they have everything under control.

With the war in Ukraine, Poland has welcomed huge numbers of refugees who found employment in the country. What are the legal challenges for companies that have hired people from Ukraine?

At this point, the key difficulty is providing Ukrainians with lasting career opportunities rather than an incidental opportunity to work and earn a living. One year ago, when the war in Ukraine broke out, many private citizens and businesses rushed to help Ukrainian refugees in Poland. At PCS Littler we have a large immigration and global mobility team, and deal with immigration matters daily. It was natural to focus our efforts there and share our immigration law expertise. We set up a dedicated pro bono email address to answer questions, and a free hotline available in Ukrainian, Polish, and English. Altogether, we answered over 800 calls and 600 email inquiries. About half of that took place in the early days of the conflict, between February and March last year. We continue to help, but it is a slow, persistent and steady process. The same is true for companies that have hired people from Ukraine. After a year into the conflict and with no clear end in sight, businesses need to offer their Ukrainian team members a real

opportunity to grow their careers while being able to fully use their qualifications and experience. This is often challenging as their diplomas and certificates are not always fully recognized in Poland; with language skills still a barrier for highly qualified professionals; and with people forced to downshift for economic reasons. Helping Ukrainians truly adapt to the local market is, however, both their right and a smart thing to do.

In 2018, Poland adopted the EU law on the protection of personal data. From your, experience what would you say are the main challenges for the private sector in this area?

For several years now, the EU law on personal data protection has been the boogeyman many lawyers used to scare the market with. But it is an ambitious legislative project that hopefully will eventually lead to better privacy protection. However, to get there, the biggest challenge for the private sector is to adopt the right measures. Meanwhile, some companies pretend that personal data protection laws do not exist and do not enforce them. Others approach the regulations in an extremely orthodox way that impedes day-to-day business. Our advice is to try to understand and assimilate the rules of personal data protection into their organization in a way that is smart and practical because such an important legislative change requires a gradual shift in the approach and the understanding of the law. Such a change will not happen overnight. Consequently, implementing and enforcing privacy protection needs to be a continued, steady effort. PCS Littler has a team of lawyers specializing in personal data protection law, and, after almost five years since 2018, our practice in this area is still growing and it seems it will continue to grow for the foreseeable future.

Would you say that Polish labor regulations are good enough for an economy that is becoming increasingly digital and competitive?

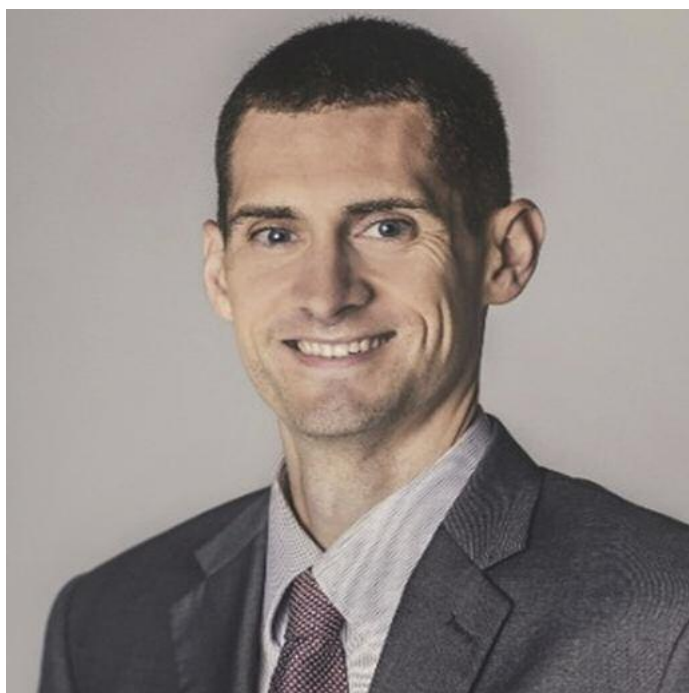
There is always some room for improvement. For Polish labor regulations, the room is very spacious. The spirit of the Polish labor code is still rooted in 1974 when the law

was created, and many obsolete rules continue to linger despite many updates introduced over the years. The law does not keep up with the increasingly digital and competitive economy, so we make sure that our interpretation of the law is pragmatic and forward-thinking. It is often later confirmed by the enforcement authorities. For example, such was the case with our advice on face-mask and vaccine mandates during the pandemic. Where many other law firms buried themselves in abstract, academic analyses of the rules that were not created for a crisis like this, we recommended practical solutions. Our clients followed our advice because they prefer reasonable business risks. So, the law does not keep up with reality but it also evolves and it is often the business practice that forces it to do so. We are here to make it happen.

In your opinion, what are the main challenges for the business sector in HR legal management in the years to come?

In our philosophy, every business challenge is just a business opportunity in disguise. Even the pandemic could have and should have been treated as a valuable lesson and a good occasion to rethink and pivot. As our US colleagues often put it, one should never let a good crisis go to waste. That is the approach we want to share with our clients. We discuss with them the AI revolution, the back-to-office struggle, and the fears around employees' disengagement among others. These are all current challenges that we try to fashion into business opportunities for our clients. As usual, however, bad legislation is a major obstacle for our clients. We suspect it will remain so for the foreseeable future. HR law in Poland can be treacherous and hard to navigate, specifically for international stakeholders and decision-makers. This is why having an experienced, pragmatic local expert with you for the boat ride is important. We have been safely and successfully sailing these waters for many years now, and are happy to show our clients how to do it.

EXPLORING STRATEGIC PERSPECTIVES



AmCham.pl Quarterly's Editor Tomasz Cwiok talks with **Ron Farkas**, Founder and President of Poland-U.S. Operations (PLUS Ops) about business opportunities in the defense market.

What can you tell us about the range of services PLUS Ops offers to industry and government agencies?

We take the so-called client based approach focusing on the process of working with the US government and NATO, offering a very wide range of services while leveraging local resources and expertise. Vehicle and aircraft maintenance services are our largest portfolio, but we have also done transportation work, provided legal services, aircraft wildlife strike avoidance analysis, combat boot production, tent production,

and were even awarded a contract for military battlefield historical tours in Europe!

You coauthored a guide for Polish entrepreneurs entitled *How to Become a Supplier of US Army in Poland*, commissioned by the Ministry of Development, Labor and Technology. There are tens of

thousands of US Army personnel in Poland in several bases and they generate a demand for products and services. The ministry estimated the value of that market at USD 200 million a year. In what areas Polish companies can bid for US Army personnel supply business in Poland?
The largest opportunities are gen-

erally associated with logistics, life support, and construction. Setting up and managing camps—such as tents, equipment, fuel, water, food, and others—as well as military construction projects are the most common uses of local labor and resources. However, this certainly does not mean there are no opportunities for more technically advanced contracts. One of the best examples is WZL2—*Wojskowe Zakłady Lotnicze* Nr 2—in partnership with AAR, a US company which was awarded a US Air Forces in Europe (USAFE) contract to upgrade US F-16s. The work is

now being performed at WZL2 in Poland! Additionally, the US Army Development Command (DEV-COM) is active in Poland, searching for foreign technologies which may be interesting to the US military. Of course there are also opportunities in production, as we have had success selling both combat boots and tents manufactured in Poland.

It is also important to remember that Foreign Military Sales (FMS) contracts supporting the Polish military are US government contracts. In FMS, the US government acts as a "middleman" between the purchasing nation and industry. Many of the contracts associated with the *Wisla* air defense system using the Patriot missiles, but also with Abrams tanks, HIMARS, F-35, and others, are actually US Department of Defense contracts being executed in Poland.

Bidding offers are evaluated along their quality and price, and the US Army demands the highest quality possible. Do you think that Polish firms can deliver the quality required?

Yes! It has been proven time and again. We have been successful with local sales, and Poland has a history of other more complex projects with the US government. The US Special Operations Command (SOCOM) uses the Polish M-28 aircraft—designated as a C-145 in the US—which is also provided to other countries via the FMS process. The US has tested various Polish designed systems such as the *Piorun* Man Portable Air Defense (MANPAD) program. Polish IT companies are providers in various NATO Communication and Information Agency programs. We were very proud to have provided to the NATO Support and Procurement Agency—NSPA—nearly 100,000 pairs of combat boots manufactured in

Poland to US military specification. The project was executed in partnership with *Wojas* from *Nowy Targ!*

We have also been supporting NSPA on C-130 maintenance management programs since 2018, and just now in 2023, the Polish Air Force has joined the NSPA program we service! We are very proud to be supporting the Polish Air Force via NSPA at present!

The US Army procurement system requires certain know-how and experience to use it successfully. Do you see interest on the part of Polish companies to master it?

It certainly takes time and patience to understand various contracting and bidding regulations, and this can discourage potential offerers. While it is important to understand these rules, we try to emphasize that overwhelmingly, most contracting regulations are met by simply adhering to modern and ethical industry standards and business practices. Companies operating in accordance with Polish environmental, labor, tax, quality, and other laws and regulations are likely in compliance with over 95 percent of contractual requirements. ISO and other quality standards and audits are common in Poland, and are useful in illustrating compliance with contractual requirements.

What are the first steps Polish companies need to take to be admitted to the bidding process?

Register!!! Companies need to register in the various supplier portals to be able to win contracts. They include the US Government portal at sam.gov/content/home, the NSPA portal at nspa.nato.int/business/procurement, and the United Nations portal at www.ungm.org. Those are some of the ones we work with

most frequently.

Then, attend industry events! These organizations frequently have bidders' conferences and industry days. Attending these events, even if not planning to be a prime bidder, is extremely important for networking, supplying as a subcontractor, and understanding customer requirements.

US Army has its troops stationed in many EU countries. Can winning US Army business in Poland pave a way to business it awards in other countries?

Yes! We recently opened an office in Greece expanding on a contract from Poland. It is common for US government and NATO contracts to service multiple countries, and is an excellent way to enter a new market. Additionally, once you become comfortable bidding and executing these projects, the process is largely the same for work in each country. You, of course, must be aware of the local laws for operating a business, but the relationship to the customer is largely the same.

PLUS Ops has operations around the world. How important is the market in Poland for the company?

The war in Ukraine has accelerated the eastward shift of NATO's center of gravity. While command and strategic infrastructure will remain at existing headquarters in Germany, Belgium, Italy and other countries, operational and tactical training and preparation will center around Poland for the foreseeable future. Poland will remain our headquarters, but also serve as a jumping off point into the Baltics, Balkans, and Ukraine. Globally, we believe that manufacturing will continue a slow decoupling from Asia, and it is likely that Poland will see substantial onshoring and the so-called friendshoring of European and American businesses.

What are the company's plans for 2023 and beyond?

Our number-one strategic priority is developing a pipeline of mechanics and technicians to service military equipment in Central Europe. The influx of NATO forces, support for Ukrainian military, and growth of Polish defense modernization programs has resulted in a huge demand for technical specialists, often with English language requirements. We are working with Polish vocational schools and Polish Military Veterans' programs to establish curriculum for military support operations, and are open to discussion with any interested institutions!

The war in Ukraine has accelerated the eastward shift of NATO's center of gravity. While command and strategic infrastructure will remain at existing headquarters in Germany, Belgium, Italy and other countries, operational and tactical training and preparation will center around Poland for the foreseeable future.

INSPIRING EXCELLENCE



AmCham.pl Quarterly's Editor

Tomasz Ćwiok talks with **Iwona Thomas**, Founder of The British School of Warsaw, about the school's 30 years in business.

This year, the British School of Warsaw has been in business for 30 years. How do you celebrate the anniversary?

It is a special Anniversary that makes us proud to have been able to educate so many pupils in the past 30 years. A range of celebrations are taking place involving the school community, one of them being an art competition reflecting the 30 years of the school's history. It was a tremendous pleasure to see through children's art how much our school means to them. One painting showed the school building, a family home, a heart and the sentence "The British School Warsaw is our second home. Thank you for being with us for 30 years". What better reward could one get for establishing the school?

Currently, the school has over 1,000 students representing 60 different nationalities. But

it was not always like that. How has the demand for British-styled international education evolved over the years in Warsaw, and how has the school transformed?

The school's international flavor was there from the first day, even though we only had 35 students and they still represented 5 different nationalities. The number of nationalities grew with the school as a British education and the ethos of a British school is greatly valued by parents looking for good pastoral care as well as high levels of education. We are lucky to attract and educate students of many different nationalities resident in Warsaw and we have significant communities from all over the world. The combination of British education and the IB Diploma Program means our students can access the best universities not just in the UK but worldwide.

What can you tell us about the educational strengths of the school?

The British School of Warsaw provides a productive mixture of English and international curricula in the primary and secondary schools culminating with the IB Diploma program in the last two years of the students' education. Students with learning difficulties and those needing additional English language tuition are given specialist support. Children are also helped by a qualified psychologist with support where needed. An additional, exciting character of the school is being part of a leading global educational group. Nord Anglia Education has secured strategic partnerships with the world-leading organizations MIT Massachusetts Institute of Technology, the Julliard School of Performing Arts in New York, and UNICEF, providing unique enhancements to the already advanced educational

program. Students have been visiting MIT for several years now and have come back inspired by what they experienced, boosting their commitment to sciences which are a key area of education at our school. Also, because the school cooperates with other Nord Anglia Education schools in Europe, the students enjoy the opportunity in sports to compete with their peers in other countries. Finally, the students take part in the Group commitment to charitable actions in Tanzania with annual visits to that country, helping with all sorts of local development initiatives. It is a joy to see the inspiration the students feel from being involved in these programs which enhance our curriculum in the school and develop their self-confidence. Additionally, Nord Anglia Education's internal university provides our school's teaching staff with a professional development infrastructure

which ensures that teaching methods and quality are at leading standards, and gives our staff more job satisfaction. This further benefits our students.

How do you discover talents and what kind of extracurricular assistance can such pupils get?

Individual teaching is a major element in our philosophy, whether this be for children who need additional assistance or those with special talents. Teachers pay special attention to each child as they de-

velop through the school. Sparking curiosity is one of our school values and inquiry-based learning is a central theme of our educational philosophy. There is a whole range of extra-curricular activities in our school and not just in sports and music. Social service, sciences, and other areas are supported. Specific clubs or initiatives are often started by students and teachers.

What kind of support can pupils' parents get from the school after they have settled down in Warsaw?

We have an incredibly active PTA— Parent Teacher Association— which is an amazing support network for not just new arrivals to Warsaw but throughout the stay of the family. It runs regular events which enable networking and wider integration of our families. The PTA is also a very good and positive interface between the parent community and the school, enabling discussion on issues affecting the whole community and how we should react. A good example of this was when the invasion of Ukraine happened and the resulting highly effective refugee support

program established by our school.

What are the school's plans for 2023 and beyond?

We are looking forward to celebrating another Anniversary in 30 years.

AMCHAM EVENTS

THE 8TH EDITION OF THE AMCHAM MENTORING PROGRAM 30 UNDER 30 CONTINUED INTO ITS SECOND HALF WITH A SESSION WITH MARK BORIS ANDRIJANIČ, FORMER SLOVENIAN GOVERNMENT MINISTER RESPONSIBLE FOR DIGITAL TRANSFORMATION, HOSTED BY UBER. IN JANUARY THE PARTICIPANTS TOOK PART IN A CHARITY BOARD GAMES TOURNAMENT, HOSTED BY PEGASYSTEMS, KRAKOW (3). IN FEBRUARY THE PROGRAM INCLUDED A SESSION

WITH JOHN HELD, HEAD OF STRATEGY, ACCENT BUSINESS TRAINING, AND ANDRZEJ LASAK, CLOUD ENGINEERING SENIOR DIRECTOR, PEGASYSTEMS. THE EVENT WAS HOSTED BY DENTONS IN WARSAW (2). IN MARCH, PROGRAM PARTICIPANTS TOOK PART IN THE SECOND PART OF THE CHARITY BOARD GAMES TOURNAMENT, AT POINT 72 IN WARSAW (1), AND HAD A SESSION WITH PERSONAL BUSINESS COACH MERRY LYNCH PAVLAK.



PAWEŁ KOWAL, A CIVIC COALITION MP, AND VICE CHAIR OF THE PARLIAMENTARY COMMITTEE FOR FOREIGN AFFAIRS, WAS THE SPEAKER AT THE AMCHAM MONTHLY MEETING IN FEBRUARY. THE MEETING WAS DEVOTED TO DISCUSSING THE IMPACTS OF THE WAR IN UKRAINE. THE VENUE WAS WARSAW MARRIOTT HOTEL. IN PICTURES: 1. PAWEŁ KOWAL.

2. MARZENA DRELA, AMCHAM OPERATIONS DIRECTOR; PAWEŁ KOWAL; MARTA PAWLAK, AMCHAM LEGAL AND PUBLIC POLICY DIRECTOR. 3. PAWEŁ KOWAL; C. DAVID DEBENEDETTI, AMCHAM SECRETARY (DEBENEDETTI MAJEWSKI SZCZEŚNIAK).



IN FEBRUARY, AMCHAM WARSAW MARRIOTT HOTEL HELD THE AMCHAM CARNIVAL BUSINESS MIXER. THE EVENT FEATURED A BRAZILIAN SAMBA DANCE SHOW, A RAFFLE WITH ATTRACTIVE PRIZES, DELICIOUS FOOD AND DRINK AND GREAT CARNIVAL VIBES. IN PICTURES:

1. DARIUSZ OLEKSIK, MANAGING DIRECTOR, WARSAW MARRIOTT HOTEL. 2. TONY HOUSH, AMCHAM CHAIRMAN. 3. JOHN LYNCH, AMCHAM VICE CHAIR (LYNKA); ELŻBIETA CZETWERTYŃSKA, AMCHAM BOARD MEMBER (CITI HANDLOWY).



AMCHAM EVENTS

IN FEBRUARY, AMCHAM KRAKÓW AND KATOWICE HELD A BUSINESS MIXER FOR THE END OF THE CARNIVAL. THE VENUE WAS THE RECENTLY OPENED HYATT PLACE KRAKÓW HOTEL. THE EVENT FEATURED WATCHING PRESIDENT BIDEN'S SPEECH THAT HE DELIVERED IN WAR-

SAW. IN PICTURES: 1. MATEUSZ JURCZYK, AMCHAM KRAKÓW AND KATOWICE DIRECTOR; BEATA KOWALCZYK, HYATT PLACE KRAKÓW. 2. MATEUSZ JURCZYK; BARABA LUBOWIECKA, HYATT PLACE KRAKÓW; JASPER BUTTER, BILLTRUST. 3. THE MIXER IN PROGRESS.



POLAND'S ECONOMIC STABILITY WAS ON THE AGENDA OF THE MEETING HELD BY AMCHAM KRAKÓW AND KATOWICE IN FEBRUARY. THE DISCUSSION WAS FOLLOWED BY PRESENTATIONS FROM MARTA PAWLAK, AMCHAM LEGAL AND PUBLIC POLICY DIRECTOR, AND MATEUSZ JURCZYK, AMCHAM KRAKÓW AND KATOWICE DIRECTOR, WHO TALKED ABOUT 2023 ACTIONS AND EVENTS PLANS FOR AMCHAM KRAKÓW AND KATOWICE. THE MEETING WAS

HELD IN COOPERATION WITH KRAKOW UNIVERSITY OF ECONOMICS AND THE CRACOW SCHOOL OF BUSINESS CUE. IN PICTURES: 1. STANISŁAW MAZUR, RECTOR, KRAKOW UNIVERSITY OF ECONOMICS; MATEUSZ JURCZYK. 2. ROBERT HUSERIK, JACOBS; SŁAWOMIR KUMKA, IBM; MONIKA MADOŃ, ABT; JACEK DRABIK, MOTOROLA. 3. THE MEETING IN PROGRESS.



GRZEGORZ PIECHOWIAK, SECRETARY OF STATE AND GOVERNMENT PLENIPOTENTIARY FOR FOREIGN INVESTMENT IN THE MINISTRY OF ECONOMIC DEVELOPMENT AND TECHNOLOGY, WAS THE SPEAKER AT THE AMCHAM MONTHLY MEETING IN MARCH. THE VENUE WAS WARSAW MARRIOTT HOTEL. IN PICTURES: 1. GRZEGORZ PIECHOWIAK. 2. TONY HOUSH,

AMCHAM CHAIRMAN; GRZEGORZ PIECHOWIAK; ANDY HUNDER, CEO AND PRESIDENT OF AMCHAM UKRAINE. 3. GRZEGORZ PIECHOWIAK; MARZENA DRELA, AMCHAM OPERATIONS DIRECTOR; TONY HOUSH.



IN MARCH, AMCHAM HELD AN EXCLUSIVE COCKTAIL RECEPTION WITH THE REPRESENTATIVES OF AMCHAM'S MAIN PARTNERS. THE VENUE WAS HOTEL BRISTOL, A LUXURY COLLECTION HOTEL, WARSAW. IN PICTURES: 1. TONY HOUSH, AMCHAM CHAIRMAN (CENTER) OPENS THE EVENT. 2. MARIUSZ MIELCZAREK (AMAZON); JOLANTA JAWORSKA, AMCHAM

BOARD MEMBER, IBM. 3. MARTA POŚLAD, AMCHAM BOARD MEMBER, GOOGLE; PAWEŁ ZEGARŁOWICZ, CITI HANDLOWY; MARTA PAWLAK, AMCHAM LEGAL & POLICY DIRECTOR.



IN MARCH, THE AMCHAM BOARD OF DIRECTORS MET WITH US AMBASSADOR TO POLAND MARK BRZEZINSKI. IN PICTURE: MARZENA DRELA, AMCHAM OPERATIONS DIRECTOR; MARTA PAWLAK, AMCHAM LEGAL AND POLICY DIRECTOR; HEATHER ROGERS, ECONOMIC COUNSELLOR, US EMBASSY IN WARSAW; MARTA POŚLAD, GOOGLE; RADOŚLAW KASKIEWICZ, 3M; ELŻBIETA CZETWERTYŃSKA, CITI HANDLOWY; C. DAVID DeBENEDETTI, DeBENEDETTI

MAJEWSKI SZCZESŃIAK; TONY HOUSH, AMCHAM CHAIRMAN; JOHN LYNCH, AMCHAM VICE CHAIR, LYNKA; AMBASSADOR MARK BRZEZINSKI; ANGIESZKA JANKOWSKA, T-MOBILE; DOROTA DĄBROWSKA-WINTERSCHIED, CEC GROUP; MAŁGORZATA SKONIECZNA, PEPSICO; JAMES LINDLEY, COMMERCIAL COUNSELLOR, US COMMERCIAL SERVICE.



IN MARCH, AMCHAM, TOGETHER WITH THE POLISH-CANADIAN CHAMBER OF COMMERCE, THE BRITISH-POLISH CHAMBER OF COMMERCE, THE IRISH-POLISH CHAMBER OF

COMMERCE, THE ENTERPRISE OF IRELAND, AND THE WESTIN WARSAW, HELD THE ST. PATRICK'S DAY BUSINESS MIXER.



IN MARCH, AMCHAM KRAKÓW AND KATOWICE HELD A DISCUSSION ON THE ROLE OF US INVESTORS IN THE MAŁOPOLSKA REGION AND A FRIENDLY BUSINESS ENVIRONMENT FOR R&D COMPANIES. THE EVENT WAS HELD IN COOPERATION WITH THE ŁUKASIEWICZ INSTITUTE OF CERAMICS AND BUILDING MATERIALS (ŁICBM). THE SPEAKERS WERE JÓZEF GAWRON, DEPUTY MARSHAL OF MAŁOPOLSKA; ANNA SOWA-JADCZYK, THE MAŁOPOLSKA REGIONAL DEVELOPMENT AGENCY; PAWEŁ PICHNIARCZYK, ŁICBM; PROF. DARIUSZ KATA, AGH UNIVERSITY; JACEK KASZ, THE TECHNOLOGY TRANSFER CENTER AT KRAKÓW UNIVERSITY OF TECHNOLOGY; AND MARCIN RYBSKI, KRAKÓW

NOWA HUTA OF THE FUTURE (KRAKÓW NOWA HUTA PRZYSZŁOŚCI). AGNIESZKA SIOŁA FROM ŁICBM AND MATEUSZ JURCZYK, AMCHAM KRAKÓW AND KATOWICE DIRECTOR, MODERATED THE DISCUSSION. IN PICTURES: 1. AGNIESZKA SIOŁA; JACEK KASZ; JÓZEF GAWRON; ANNA SOWA-JADCZYK; PAWEŁ PICHNIARCZYK; PROF. DARIUSZ KATA; MARCIN RYBSKI; MATEUSZ JURCZYK. 2. AGNIESZKA SIOŁA; PAWEŁ PICHNIARCZYK; JÓZEF GAWRON; MATEUSZ JURCZYK.



IN MARCH, AMCHAM HELD A CONFERENCE ON CLOUD SERVICES FOR THE PUBLIC SECTOR, ENTITLED THE CLOUD DIALOGUE MEETING. KEYNOTE SPEAKERS WERE JANUSZ CIESZYŃSKI, SECRETARY OF STATE, GOVERNMENT PLENIPOTENTIARY FOR CYBER SECURITY AT CHANCELLERY OF THE PRIME MINISTER OF POLAND; AND MARK BRZEZINSKI, US AMBASSADOR TO POLAND. IN PICTURES: 1. JANUSZ CIESZYŃSKI. 2. MARK BRZEZINSKI. 3. THE PARTICIPANTS OF THE DISCUSSION PANEL KRZYSZTOF SZUBERT, VICE PRESIDENT OF THE MANAGEMENT BOARD AND CHIEF INFORMATION OFFICER AT PKO TFI; MODERATOR JOLANTA JAWORSKA, VICE-PRESIDENT FOR ADVOCACY, PUB-

LIC AFFAIRS AND REGULATORY AT IBM POLAND AND THE BALTIC STATES; MACIEJ GÓRSKI, DIRECTOR OF THE SYSTEMS MANAGEMENT DEPARTMENT AT THE CHANCELLERY OF THE PRIME MINISTER; MAGDALENA DZIEWGUĆ, CLOUD POLAND COUNTRY DIRECTOR, GOOGLE; TOMASZ OLEJNIK, GENERAL MANAGER PUBLIC SECTOR FOR CENTRAL AND EASTERN EUROPE AT AMAZON WEB SERVICES; MARCIN JAWORSKI, NATIONAL TECHNOLOGY OFFICER, MICROSOFT; TONY HOUSH; MARCIN KLABIŃSKI, CLOUD LEADER AT IBM.



AMCHAM EVENTS



IN MARCH, THE AMCHAM PHARMACEUTICAL COMMITTEE MET WITH MARK BRZEZINSKI, US AMBASSADOR TO POLAND (PICTURED, CENTER), AND REPRESENTATIVES OF THE US EMBASSY IN

WARSAW, TO DISCUSS A RANGE OF ISSUES PARTAKING TO THE LEGAL FRAMEWORK OF THE PHARMACEUTICAL MARKET IN POLAND.



THE AMCHAM WROCLAW BUSINESS MIXER IN MARCH WAS DEVOTED TO THE CHANGES TO THE LABOR CODE AND THE IMPLEMENTATION OF THE REMOTE WORKING MODEL. THE KEYNOTE SPEAKER WAS MICHAŁ CHODKOWSKI, ADVOCATE AND PARTNER AT ŁASZCZUK AND PARTNERS, AND PRESIDENT OF THE POLISH HR ASSOCIATION (1). THE DISCUSSION

WAS MODERATED BY MONIKA CIELSIELSKA-MRÓZ, AMCHAM WROCLAW DIRECTOR (2). THE EVENT WAS ORGANIZED BY AMCHAM WROCLAW IN COOPERATION WITH THE WROCLAW AGGLOMERATION DEVELOPMENT AGENCY. THE BREAKFAST TOOK PLACE AT THE BRIDGE WROCLAW MGallery HOTEL.



TRANSATLANTIC RELATIONS WERE ON THE AGENDA OF THE AMCHAM MONTHLY MEETING IN APRIL WITH SPEAKERS MICHAŁ BARANOWSKI, DIRECTOR, WARSAW OFFICE OF THE GERMAN MARSHALL FUND OF THE UNITED STATES; PROF. DANUTA HÜBNER, MEMBER OF THE EUROPEAN PARLIAMENT, PROFESSOR OF ECONOMICS (WHO JOINED THE DISCUSSION ONLINE FROM BRUSSELS); AND MICHAŁ KOBOSKO, DEPUTY CHAIRMAN OF POLITICAL PARTY POLAND 2050. MARTA

POŚLAD, AMCHAM BOARD MEMBER (GOOGLE) MODERATED THE DISCUSSION. THE VENUE WAS MARRIOTT WARSAW HOTEL. IN PICTURES: 1. MARZENA DRELA, AMCHAM OPERATIONS DIRECTOR; MICHAŁ BARANOWSKI; MARTA POŚLAD; MICHAŁ KOBOSKO. 2. THE MEETING IN PROGRESS.



THE BIGGEST BUSINESS CHALLENGES IN 2023 WERE ON THE AGENDA OF THE APRIL BUSINESS BREAKFAST MEETING HELD BY AMCHAM KRAKÓW AND KATOWICE IN APRIL. THE BREAKFAST WAS HELD IN COOPERATION WITH VISTRA POLAND. THE SPEAKERS WERE EXPERTS FROM VISTRA POLAND: NATALIA GŁOGOWSKA-DEJ, REGIONAL DIRECTOR; KAMILA HADA, MANAGER, ACCOUNTING SERVICES; KAROLINA ŁASOWSKA

ATTORNEY-AT-LAW, SENIOR LAWYER, CS-SUPERVISOR; AND KRZYSZTOF WÓJCIK, ATTORNEY-AT-LAW, DIRECTOR, LEGAL ADVISORY AND CLIENT SERVICES. IN PICTURES: 1. KRZYSZTOF WÓJCIK; KAMILA HADA; NATALIA GŁOGOWSKA-DEJ; KAROLINA ŁASOWSKA; MATEUSZ JURCZYK, AMCHAM KRAKÓW AND KATOWICE DIRECTOR. 2. THE VENUE WAS THE SHERATON GRAND KRAKÓW.





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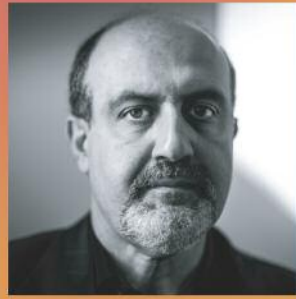
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NATALIE PORTMAN
Actress/Activist



NASSIM N. TALEB
Bestselling author



RAJA RAJAMANNAR -
Mastercard



MATEUSZ MORAWIECKI
Prime Minister



JANUSZ CIESZYŃSKI
Ministry of Digital Affairs



MAGDALENA RZECZKOWSKA
Ministry of Finance



ADAM NIEDZIELSKI
Ministry of Health



ADRIAN MCDONALD
Dell Technologies



ANA PAULA DE JESUS ASSIS
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MARTA POŚLAD
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to Poland



TONY HOUSH
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