

AmCham.Pl QUARTERLY

The official magazine of the American Chamber of Commerce
in Poland



3/2019

VOL II, No. 3 • ISSN 2545-322X

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AMCHAM.PL QUARTERLY is the official publication of the American Chamber of Commerce in Poland, Spektrum Tower, 16th Floor, ul. Twarda 18, 00-105 Warszawa . +48 (22) 520-5999 office@amcham.pl

Layout design by



Printing by



ADVOCACY OF AMCHAM POLAND

---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 <http://amcham.pl/advocacy>.

Our top issues include:

VAT CHANGES— A MANDATORY SPLIT PAYMENT

Changes to the VAT Act are to come into effect from November 2019. They refer to the majority of entrepreneurs subject to VAT in Poland. The aim of the changes is to tighten the VAT tax gap in Poland.

Key changes include:

- The obligation to use split payment for payments between VAT payers for sensitive goods and services, the value of which exceeds PLN 15,000. Sensitive goods and services relate to sectors of the economy, particularly vulnerable to tax infringements such as steel, scrap, electronic equipment, gold, non-ferrous metals, fuels and plastics. The split payment means that the VAT payment is divided - the net amount goes to the entrepreneur's invoicing account, the VAT amount—to a special VAT account;
 - Changes in joint liability. Joint liability will only apply to transactions which value exceeds PLN 15,000 and only the amount of tax related to a specific delivery of goods or provision of services for which payment has not been made to the taxpayer's bank account and transactions, the value of which exceeds PLN 15,000;
 - The possibility to settle PIT, CIT, excise duties, customs duties, interest on tax arrears, social security premiums from the VAT account.
- The first round of VAT changes was planned to be introduced in September, but the *vacatio legis* was prolonged upon feedback from the private sector. AmCham's involvement supported this change.

INTELLECTUAL PROPERTY RIGHTS PROTECTION AT THE POLISH BORDERS

AmCham has established a working group representing members from business sectors that are especially affected by the problem of coun-

terfeits (toys, clothing, alcohol, tobacco, everyday articles). The objective of the group is to increase the effectiveness of the customs authorities in the field of intellectual property protection and the battle against counterfeit goods through dialogue with the Ministry of Finance and drafting anti-counterfeit solutions. Despite the 2013 EU Regulation, which introduced an administrative system of border protection in the European Union, the situation seems to be more difficult to control and we observe an increase in counterfeits at the Polish border despite AmCham's initiative.

EMPLOYMENT OF FOREIGNERS IN POLAND

Since employers in Poland are alarmed by the long delays and complications of the work permit process, AmCham took the initiative by aiming to simplify the process of getting work permits.

The AmCham major postulates include:

- Changes during the period of issuing long-term visas;
- Extending the period of work permits;
- Reducing administrative burdens;
- Shortening the waiting period for obtaining travel documents;
- Introduction of uniform guidelines in all voivodship offices;
- Resignation from the necessity to undergo a full work permit procedure in case of switching jobs within the same company;
- Extension of the list of countries whose citizens can use the institution's statement;
- Computerization of designated offices.

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LETTER FROM THE CHAIRMAN

DEAR AMCHAM
MEMBERS AND FRIENDS,

2019 is shaping up to be one of the most ambitious and productive in our organization's history. I invite you to learn more about our activities and programs in this issue *AmCham Quarterly*—there is a lot to see.

Poland continues to grow, as does American investment and security cooperation. AmCham and our member companies are actively engaged in shaping the business environment discussion at all policy levels and across the political spectrum in this parliamentary election year. Another successful AmCham Diner at the Krynica Economic Forum and US lead nation status at MSPO in Kielce in September will demonstrate the breadth of our involvement and commitment to this market. There will be extensive coverage of these events in the next issue of AQ. AmCham delivered a widely attended Diner at the European Economic Congress in Katowice, where we were pleased to host Ambassador Mosbacher and a number of government ministers and other elected officials. Our Diner events allow us to reach a national audience thanks to our close cooperation and live broadcasts with TVN24. It is a unique opportunity to discuss US investment, market conditions for continued growth and underline the close relationship between the United States and Poland.

This year we have launched the American Investor Desk initiative to help Polish companies explore and enter the US market. It has been well received in Warsaw and in the wide range of cities on its initial roadshow. Details inside on this important new effort.

In addition to our regular advocacy and interaction with policymakers here in Poland, we continue our close cooperation with key US government stakeholders, including events with our honorary Chair, Ambassador Mosbacher, representatives of the White House, members of Congress and senior officials from Commerce, Energy, State and Defense. I was honored to at-

tend the White House event with President Trump and President Duda in the summer to represent our investment community. AmCham is a strong voice in this vital bilateral relationship.

AmCham Poland also led the effort to support concrete, actionable investment opportunities at the June Three Seas Summit in Slovenia. We organized all the AmCham's in the region to sign a communiqué announced at the event that calls for involvement of private capital and companies in delivering the promise of the Three Seas region through smart, targeted investment to enable further growth.

With the continued strong support of our member companies, AmCham will carry on its role as the voice of American business and an advocate for clear policies that affect positively the prosperity of Poland, its citizens and our companies.

Thank you to all our partners and sponsors which allow this dynamic program of activities to come to life. From our Dinners, to our mixers, wide-ranging meetings and the always popular AmCham Independence Day, we draw strength from our shared community and sense of mission for the future.

With best regards,



TONY HOUSH
AMCHAM CHAIRMAN

NEWSLINE

NEWS FROM AMCHAM AND ITS MEMBERS

AmCham Gdańsk

In April AmCham Gdańsk partnered with BusinessPolska.pl, a publisher of regional business news and the owner and organizer of a number of business awards, in running the Baltic Sea Business Mixer and the CEE-X Tech & Capital Markets Awards Tour. During the mixer the speakers talked about how automation impacts all industries, from business services to manufacturing, logistics, energy, as well as relatively new industries, such as disruptive technology companies. The venue was the Olivia Business Center.

The British School Warsaw

The British School Warsaw hosted the first Nord Anglia Steam Festival. This festival was inspired by the collaboration with MIT and its theme was "Pioneers of Tomorrow". Over 200 students participated in the festival and were shown the to MIT-inspired way of thinking and problem-solving. They also took part in a 5-day program of workshops run by the British School Warsaw teachers and visiting expert-speakers including Dr Richard Fineman from MIT.

CMS

In May, Andrzej Pośniak replaced Małgorzata Surdek as managing partner at the law firm CMS. Pośniak has 15 years of experience in tax-related counseling including over four years at the helm of the CMS Tax Team as general counsel, during which he oversaw the CMS tax advisory business in Central and Eastern Europe. His responsibilities also included risk management in legal, tax and regulatory areas. Pośniak specializes in corporate law including transfer pricing, VAT, CIT, tax planning in international transactions and foreign investment, as well as mergers and acquisitions.

Cresa

Cresa, an independent, tenant-only serving real estate expert, advised the home appliance network Media Expert in negotiating a lease deal for 2,000 square meters of logistics space and 150 square meters of office space at Segro Industrial Park, located north-east of Wrocław. The logistics space will play a strategic role in Media Expert's supply chain optimization which comprises over 470 retail points the country over. Segro Industrial Park comprises some 40,000 square meters of storage, logistics and industrial space.

Coca-Cola HBC Polska

The FMCG giant Coca-Cola HBC Polska was ranked the second most oriented company on corporate social responsibility (CSR) in Poland (and the first in the FMCG sector) in the 13th annual CSR ranking of companies from the Responsible Business Forum, a think-tank devoted to promoting CSR. This year, over 200 companies took part in the ranking and were scrutinized by the jurors in five categories. The winners were Polfarma and BNP Paribas. Coca-Cola HBC Polska was ranked the second-best ex equo with Santander Bank Polska and Orange Polska.

McDonald's Polska



The Ronald McDonald Foundation raised over PLN 670,000 through an auction at the Family Picnic, a charitable event held in June at the Lisia Polana golf course. The money has been donated to the construction of the second Ronald McDonald House in Poland—a hotel facility for parents of young patients treated in Warsaw, built at the Warsaw Medical University Campus. Over 440 adult participants took part in the picnic, accompanied by 150 children.

Procter & Gamble

Procter & Gamble celebrated the 25th anniversary of opening the Pampers baby diaper factory in Warsaw in 1994, the first flagship investment by the FMCG giant in Poland. During the anniversary gala, held in Warsaw, AmCham presented P&G with an honorary diploma for the company's commitment to Poland and the development of US business in the country. Today, along with the Pampers factory, in Warsaw P&G runs its Global Business Services Center, its European logistics planning center and the company's Poland headquarter.



ters. In Łódź, P&G runs the Gillette product-family factory, and in Aleksandrów Kujawski its skin-care cosmetics factory. So far, P&G has invested nearly USD 4 billion in Poland which translates into over 3,800 new jobs. P&G products made in Poland are sold in 90 countries worldwide. In picture: Julia Semenchenko, Pampers Factory Director; Geraldine Huse, P&G CEO; Barbara Pocialik, AmCham Membership and Committee Manager.

UNUM

Life insurance company UNUM Życie has leased four new offices: two in Warsaw and one in Olsztyn and Poznań respectively. In Warsaw, UNUM boosted its office space with the lease of 680 square meters at the Equator 4 office block, and 360 square meters at Park Avenue. The Olsztyn UNUM office comprises 200 square meters in the Głowackiego office complex. In turn, in Poznań, UNUM has taken 460 square meters at the Business Garden office complex. Cresa, an independent, tenant-only servicing commercial real estate agency, represented UNUM in negotiating those lease deals. UNUM has been present in Poland for over 20 years until 2018 as Pramerica Życie.

WeWork

The provider of flexible, co-working office space, WeWork, expanded its offering in Warsaw with a 5,500 square-meters space leased in Central Point, an office building under construction by Immobel, a Belgian developer. When delivered to the market in mid 2021, it will be the sixth WeWork location in Warsaw. In the lease negotiation WeWork was represented by Cushman & Wakefield.

AGENDA

INTELLIGENCE FROM AMCHAM COMMITTEES

DEFENSE & SECURITY

In June, the committee held a meeting with Peter Doran, President & CEO of CEPA—Center for European Policy Analysis, a non-profit policy institute dedicated to the promotion of an economically strong and strategically secure Central Eastern Europe with close ties to the United States. In his presentation Peter Doran said that the world is now in an era of a heightened geostrategic competition with Russia and China as the main competitors to the US, which is why the US needs allies across the world to succeed in the competition. In fact the alliances that the US enters into are more important now than they have ever been before, which is why the US-Poland relationship has a tremendous value for the American administration. This will not change after the next presidential election in the US, no matter who wins it, as the understanding of the importance of alliances is now deeply ingrained in the Pentagon "so much so, that I think there will be a large policy consistency on this competition regardless of who is the President in 2020," Doran said.

Also in June the committee held another meeting with CEPA representative—Brian Whitmore, Senior Fellow and Director of the Russia Program—who talked about the Russia's influence and NATO's presence in CEE in the context of National Security in European countries. He highlighted the dangers imposed by the Russian influence on the former USSR countries and the possible causes and implications of such threats, which he described in a report he authored, entitled *Putin's Dark Ecosystem*.

DIGITAL TECH

In April, the AmCham Digital Tech committee held a meeting devoted to the Agile Transformation of organizations and how they can master change. The speakers, Marta Orbitowska, Agile Coach at eduScrum; Adam Skręt, Director of Digital and Performance Marketing, Orange; and Karol Krawiec, Office Director, PKO Bank Polski, explained why so many organizations have invested in Agile Transformation, and explained the principles behind starting this type of management transformation and how it can impact different businesses and industries.

In July the committee held a meeting at the Google Warsaw office, devoted to the extra advantages of cloud computing. The speakers were Jakub Garszyński, Director of the Risk Manage-

ment Department at Deloitte; Rafał Banaszekiewicz, Sales Engineer at Google Cloud, and Konrad Pawlus, CTO, Co-Founder of SALESmanago. They talked about the prospects for the business of cloud computing, discussed the challenges and compared Google Cloud vis-a-vis other similar services. They also showcased best practices for cloud computing and how they can optimize the client experience.

HUMAN RESOURCES

In April, the AmCham HR Committee met to discuss best Strategies in Recruitment and Retention of Employees from the Ukraine and Eastern Europe. The guests were Robert Grabarczuk, Head of the Foreigners Employment Department at Adecco Poland, and Mykola Semieniaka, a manager at the department. They gave an overview of the future demand for labor in Poland and talked about the scale of economic migration to the country, with a special emphasis on the main challenges in employing Ukrainian workers and the best strategies for recruiting and retaining them.

Another meeting of the committee took place in June, when on the agenda was job rotation versus employee engagement. The speakers were Adriana Rychter, HR Director of the Warsaw Marriott Hotel and the Westin Warsaw; Aleksandra Wrześniewska, HR Director at CBRE; Jan Banasikowski, Business Development at CBRE; and Aneta Podyma, GM of UNUM Życie, and Michał Płaczekiewicz, HR Director at UNUM Życie. The speakers talked about measure rotation and the most common reasons for job rotation, and presented conclusions from exit interviews.

INDUSTRY COMMITTEE

In June, the AmCham Industry Committee held a meeting with Patrycja Sałagan, Senior Environmental Specialist at EY, who talked about the challenges for business in proper waste management, which come from new EU regulations. The agenda included such topics as permits for waste management, controls and penalties and new regulations governing packaging and waste management.

SUSTAINABILITY

In response to the demand signaled by its members AmCham launched the Sustainability Committee, in July, to help its members manage challenges faced by their companies that focus

on maximizing long-term economic, social, and environmental value. The committee will serve as a platform for AmCham members for the exchange of ideas on sustainability and promote best practices and knowledge, which in the long term will bring added value to Poland's economy. The Co-Chairs of the committee are Giuseppe Santoro, Managing Director of Dow Polska, and Mariusz Wawer, Government Relations Leader at 3M Poland. The first meeting of the committee is scheduled for Sept. 19, at 11 A.M., at the AmCham Boardroom and will focus on the meaning of sustainability for companies and organizations based on 3M and Dow case studies.

OFF COMMITTEE MEETINGS

In June AmCham held a meeting with Magda Borowik, Plenipotentiary of the Minister of Digital Affairs for financial technologies (FinTech), who talked about the challenges and perspectives of blockchain regulations outlined in the Ministry of Digitalization's strategy, and also discussed the impact of the technology on the FinTech startup ecosystem. As blockchain technology has seen growth at an unprecedented pace, and considering the technology's impact on all sectors of the industry, the Polish Ministry of Digitalization initiated work on strategies and regulations that can help companies benefit from the technology while also minimizing its negative effects.

Also in June, AmCham held another meeting of the Simply Business Series, held together with the Association of International Certified Professional Accountants, an influential body of professional accountants, in cooperation with the American Institute of CPAs (AICPA) and the Chartered Institute of Management Accountants (CIMA). The agenda was "The Finance Function of the Future—Opportunities and Challenges" and the speakers were CIMA's representatives: Piotr Glowacki, Senior Manager, and Maciej Szczygieł, Business Development Manager for Central and Eastern Europe, who discussed the new role of finance function driven by technology and competencies and the mindset necessary to achieve success based on the CGMA Finance Leadership Program.

COVER STORY

AmCham at the European Economic Congress, Katowice, May 2019

BUILDING MOMENTUM

AMCHAM CONTINUES TO SET THE AGENDA FOR AMERICAN COMPANIES IN POLAND AND LENDS A HELPING HAND TO POLISH FIRMS INTERESTED IN DOING BUSINESS IN THE US

The AmCham Diner is a concept that most readers of this magazine should be familiar with but it is worth noting that over the years AmCham has managed to make it a permanent fixture at Poland's largest meetings of representatives of business, government and other stakeholders in the country's economy, namely, the Economic Forum in Krynica, the European Economic Forum in Katowice, and, last year, the 590 Congress in Rzeszów.

The diner comprises an open space where events' participants may meet and talk over food and drink available free of charge at the bar and watch live interviews with prominent business leaders, government ministers and experts, conducted by business journalists at the AmCham Diner Media Corner. Conversations are important and the media corner sets the agenda for American investors.

The AmCham Diner debuted in 2012 at the Economic Forum in Krynica. The chamber's magazine (*American Investor*, Fall 2012) reported that "the AmCham experiment at the Krynica Economic Forum exceeded expectations". We learn from the article that the diner was packed with excited guests who had never seen anything like it at the forum before.

The following year in Krynica many other participants offered food and drink in an open space, but they were mostly empty—none managed to generate the vibrant, easy going atmosphere of the AmCham Diner, which was packed with guests throughout the entire event. The diner concept was being improved from one event to the next and its utilization was optimized with additional events, such as private meetings and afterhours parties.

In May the AmCham Diner opened its doors at the European Economic Congress in Katowice for the fifth consecutive year. The catering was managed by the convenience store chain *abka*, linked to AmCham by its owner, CVC Capital Partners. The Media Corner was manned by the TVN24 BiS media crew, with the host Paweł Blajer, who, over three days interviewed government ministers and business leaders covering a range of policy issues that are critical to ensure stable economic growth in Poland.

In sync with the congress's European focus, Jerzy Kwieciński, the Minister of Investment and Economic Development, talked about the importance of EU cohesion funds for Poland, and

others, such as the European Commission's Investment Plan for Europe known as the "Juncker Plan" which will be managed by the European Investment Bank in cooperation with local banks—in Poland with the Polish National Development Bank BGK. Minister Kwieciński stressed that the EU cohesion policy "is here to stay" in the next EU financial perspective of 2021-27. "This policy narrows the gap between different regions of the EU and it has played an important economic role not only for Poland but the entire union," he said.

Another guest at the AmCham Diner Media Corner, Małgorzata Zielińska, Deputy Minister of Investment and Economic Development, noted that thanks to the EU cohesion policy which Poland has been benefiting from since EU accession, over 200 investment projects have been carried out, worth of over PLN 16 billion. She said that the financial aid Poland obtained from Brussels helped generate 1/6 of Poland's GDP measured for the last 15 years.

Fabio Pommella, President of the Management Board of Whirlpool Polska, confirmed the view that Poland had made good use of EU funds. "Two years ago we had some issues regarding transport," he said. "Today it is solved with the

construction of new highways and new airport connections. Everything is moving fast and in a direction that investors are happy with."

The significance of Poland's being a part of the EU was also underlined by Jacek Czerniak, Managing Director, Citi Handlowy, who, talking about global trade issues, noted that Poland, as part of the EU is "tightly connected to the EU economy" and it indirectly benefits from the transatlantic trade.

REFORMS

But the growth of the Polish economy would not have been so strong without government reforms, noted another speaker, Jadwiga Emilewicz, the Minister of Entrepreneurship and Technology. She said that the pro-business government reforms, known as "The Constitution for Business" have been bearing fruit for both small companies as well as big ones, which is best evidenced by macroeconomic data, according to which Poland has a record-low unemployment rate of around 5 percent, and a record-high GDP growth of over 5 percent. The minister also said that through another regulation, the Innovation Bill, the government has created "a competitive framework for investors in startups". The first beneficiaries of the new regulations were companies that took part in the government-backed program Sky Lab: "Over 200 technology companies contracted the provision of their technologies to other companies," Minister Emilewicz said.

The technological boom in Poland was referred to by Jacek Czerniak who said that out of all the economic sectors, the country's banking sector had been through the largest tech transformation in the last 30 years. Now, with EU regulations concerning Open Banking, which come into effect in September, the sector will get yet more stimuli to change.

Along with supporting the digital revolution in Poland, the government is looking at how to take it to the next level by using big data mining and cloud technologies to create smart city solutions. According to another speaker, Maciej Kawecki, Data Management Department Director at the Ministry of Digital Affairs, the government is heading "the smartization-way", as he put it. "We would like Poland to stand out when it comes to Smart City solutions," Kawecki said, adding that the ministry had been mapping the best smart city solutions to recommend them to local governments. "The rational use of data is the future," he said.

ENERGY

Another guest at the Media Corner, Henryk Kowalczyk, the Minister of Environment, said that the EU is "the world leader in climate protection" and, following the climate summit COP 24 held in Katowice the year before, Poland has revised its energy policies to get away from coal-based generation to renewable and nuclear energy. But Poland will not abandon its coal and gas based power generating infrastructure but

modernize it so it will serve as a power backbone to a system which will be increasingly reliant on renewables. In addition, the government has introduced a long-term program for financing the replacement of outdated heating facilities operated by individual residential owners.

Such policies are in sync with global trends and EU regulations, noted another Media Corner guest, Sławomir Żygowski, President of the Board of Directors of GE Power, who noted that along with modernizing its traditional power generation, Poland has plans to build its first nuclear power plant of 1,000 to 1,500 megawatts around 2033.

ROOM FOR IMPROVEMENT

Along with talking about opportunities for business that stem from Poland's high economic growth, some speakers talked about issues that have the potential to undermine economic growth and disrupt business. Michał Mrożek, General Manager of HSBC Polska, said that with the growth of globalization, there are shifting political paradigms across a number of nations, where voters expect changes in a range of issues, including the distribution of wealth, environmental protection and sustainable development. "It seems that Poland and the US are such countries," Mrożek said.

In turn, Fabio Pommella noted that foreign investors in Poland have mounting concerns over some aspects of government policies regarding energy prices. If energy prices go up it will significantly boost manufacturing costs and make manufacturing in Poland less competitive. Pamela also mentioned regulations governing immigration as a difficult area for business, arguing that the strict rules governing the right to work and live in Poland for foreigners need to be revised or else there will not be enough manpower to support economic growth in the country.

In turn, Agnieszka Hryniewicz-Bieniek, Head of Startup Division at Google Poland, noted that while there is an excellent talent pool of software programmers in the country especially when it comes to big data mining, artificial intelligence and learning systems, the skills necessary to successfully commercialize new technologies are lacking. In addition, even if young tech startups do successfully commercialize their innovative products, they tend to focus almost exclusively on the domestic market with little regard for the world markets. It is so, arguably, because Poland is not a leader in utilizing innovation in the economy, and the digital skills among business leaders have not yet developed to the necessary level.

BY INVITATION ONLY

Along with running the business of the diner and the media corner for three days, AmCham held two private events at the diner. On the morning of the second day of the congress, AmCham and HSBC Poland invited a small group of CEOs to a breakfast meeting to discuss intra-regional trade within the EU—its drivers and how the trade will

evolve in the post-Brexit EU. In turn, in the evening, AmCham and Citi Handlowy held a private cocktail party to promote a new AmCham project—the American Investor Desk.

Also on the second day of the congress AmCham organized a field trip to the Amazon Fulfillment Center in Sosnowiec to see first-hand how an Amazon distribution center operates. "What strikes you immediately is the vast size of the place and how little the people are in the distance when you peer between shelves," recalled one of the participants, Dorota Dąbrowska-Winterscheid, AmCham Managing Director. "The second observation is the vast variety of goods on the shelves, somewhat organized by category, but not always—though this Center focuses on shoes and clothes. Interestingly, there are no forklifts going up four stories for merchandise, but rather the warehouse is divided into four separate levels," she said.

The visitors got a full explanation of the computer system that tracks products coming in and being picked up for shipping. The Sosnowiec AFC requires a lot of manpower for placing and picking-up goods, whereas Amazon's next fulfillment center, in Szczecin, will be equipped with robotics. So far Amazon has invested PLN 4 billion in Poland, creating over 14,000 new jobs and forging business relations with over 7,000 firms in Poland.

AID FROM AID

A new component of the AmCham Diner was the American Investor Desk (AID)—a new addition to the AmCham spectrum of services, which aims to help Polish companies interested in doing business in the US take the right steps when entering the new market. AID links Polish entrepreneurs with experts on a range of business-related issues specific to the American market.

The areas covered by AID experts at the congress included compliance requirements and technical certifications for products to be allowed into the US, digital tools that support export to the US; legal aspects that Polish companies face when expanding business to the US; banking solutions that support expanding business to the US; key aspects of a successful entry into the US market; efficient marketing strategies in the US, issues regarding renting or investing (developing) commercial real estate in the US; and strategies in initiating business relations with big corporations in the US. The AID experts recruited from such companies and organizations as Aldgate Strategy Group, Citi Handlowy, Greenberg Trauring Grzesiak, Google, Jars S.A., Miller Canfield, MIT Enterprise Forum CEE and UL International.

According to AID manager Ewa Mróz, by being at the congress the chamber reached out to a large number of companies with information about the American Investor Desk. In addition, "AID had many visitors who asked questions related to expanding to the US. We are now in touch with some of them and we help them put together their business strategies in the US," Mróz said.

The AmCham Diner opened its doors at the European Economic Congress in Katowice for the fifth consecutive year. As always, a splendid time was guaranteed for all...



1. Mateusz Jurczyk, Anita Kowalska, AmCham; Tomasz Suchański, Żabka; Marzena Dreła, AmCham Deputy Director; Georgette Mosbacher, US Ambassador to Poland; Marta Pawlak, AmCham; Dorota Dąbrowska-Winterscheid, AmCham Managing Director; Tony Housh, AmCham Chairman ((Northrop Grumman); Jolanta Jaworska, AmCham Vice Chair (IBM); Ewa Mróz, American Investor Desk, AmCham. 2. Dorota Dąbrowska-Winterscheid; Marta Pawlak; Jadwiga Emilewicz; Minister of Entrepreneurship and Technology. 3. Tomasz Suchański; Tony Housh; Georgette Mosbacher. 4. Katarzyna Pałasz, Giuseppe Santoro, DOW Polska; Dorota Dąbrowska-Winterscheid. 5. Piotr Dardziński, Łukasiewicz Research Network; Marzena Dreła. 6. Dorota Dąbrowska-Winterscheid; Alon Redlich, International Technology Sourcing. 7. Marta Pawlak; Mateusz Litewski, Juul; Marzena Dreła. 8. Tony Housh; Michał Baranowski, the German Marshall Fund; Dorota Dąbrowska-Winterscheid. 9. Dorota Dąbrowska-Winterscheid interviewed by TVN24BiS. 10. Agnieszka Hryniewicz Bieniek, Google; Marzena Dreła. 11. Jessica Rosan, Nobox TV; Dorota Dąbrowska-Winterscheid. 12. Marta Kokoszka, Google; Marzena Dreła. 13. Agnieszka Jankowska, GE International; Sławomir Żygowski, GE Power; Marzena Dreła. 14. Anna Jaros, US Embassy; Agnieszka Jankowska; Mariusz Mielczarek, Amazon; Marzena Dreła; Marta Pawlak. 15. Zygmunt Łopalewski, Whirlpool; Dorota Dąbrowska-Winterscheid; Fabio Pommella, Whirlpool.

The AmCham Diner Media Corner was hosted by Paweł Blajer from TVN24 BiS, who, over three days, interviewed government ministers and business leaders.



1. Jadwiga Emilewicz, Minister of Entrepreneurship and Technology. 2. Jerzy Kwieciński, Minister of Investment; Paweł Blajer, TVN24 BiS. 3. Henryk Kowalczyk, Minister of Environment. 4. Georgette Mosbacher, US Ambassador to Poland. 5. Tony Housh, AmCham Chairman (Northrop Grumman). 6. Tomasz Suchański, Żabka. 7. Fabio Pommella, Whirlpool Polska. 8. Sławomir Żygowski, GE Power; Paweł Blajer. 9. Agnieszka Hryniewicz Bieniek, Google; Paweł Blajer. 10. Michał Mrożek, HSBC Poland. 11. Rafał Bator, Enterprise Investors. 12. Jacek Czerniak, Citi Handlowy. 13. The AmCham Diner Media Corner attracts participants' attention.

AmCham and Citi Handlowy held a private cocktail party to promote a new AmCham project—the American Investor Desk.



1. The opening of the AmCham and Citi Handlowy Private Party: Dorota Dąbrowska-Winterscheid; AmCham Managing Director; Jacek Czerniak, Managing Director CitiHandlowy; Tony Housh, AmCham Chairman (Northrop Grumman). 2. Rafał Pieprzyk, US Alumni Association; Marek Kobiec, GlobalTechHub. 3. Łukasz Oprawski, Kongres 590; Dorota Dąbrowska-Winterscheid; Katarzyna Otko-Dąbrowska, Citi Handlowy. 4. Tony Housh; Henryk Orfinger, Dr. Irena Eris; Krzysztof Pawiński, Grupa Maspex. 5. Tony Housh; Olgierd Dziekoński; Marzena Drela; Wiesław Rozłucki, Rothschild Polska. 6. Marzena Drela; Joanna Bekker, Polityka Insight. 7. Dorota Dąbrowska-Winterscheid; Michał Kozaczyński, Baker McKenzie. 8. Marta Pawlak, AmCham; Aneta Muskała, International Paper. 9. Jacek Czerniak, Katarzyna Otko-Dąbrowska, Katarzyna Giedrojć, Citi Handlowy; Marzena Drela, Marta Pawlak. 10. Adam Pustelnik, Savills; Dorota Dąbrowska-Winterscheid; Sabina Klimek, Polish American Chamber of Commerce North-East. 11. Ewa Mróz, AmCham; Marcin Iwaszkiewicz, BNP Paribas. 12. Łukasz Kowalski, MSL Group; Marzena Drela; Aleksander Libera, MSL Group. 13. Marta Pawlak; Rafał Bator; Enterprise Investors; Marzena Drela. 14. Ewa Mróz, AmCham; Tomasz Bieliński, Santander Bank Polska. 15. Wojciech Cetnarski, Wento; Dorota Dąbrowska-Winterscheid. 16. Mateusz Jurczyk; AmCham Kraków & Katowice; Dorota Dąbrowska-Winterscheid; Prof. Janusz Szytyko, AGH University of Science and Technology.

AmCham and HSBC Poland held a breakfast meeting for CEOs to discuss regional trade within the EU—its drivers and how it will evolve after Brexit.



1. The meeting in progress. 57. Tony Housh, AmCham Chairman (Northrop Grumman); Jan Olbrycht, MEP, Civic Platform; Dorota Dąbrowska-Winterscheid, AmCham Managing Director; Marzena Dreła, AmCham Deputy Director. 3. 60. Ryszard Florek, Fakro; Marzena Dreła. 4. Michał Mrozek, General Director, HSBC Poland; Marek Metrycki, Deloitte, Jan Olbrycht. 5. Tomasz Suchański; Witold Naturski, Deputy Head of Representation at European Commission in Poland; Tony Housh. 6. Tomasz Suchański; Krzysztof Woźniak. 7. Natalia Głogowska-Dej, Vistra; Marzena Dreła; Marta Pawlak, AmCham.

AmCham and Amazon organized a field trip to the Amazon Fulfillment Center in Sosnowiec to let the participants see first-hand how it operates.



1. The participants receive safety instructions. 2. The trip in progress. 3. A presentation along the way.

The American Investor Desk attracted guests who sought advice on a range of issues linked with their strategies to do business in the US.



1. US Ambassador Georgette Mosbacher visits the American Investor Desk, pictured with Ewa Mróz, AID Manager. 2. Jan Rudomina, Polish American Business Club, New York. 3. Ewa Mróz, with an AID expert Nathaniel Espino, Aldgate Strategy Group. 4. A guest seeking advice from an AID expert Dr Justyna Regan, Miller Canfield, Chicago. 5. Luk Palmen, InnoCo; Anna Gwizdalska, Mateusz Kirzyński, JARS S.A. 6. Kamila Gąsior, Google; Tomasz Kołoszczyk, Technology Entrepreneurship Foundation, MIT Enterprise Forum CEE. 7. Ewa Mróz and Nathaniel Espino during one of the Meet-the-Expert sessions.

The AmCham Diner at the European Economic Congress kept visitors happy for three consecutive days.



The crowd at the diner on day one of the congress.



AMCHAM DINER PARTNERS



MONTHLY MEETING

MAY

SO FAR SO GOOD

WHILE THE US ECONOMY IS TAKING OFF THERE ARE THREATS FROM THE REST OF THE WORLD LAGGING BEHIND

In May, AmCham hosted Kevin A. Hassett, Chairman of the White House Council of Economic Advisers, who visited Warsaw for a round of high-level meetings with Polish government members.

For Chairman Hassett it was not his first encounter with Polish politics. In the 1990s he was involved in supporting the New Atlantic Initiative (NAI)—a nonpartisan international organization dedicated to expanding the Atlantic community of democracies which lobbied for, among other things, admitting Poland and other new democracies in Central and Eastern Europe into NATO. During the meeting with AmCham Chairman Hassett briefly noted his involvement with the NAI and said that today, the US attaches strategic importance to its relations with Poland and other CEE nations. "We pay special attention to Central Europe because we know that people who lived under communism are natural allies of the US," he said. "So if you look at the number of trips that US cabinet officers made to Central Europe in recent months, it is clear that the relations between US and Central Europe are important to us and you will be seeing high ranking US officials making even more trips to Central Europe."

THE TRUMP REFORMS

The main focus of Chairman Hassett's address to AmCham centered upon the US economic policies under President Trump. The chairman said that when President Trump was elected in 2016, the US economic growth that year stood at 1.6% GDP which was a poor result for the US economy from a historical perspective. The manufacturing sector had shed 200,000 that year and capital investment was very low. In places where factories closed many people had to move out to find new jobs. As a result those places turned into pockets of extreme and enduring despair. Many jobless people gave up looking for a job and became reliant of social security. About 3 percent of the US

population ended up on social security and the bulk part of it were blue collar workers.

At that time, Chairman Hassett explained, there were two points of view addressing the problem. One was that the decline was "a new normal" and there was nothing the government could do about it because had it gotten involved it would cost trillions of dollars in government spending to amend the situation, and the government did not have that kind of money to spend.

The other view was championed by President Trump who concluded that if capital inflows in the US economy were negative there must have been some reason for it. Perhaps, the taxes were too high for business or maybe there were other barriers to investment such as regulatory ones. It turned out that President Trump's diagnosis of the problem were correct. Regulatory barriers for business had nearly doubled during the eight years of President Obama's presidency. When compared to the extent of regulatory policies under President Clinton, there was a 400 percent increase in regulatory policies in 16 years.

The most important cost of regulation is that when there is a new law you have to hire lawyers to figure out what you are going to do with the new law. It costs a lot to do that but once you do that you know how to deal with the new regulation and the costs are no longer scary and you do not have to worry so much about it.

So that was why business—especially small business—was really depressed in 2016. President Trump, who asked experts what would bring back optimism to entrepreneurs and investors, fought hard to have the Deregulation Bill passed, and after it did, "everything started to take off".

A survey conducted for the White House Council of Economic Advisers in 2017 revealed that by July that year—the first year of the Trump presidency—US businesses had spent 5 million fewer hours applying the new regulations than they had the year before. "It is 5 million hours that they

could spend building their business," Chairman Hassett noted.

The other leg of President Trump's policy was to make sure that the economic recovery reaches down to the distressed communities. That was why the administration created a new organizational form for business—a special type of venture capital firm that get tax advantages for investors who located their businesses in economically distressed areas.

POSITIVE OUTCOMES

As a result of all those policies, in 2017 the GDP growth of the American economy reached 2.6 percent—slightly above an earlier Hassett forecast of 2.4 percent—and 2018 GDP growth reached 3.1 percent—again beating earlier forecast from Hassett by 0.1 percentage points. Looking at the US economic recovery under President Trump now it is clear that it is the biggest economic boom since President Reagan and the scope of it is best seen through the numbers: today the unemployment rate in the US is at around 3 percent, which is the lowest since 1969; the unemployment rate for working-age women is the lowest since 1953; with Hispanic Americans it is the lowest unemployment rate ever recorded in the US, and the same applies for the unemployment rate of veterans and handicapped Americans. "This is the hottest economy that I have ever seen and it is spreading wider than ever," Chairman Hassett said, adding that, had it not been for the government shutdown in earlier this year, GDP growth for the first quarter of 2019 would have reached 3.2 percent instead of 2.9 percent it did. "President's Trump economic policy has been an enormous success," Chairman Hassett concluded.

GLOBAL ECONOMY

Chairman Hassett also briefly addressed some global economic issues. He said that the Chinese

economy was growing slower than it used to, and the negative impact of it is already felt in Australia. A part of the problem is that the US and China do not have a trade deal and the economic slowdown in China, if no deal is on the table any time soon, may spread further in Asia. In the EU, Chairman Hassett noted, one issue is that there are too many distressed banks in Southern Europe, and another is Brexit, which is dragging on for way too long and it "creates a risk of putting the UK at a recession because people are going to wait and see how Brexit unveils and their commitment for capital spending will be waning away."

All those issues need to be solved "and big political decisions must be taken," Chairman Hassett said, noting that with things as they stand today there is "a world which is disconnected" from the economic boom in the US."

"The momentum in the US is so big that we may see a similar situation we saw in the 1980s when the US was the biggest economy outgrowing everybody else," Chairman Hassett said, adding that even if the situation continued the US economy is strong enough to go on unabated.

NATURAL GAS

A part of the US economic strength today is the country's vast resources of natural gas. They are so big that the US decided to export some of it and Poland is on the client roster. "LNG is a really clean fuel as compared to the coal and diesel emissions, and Poland is right to diversify its energy supply and the rest of Europe will follow Poland's lead," Chairman Hassett said. "It is going to be great for the Polish economy." He noted that in order to fully utilize its export

potential the US needs to develop the right infrastructure to utilize the existing deposits.

"Poland's initiative to start importing LNG from the US is working towards this end as with more LNG exports the product will become cheaper as we build LNG facilities and pipelines and as we will get better at it and more efficient," he said. He noted, however, that one piece of legislation impedes the development of LNG exports, namely the Jones Act—a federal law also known as the Merchant Marine Act of 1920. It requires goods shipped between US ports to be transported on ships that are built, owned, and operated by US citizens or permanent residents. Chairman Hassett said explained that "foreign gas suppliers can be held hostage to this rule when

"We pay special attention to Central Europe because we know that people who lived under communism are natural allies of the US."

there is a peak demand for LNG shipping from the US."

NEW TECHNOLOGIES

Talking about future economic challenges Chairman Hassett noted that the development of new technologies which contribute to creating new business modes, such as the ride-hailing service UBER, do not kill jobs but create new jobs because they change the way people interact commercially. "UBER made calling a taxi so much more convenient for the consumers that it increased the demand for taxi rides enormously," he said, noting that because of UBER and similar services people aged 30 today "do not own cars anymore because they can get a ride and just as people get used to do that then the public transport in the US adapt the same solutions as UBER

did and then people use more public transport than before."

According to Chairman Hassett, solutions such as UBER, make using cars more efficient, which "is good for the economy."

QUANTUM COMPUTING

Chairman Hassett said that while the development of new digital technologies and artificial intelligence is not a threat to economic growth, there are issues when it comes to keeping the digital economy safe. He cited a survey done among cyber security experts in the US, which revealed that about 8 percent of them do not use any best practice guidelines, but contrary, "are completely wide open to bad things".

It is so, because governments do not have the right policies to protect the digital economy and "people are thinking one-dimensionally about cyber security."

The economy is entering the final phase of the Digital Age

as traditional processor-empowered computers will be replaced by quantum computers. The capacity of quantum computers is astronomical compared to digital computers and this is why quantum computers are especially good with solving some types of problems and one of them is prime numbers. As it happens, computer files and networks are mainly protected with prime number factorization, and this, with "cheap" quantum computers available at the marketplace, will no longer be a safe method. "Someone may crack your passwords in a split second and call you up to demand a ransom or else your files will be put on the internet, and things like that," Chairman Hassett said, noting that the advent of consumer quantum computing poses challenges for policy-makers today.



KEVIN A. HASSETT

Confirmed by the US Senate on September 12th and sworn in as the 29th Chairman of the Council of Economic Advisers on September 13, 2017. Prior to becoming Chairman of the CEA, he was an economist at the American Enterprise Institute since 1997. His most recent titles at the American Enterprise Institute (AEI)

included James Q. Wilson Chair in American Culture and Politics and Director of Research for Domestic Policy. He also served as Director of Economic Policy Studies and Resident Scholar from 2003 through 2014. Prior to joining AEI, Hassett was a senior economist at the Board of Governors of the Federal Reserve

System and an associate professor of economics and finance at Columbia University's Graduate School of Business of Columbia University. He has also served as a visiting professor at New York University's Law School, as a consultant to the U.S. Treasury Department, and as an advisor to presidential campaigns. A

noted expert in the field of public finance, Hassett has authored peer-reviewed articles in leading economics journals and has served as a columnist in leading media outlets. He received his bachelor's degree from Swarthmore College, and his PhD in economics from the University of Pennsylvania.

MONTHLY MEETING

JUNE

IN THE RIGHT PLACE

POLAND IS EUROPE'S SILICON VALLEY FOR US INVESTORS

The Monthly Meeting in June took place at the US Ambassador's residence, where Ambassador Georgette Mosbacher hosted AmCham members to brief them on the current state of Poland-US affairs.

In her opening remarks the ambassador said that the two countries have had very intensive relations, especially when it comes to such areas as defense, energy security and the inclusion of Poland in the US Visa Waver Program. When it comes to defense, Ambassador Mosbacher said that Poland has made a real investment at every level and that is why the President Donald Trump is committed to developing the bilateral relationship with Poland.

She said that the 4,500 US troops currently stationed in Poland on a rotation basis will be enhanced by a further 1,000 troops as part of an enduring NATO commitment to the security of Poland as a NATO's eastern flank.

Talking about Poland's energy security, the ambassador noted that the country has taken steps to diversify its energy sources and that includes three long-term deals for the delivery of LNG from the US, which "bring Poland closer to energy independence," Ambassador Mosbacher said, adding, that owing to the engagement of the US LNG sector Poland will not have to renew

its contract with Gazprom when it expires in 2021.

Talking about the US Visa Waver Program for Poles travelling to the US, the ambassador said that she has been closely monitoring the visa application refusal rate, which is now close to 3 percent. If it drops below 3 percent Poland may be admitted to the program. She thanked AmCham companies for their participation in helping to bring down the refusal rate by sending their employees to apply for a US visa. "Don't stop now!" she urged AmCham members. "We have until September 30 to process as many applications as possible."

SHARING VALUES

Ambassador Mosbacher expressed her appreciation of US investment in Poland. She said that during her 10 months in office, she has visited a number of US companies in Poland, such as Google, Motorola, Reyetheon and Guardian Glass, and GE, and was always impressed by the technological advancement and production excellence they have brought to the country. "It is so exciting to see these American companies from a country that is 200 years old, and what they have invested in Poland in the 30 years since it broke away from the Iron Curtain."

She noted that all those investors take advantage of great business opportunities that Poland offers due to the country's "remarkable" economic performance and the quality of labor. "I keep saying that Poland is a Silicon Valley of the EU," she said. "I say it because of the companies that I have met and the entrepreneurs who have taken advantage of the number of engineers that graduate in Poland. Google told me that Poland graduates more engineers than all of the EU put together. So you are here at the right time and the right place!"

She added that many more companies in the US are looking at business opportunities in Poland because of a number of factors, including a stable currency, a low inflation rate, the stability of the workforce and the high level of their education, and the fact that the Polish government has taken the right steps in respect to security. Ambassador Mosbacher said that she hoped Poland's unabated economic growth will continue in the years to come and added that the country is an important ally of the US, because "we have so many shared values". The ambassador added that the US wants "to see Poland play a strong role in the EU because it is a very important voice for us in the EU."



GEORGETTE MOSBACHER

Appointed US Ambassador to Poland in summer 2018. She has been President of Georgette Mosbacher Enterprises, Inc., a business and marketing consulting company in New York City, since 1992. She served as CEO of Borghese Inc. from 2001 to 2015. In 2016 she was confirmed by the

U.S. Senate as a Member of the United States Advisory Commission on Public Diplomacy. Mosbacher founded the New York Center for Children, which assists abused children and their families, and has served on the boards of numerous charities supporting veterans and their

families. A fellow at the Foreign Policy Association, she is also a board member of Business Executives for National Security and the Atlantic Council. Previously served as a co-chair of the Republican National Committee's Finance Committee, and was the first woman to serve as the General

Chairman of the Republican Governors Association. Ms. Mosbacher authored two motivational books for women. She earned a B.S. from Indiana University and is the recipient of many awards recognizing her humanitarian and entrepreneurial contributions.

AmCham Advisory Council



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

Focus PR and the media

Dr. Alma Kadragic has been a journalist, researcher, media specialist, and entrepreneur in the US, Europe, and the Middle East. Based in Miami since 2013 she is a freelance journalist and media consultant, often writing on international real estate, investment, business, media, and the arts for global and local magazines.

During 16 years with ABC News in New York, Washington D.C., London, and Warsaw as writer, producer, and bureau chief, she organized the network's television coverage of major international stories, culminating in the years 1983-90 in Central and Eastern Europe.

Arriving in Warsaw initially in June 1983 for Pope John Paul II's second visit to Poland, Kadragic returned in October as bureau producer, later bureau chief. Coverage included significant stories like the killing of priest Jerzy Popiełusko and the trial of the accused murderers; numerous demonstrations roughly put down by the military ZOMO police; the continued harassment of Lech Wałęsa by government agents; the 40th anniversary of the liberation of Auschwitz; the Pope's 1987 visit to Poland; and the Round Table talks beginning in February 1989 and leading to the first free elections on June 4, 1989. Regionally, the ABC Warsaw bureau covered developing events in Czechoslovakia, East Germany, Hungary, Romania, and Yugoslavia as well as in Lithuania, Latvia, and the Soviet Union.

In early 1990 when ABC News closed the Warsaw bureau but kept its outstanding Polish producers, cameramen, and editors working in the Soviet Union and its rapidly separating parts, Kadragic left the network to become an entrepreneur, starting Alcat Communications International sp. z o.o., a PR company. For several years, Alcat was a leader in the communications industry in Poland while Kadragic became a co-founder of *Polskie Stowarzyczenie Public Relations*—

the first PR association in the country—and its first president.

In the late 1990s the European Commission and USAID contracted Dr. Kadragic several times to evaluate the readiness of radio and television stations in the former Yugoslavia (Bosnia Herzegovina, Croatia, Montenegro, Republika Srpska, Serbia) to develop independent broadcasting. After closing Alcat's Warsaw office in 2003, Kadragic moved to

the Middle East and taught journalism and PR at the National Zayed University in Abu Dhabi and later created master's programs in media studies and international studies at the University of Wollongong in Dubai.

In 2013 Alma Kadragic was awarded the Officer's Cross for Service by the President of Poland for her journalistic work. In 2015 she received the *Amicus Poloniae* award from Poland's Ambassador to the United States, the Honorable Ryszard Schnepf.

Dr. Kadragic is the author of two books: *Public Relations or Promoting Reputations* (1997, 1998), the first PR handbook in Polish, and *Globalization and Human Rights* (2006). She has contributed chapters to books on family business in the Middle East and sports journalism in the US. Author of articles and columns on media, press freedom, entrepreneurship, and the arts, she often speaks at international conferences on media topics.

Dr. Kadragic has served on many boards including American Women in Radio and Television (President, New York City, Orlando chapters), Middle East PR Association, American Chamber of Commerce in Poland, Fulbright Commission in Poland, National Association of Women Business Owners (President, Miami chapter), and Entrepreneur Advisory Board of the Disney/SBA National Entrepreneur Center). She holds a B.A. and M.A. from the City College of New York and a Ph.D. in English literature from the City University of New York.



DANCING AMONG THE POSSIBILITIES

DR. ALMA KADRAGIC TALKS WITH *AMCHAM* *QUARTERLY* EDITOR TOM ĆWIOK ABOUT THE PRIN- CIPLES OF EFFECTIVE PR AND HOW THEY DO NOT CHANGE IN TODAY'S COMPLICATED MEDIA ENVIRONMENT

Your address to the Chamber at the Bristol Hotel in June was interesting and I would like to ask you to elaborate on a few points that you made. Talking about the Alima Gerber press conference in Rzeszów which took place in early 1990s, you said that back then PR was easy because there was a lack of information and PR agencies simply provided information—truthful information and not fake news. How did the PR market evolve in Poland from the beginning, marked by your PR firm, to the moment you left the country in 2003?

This is a huge question which needs a book to answer, perhaps more than one. Let me start before Alima and return to that later.

When I opened Alcat Communications Warsaw sp. z o.o. in mid-1990, there was one PR firm—appropriately called First Public Relations started in 1988 by my friend and fel-

low journalist, Piotr Czarnowski—and very little knowledge of what PR was. I remember someone I met at a party who told me he manufactured shoes. 'If I use your services,' he asked, 'how many more shoes will I sell?'

I think he was honest enough to ask what others also wondered about, but I couldn't give him any clear answer. No one can even today. The process of building a brand and a reputation was unknown and unappreciated. It always takes time and work that will vary according to the situation in the market, the product or service involved, and—always—the budget.

To return to Alima, the announcement of the purchase of Alima, producer of Bobo Fruit and other foods for children, by the American firm Gerber was made during the 7:30 pm national newscast on TVP that the entire country watched. Be-

cause the Ministry of Privatization had not prepared anyone for the announcement, the reaction was immediate and drastic.

The next morning countless articles in newspapers and interviews on radio and TV discussed the tragedy that had come to Rzeszów, home of Alima. Gerber, which is very well known in the US and has a good reputation, might as well have been called Poogoo or any other ridiculous word and meant nothing in Poland. Everyone in Rzeszów was involved—growers, workers represented by two unions, the mayor, the regional governor, and the local journalists who spoke to everyone they could find. No one knew anything, and everyone was passionately against the sale.

In Warsaw, the national media tried to learn more from the Ministry of Privatization and their sources in the capital, but no one was talking. It was a PR disaster for Gerber, a company not used to being controversial. Alima was the first overseas acquisition for Gerber, based in Fremont, Michigan, a city of 5,000 people, most of them working for Gerber. Gerber and its lawyers had no idea of what it meant to do business outside of your own country and didn't understand the political climate in Poland.

Their vice president of communications flew on the company jet to Warsaw and began interviewing PR firms. My luck was that I was an American, with major American media experience at ABC News, I spoke Polish, and I had been working in Poland since 1983 as a journalist. Best of all, the name of my firm, Alcat Communications, came at the beginning of the alphabet. I believe the vice president met with only one other firm before coming to our office and hiring us immediately.

It was a huge crisis for the client but actually easy to deal with for a PR agency. Since the problem had been a lack of information from the ministry and from Gerber and Alima, the solution was to provide a great deal of information. With a client in Rzeszów, four hours drive south-east of Warsaw in good weather, simply inviting journalists to Alima in early February 1992 would not have worked. To manage logistics,

we rented from LOT a TU-150, the midsize Soviet jet which took some 100 journalists and interested parties to Rzeszów, arriving around noon.

Buses from Alima took us to the plant. The director desperately wanted to send the company's official Mercedes for Gerber's CEO. I insisted that he ride the bus with everyone else, to show how American ownership would be different and positive for everyone concerned.

The group from Warsaw was joined by local and regional journalists as well as representatives from the involved parties. We let everyone in and allowed the news conference to go on for as long as anyone had a question. It lasted more than two hours. The general assumption had been that Gerber bought Alima to kill the Bobo Fruit brand and to take over the new technology that Alima had installed a few years earlier.

It was easy for Gerber's CEO, who spoke no Polish but listened carefully to the translation and my whispers about the implication behind some questions, to say that Gerber would continue Bobo Fruit for toddlers while Gerber's baby food was indeed for babies. No need to kill Bobo Fruit, only to maximize its production and add a new more expensive brand for increased sales. All this was entirely new to the audience.

The day ended with a giant reception to which every worker of the 1,200-employee labor force was invited. Held in one of the new production halls, the reception lasted three hours and could have gone on longer. Given the situation in Poland outside of major cities at that time, we ordered catering from the Marriott Hotel in Warsaw and enjoyed the results. The food was simple Polish fare, delicious, and appreciated by all.

Around 5 pm we took buses back to the airport. Already on the main newscast that night, video from the news conference and the reception appeared. And suddenly, no more crisis.

That was not the end of our work for Gerber/Alima, however.

To make the point that Polish food technology was getting a major boost from the relationship with

Gerber, we took 10 leading journalists—from daily, weekly, and monthly media including print, radio, and TV—to the Gerber headquarters in the US, flying them via Chicago to Grand Rapids and then by bus to Fremont. I did not have to say much, nor did the Gerber employees who showed us around. A tour of the production facilities and the five-story warehouse where fruit can be kept fresh for up to six months ended forever the narrative about Alima's superior technology. For me, this experience showed how easy it can be to turn public opinion around by providing information. However, it is not always that easy. We had no competition from other companies nor any PR activity against us. All this could happen only at the beginning of the market economy in Poland. As time went on, PR agencies had a much harder job, and it would take much longer to provide information that would be believed. As my firm developed, competitors arrived, some local, others local branches of international PR agencies. And everyone was doing PR whether they were a law firm, an advertising agency, a marketing research firm or whatever, because in the first few years, everyone wanted to hold on to every client. There was nothing like referring a client to an agency with a specialization that did not exist in the referring firm. It has taken years for agencies to begin to specialize. From what I have seen recently, that still is not the general pattern in Poland or elsewhere in Central and Eastern Europe.

As you are visiting Poland now and meeting businesses, what are your impressions of the present-day Poland when it comes communications and PR? How professional is PR in Poland today? Would you place Poland among the developed markets or do you think that there are areas for improvement?

There are always areas for improvement, and my friends tell me that a great deal is needed. Poland is definitely not a developed market in PR. I hear that PR agencies are still doing all kinds of activities that are not PR including laundering money for clients. The PR association that I helped to start in 1994—Polskie Stowarzyszenie Public Relations—has been wrestling with ethical issues

from the beginning. After 25 years—anniversary in October—that is still the case. A new code of ethics is being proposed that is simple and avoids confusion. I hope PSPR will pass it before too long.

With the rapid development of technology-based communication channels, including social sites and networks, it seems that communications has evolved from being centered around 'true information' to focusing around creating a narrative that caters to the feelings and expectations of the target group. It is a new situation for commercial entities as they have to bring in the so-called influencers and promote products based on their qualities. Do you think that this shift has impacted corporate best practices in communications and PR?

Constructing a story or narrative around a brand or product/service has always been the task of PR. What has changed is that there are digital channels for spreading the narrative in addition to the print, radio, and TV that we have been used to. We were always looking for experts—today also called influencers because they are not always experts but people that target groups pay attention to. Alcat had pharmaceutical clients at various times. One of the constants with traditional media was finding an expert—usually a doctor—who had experience with a specific medicine and could talk about it to other doctors. In Poland as in most of Europe, I believe, pharmaceuticals are not advertised on TV, something that has not changed. Most products, however, can be advertised but find more sales via online activities with influencers who may be teenagers in some cases; or glamorous figures who represent the style and fame that their followers would like to copy; or even ordinary people who have been able to claim some area of life as their specialty—many YouTube videos are of this type, recorded in someone's home and gaining followers for what looks like credibility.

What would your advice be to those who would like to communicate effectively with audiences who do not necessarily share their 'narrative' or 'emotions' about the subject matter? Can you think of any general guidelines?

You can always find common ground with an audience. Depending on the brand/product/service involved, it may require different narratives for different audiences, or if the product is specific for one audience, then the task is to figure out the best story for them.

If you are selling a new technology, do you focus on its being Polish or American or wherever it might come from? Do you focus on what it can achieve in various configurations, in various situations?

The general guideline today is that everything is flexible. Marketing a new kind of spice in Poland could require several approaches: for young people; for young mothers and couples; for grandmothers who cook for a big family. Or you might focus on one of these groups for easiest sales and go on to others later.

You can promote something as being 'nasz polski' or foreign—both appeals work in Poland if done carefully. And you probably will have to modify the approach after some time because the major reality of the internet and digital communications is speed. Everything is changing all the time.

Talking to AmCham members in June you underlined the importance of chambers of commerce for the business community. You said that they need to meet other people get tips on business and exchange information which may be mutually beneficial for all sides concerned. You added, that joining a chamber is the only way 'to get out of your narrow circle of family, friends and people you work with'. In this context of information exchange, do you think that chambers today may be viewed as depositors of 'true information' about commerce and business?

Looking back on my work and life experience, I'm struck by how often the next step in my career came as a result of information I received from someone—sources include family, friends, and work colleagues as well as people met randomly at a chamber of commerce or other

business event. The narrower your circle of people, the less information you will acquire, and this can limit your success in business and career.

Absolutely, reliable information comes from people you already know or seem to know. That is the secret of influencers who we follow. The information may turn out not to be true or to be only partly true, but we are confident that the source of the information thought it was true when he or she announced it.

In our complicated media environment information has to prove itself to be true over time, and in most cases it will have to be modified at some point. It is our job to dance among the possibilities and figure out where we are and what we think at any point. That does not make PR easy, but it certainly is interesting.



In our complicated media environment information has to prove itself to be true over time.

EXPERT Commercial real estate

THE ART OF GOOD TIMING

With a growing supply of new offices in Warsaw landowners become increasingly tenant-friendly

The landlords of Warsaw's office buildings do not want to stand idly by as hundreds of thousands of square meters of new office space are being delivered to the market in the upcoming months. They will go an extra mile to retain their tenants and propose opportunities to renegotiate and extend leases ahead of time.

The Warsaw's office market is transforming at a very quick pace. Never before has it seen so many interesting office buildings under construction, most of which are high-rise projects. The upcoming wave of new supply is stirring up excitement not only among tenants and Warsaw inhabitants, but also among the landlords of existing buildings. Suffice it to say that space of over 750,000 square meters is currently under construction and more than 300,000 square meters are in an advanced planning stage. If all the projects come to fruition, the city's total office stock will increase by approximately 20 percent, from the current 5.48 million square meters.

TEMPTING BUT COSTLY

New buildings are strong competition to the existing ones. They feature cutting-edge sustainable technologies and are more economical to run. Their developers are outdoing one another in offering some appealing additional amenities that attract employees, which is important for companies. However, land prices and construction costs which have been spiralling upwards for the last two years may push rental rates up at office projects which are currently underway. Despite this, occupier demand remains truly robust while the competition is closing in on the landlords of older office buildings. Some of them have already started renegotiating their contracts.

The typical lease length on the office market is five years and, in line with good market practices, tenants who want to stay on should start talking to the landlords at least a year, or a year-and-a-half before their lease is due to expire. Some

landlords now suggest that parties to a lease agreement sit down at a negotiating table halfway through the lease term.

A GOOD LEASE FOR ME, SAVINGS FOR YOU

Through lease renegotiations landlords want to secure long-term streams of income wherever possible. Therefore, the longer the lease, the more the tenant can get. This is a major difference between negotiating a new lease and renewing it. When it comes to renewing, the parties already know each other, and a tenant who pays the agreed rent regularly is a stable and trustworthy partner of the landlord. A new client must always be vetted. Most leases are renewed for another three to five years, some for seven years. Longer leases have been reported, but are quite exceptional.

A tenant signing another lease expects tangible benefits. A lower base rent is neither the only nor the biggest saving. An experienced advisor can help bring rental costs down by 25 percent or more compared to the first lease. The biggest savings in euro come from rent-free periods, fit-out contributions or financial contributions in cash.

TAKE IT SLOWLY

Despite landlords becoming increasingly active, the market practice is that it is the tenant who most often signals its intention to stay on. To delay communicating this to the landlord would be the biggest mistake of all. A late start will always weaken the tenant's bargaining position in lease renegotiations. If a

By **Kamil Komoński**,
Senior Advisor,
Cresa Poland.



lease is due to expire in, say, half a year, the landlord is perfectly aware that the tenant has to concede and remain at the building because the tenant has to have time in which to lease or get new space fitted out. The whole process takes about a year to complete, of which four to six months go on the office fit-out and adjustment to the tenant's requirements. That is why we always advise our clients to begin renegotiations early and to engage in a twofold process: one is to renegotiate, another is to keep looking for alternative market options at the same time. Knowing all the options, the tenant will finally decide whether to stay in or vacate a building. This also sends a clear message to the landlord: the tenant is a client of the entire market, not of just one building.

A NEW OPENING

Renegotiations always offer an opportunity to reopen a lease and begin a discussion. The experience of operating in a building has made us wiser and able to work out what does not work for us and what we want to change. In the course of the negotiations we can ask for some provisions to be added or removed in order to safeguard our interests. It is also advisable to think about our future needs and have them catered for in a lease.

Renegotiations always offer an opportunity to reopen a lease and begin a discussion. You can ask for some provisions to be added or removed in order to safeguard your interests.

EXPERT HR

WHICH HR FUNCTIONS CAN BE AUTOMATED?

Process automation transforms the paradigm of the management of human resources

Automation refers to the use of electric or mechanized processes to perform work without, or with reduced, intervention by humans. Examples include robots that flip hamburgers, computer algorithms that eliminate human employees in medical and legal offices, and driverless automobiles and even aerial drones.

Automation may be of benefit to society not by abolishing jobs but by reducing particular job functions at which humans may be unproductive or exposed to some kind of physical jeopardy.

Automation may lead to a declining number of generalist employees responsible for mundane repetitive tasks but more staff could be carrying out analytical functions and organizational activities.

WORKFORCE PLANNING

As automation takes hold, HR professionals will need to re-examine their organizations' workforces and the mixture of full-time employees, part-time employees, contractors

and machines.

According to Robert Bolton, a London-based partner with KPMG, workforce shaping is a new discipline for HR and one that includes "key skill sets that HR is often not well-versed in, such as being evidence-based, using insights and analytics, and seeing organizations as complex systems and architecting those systems."

The HR function in companies tends to be compartmentalized, with someone looking at talent, someone else at performance and someone else at rewards. In many organizations few people have all the necessary skills to deal with changes that artificial intelligence is forcing upon the HR-related aspects of organizations.

The composition of talent at organizations will probably change, for example the number of technology workers will rise, including such positions as coders, engineers, human technology monitors, mechanics, and business and data analysts, many of whom will be employed short-term or by the project.



By **Andrew Blatiak** and **Aleksandra Polak**, directors at Leadership Management Institute

Given the workforce shift toward more technical positions and capabilities, HR professionals must increase their involvement in, and understanding of, how these workers are used and what the requirements will be.

Automation may lead to reductions in headcount in organizations and the remaining staff may be expected to expand their ability to deliver added value.

The HR functions that can be fully or partially automated include data management, forms and workflow, payroll services, workflow administration, vendor management, time and attendance, reports, talent acquisition, performance management, expatriate services, learning and development, total rewards, talent identification, workforce planning, analytics and metrics, predictive modelling.

The following HR functions are more difficult to automate:

- Employee relations
- Change management
- Organizational effectiveness
- HR and Business strategy
- People performance and whole system architecture.

By the way, as regards the above mentioned functions, LMI can help staff to add value to their organizations with international HR certification.

BENEFITS

Automated functions are easier to measure, record and analyse, so substantial quantities of data are a by-product of automation. Increasingly powerful HR tools, including smarter human resource information systems (HRIS), also generate reams of data. As a result, many say HR managers at larger employers

are being asked to stay abreast of all data-driven workforce trends.

Retention risk analysis software can identify and understand the danger of employee departures for the organization or even for a specific department. The software can predict whether top performers are at a high risk of leaving in the next year and project the cost to replace them.

HR professionals are increasingly tapping the power of automation to administer employee benefits, particularly more complicated perks such as retirement plans.

Increasingly companies are looking for outsourced investment management for their retirement plans, which would only be available to medium sized organizations but now technology has allowed for this function to be outsourced to corporations that employ a few dozen people.

KEEPING THE WORKFORCE HUMAN

Increasingly, people will be working with machines that don't need benefits, reassurance or human support, or weekends and holidays off. They will provide endless streams of data and conceal little, prompting fears that automation could lead to a race to the bottom regarding work conditions. Criticisms of large technology companies have included allegations of excessive measurement of, and expectations for, employees, particularly lower-level workers. However useful technology can be in the growth and development of organizations, people will always remain at the epicenter.

However useful technology can be in the growth and development of organizations, people will always remain at the epicenter.

LEADING THE WAY THROUGH CHANGE



By **Joanna Bojarska-Buchcic**, CEO, HR Solutions Group, AmCham Gdańsk Director.

New methodology in HR helps companies excel in turbulent market conditions

In the era of digitization that transforms business models to an extent never seen before many HR professionals wonder whether they should continue to stick to the "old school" HR, which is the so-called "transactional HR" focusing HR on delivering financial results for the company, or apply a new approach—"transformational HR" which as defined by Perry Timms, in his book *Transformational HR*, is about "leading and delivering fundamental changes in how people and the organization work and conducts its business in order to control its aspirations, intentions and influence in an ever-shifting world of work."

The transactional/transformational HR dilemma is a fundamental one today for companies, which intend to remain competitive in the marketplace and are considering the changing business needs, challenges related to technology, the develop-

ment of digitization, globalization, transformation of businesses, the emergence of new models of organization management, as well as the increase of customer awareness.

BUSINESS TRANSFORMATION

In today's world it is largely recognized that to design and deliver a people management strategy in the organization which meets the needs of today's digital world, organizational plans and approaches need to be agile, forward thinking and joined-up. This requires a very aware HR team, supported by the wider business, that is clear in its objectives and values and takes a partnership approach with other departments.

An example which I love as an executive search consultant is when HR is working with marketing to support a joined-up approach to em-

ployer branding to drive aligned employee behaviors and the strength of the brand and brand awareness on the job market. Time and collaboration are required to deliver this. But with such a solution comes an increased scope, consistency and efficiency of management, which offers real competitive advantage. But adopting this approach means that leadership teams need to be open to new ways of working and to be open to a wider feedback.

RELATIONSHIP WITH HR DEPARTMENT

To do it successfully companies need to understand the business and its needs, the strategy and culture as well as the values of the company. They also need to know their leaders. And the best way to make it is to start from yourself and learn how to be transformative about yourself at work and in your professional sphere.

Transformational HR depends on leadership culture and awareness of leaders in the company. If there are transformational leaders on board they naturally support the transformational HR activity across the company. A transformational leader can get the mandate for the HR department to be transformational or, based on a transformational HR program for leaders, work with the HR team to support it in the transition from transactional to transformational HR.

TRANSACTIONAL APPROACH TO STAY

Taking the transformational HR approach does not mean that the importance of transactional HR should be undermined. For HR to be truly

transformational and efficient, the two need to be entwined, which means that companies need to refine and include the necessary transactional elements and processes. Transactional HR tasks should be delivered with a transformational purpose. This includes using fit for purpose HR technology, with reporting metrics, to support business decision making around employee retention, engagement, succession planning and achieving business goals. Effective technology will reduce administration and provide HR with a better use of resources making it more productive in order to increase profits.

Taking the transformational HR approach does not mean that the importance of transactional HR should be undermined.

EXPERT Employee Capital Plans

NEW OBLIGATIONS

Employers have to adapt retirement saving schemes for their workers

Since July 1, 2019, enterprises with 250 or more people on their payroll are obliged to provide their employees with access to the Employee Capital Plans (in Polish known as the PPK)—a universal saving scheme for employees aimed at investing in their retirement.

The method of financing employees' contributions to the PPK is threefold. The money comes from the employee, the employer and the state. It is mandatory for the employee to pay at least 0.5 percent of his/her monthly pay from all income sources does not exceed 120 percent of the minimum monthly wage. The employee may pay more—up to 2 percent of his/her total income, if he/she chooses so. In turn, the employer is obliged to pay to the employee's PPK the minimum of 1.5 percent of his/her pay, but the employer's contribution may reach even 2 percent of the payment, but no more than that. The third source of financing comes from the state which is obliged to pay PLN 250 as a "welcome the PPK" contribution, and PLN 20 each month.

The conditions under which companies enter the PPK are specified by the Employee Capital Plans Act of October 4, 2018. The act specifies who can be included in the PPK and how to determine the date from which the new regulations apply to specific entities, depending on the number of persons they employ.

"Workers" are defined as employees as well as persons hired under service contracts that are the basis for mandatory coverage by pension and disability insurance. PPKs automatically cover all workers aged between 18 and 54. Workers between 55 and 70 may also save through PPKs, but only at their own request.

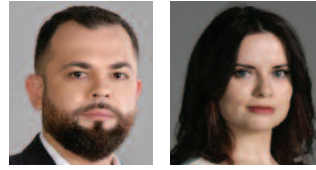
From July 1, 2019, the PPK Act applies to entities employing a minimum of 250 workers as of December 31, 2018.

Larger companies will be successively added to the PPK: from January 1, 2020, entities employing at least 50 people as of June 30, 2019; from July 1, 2020, entities employing at least 20 people as of December 31, 2019, and from January 1, 2021, other entities, including those in the public sector.

CHOOSING A FINANCIAL INSTITUTION

To implement the PPK the entity must select the financial institution that will manage the collected funds.

The selection has to be made in agreement with the labor unions, or if there are none, in agreement with representatives chosen by the workers at the entity. The regulations do not specify the number of representatives or detailed rules on how they function. Significantly, the right to represent workers for the purpose of choosing a financial institution does not automatically go to the employee representatives previously appointed for other purposes pursuant to the labor law. These representatives should be chosen under the procedure adopted at the given entity. If the employees fail to appoint their representative the entity cannot appoint the worker representatives itself. But in light of the PPK Act, it cannot be expected that lack of initiative in this regard by the workers would prevent PPKs from being implemented at the given entity. Although the regulations do not expressly provide for this, the most reasonable solution in this case would be for the entity to choose the financial institution on its own. Nonetheless, it will be worth paying attention to any views on this issue presented by officials of the Polish Development Fund—a body responsible on the government side for preparing for implementation of the PPK scheme—and the Ministry of Finance.



By Michał Chodkowski, Partner, and Sara Synowiec, Associate, Łaszczuk & Partners

MANAGEMENT CONTRACT

After selecting a financial institution, the entity is required to conclude with it a PPK management contract and a PPK maintenance contract for the entity's workers who will be participants in the scheme. Under the PPK Act, eligible financial institutions include investment funds managed by investment fund companies, pension funds managed by a universal pension society, employee pension societies and insurance companies. A list of institutions meeting the statutory requirements, together with their offers for operating PPKs, is published at the website mojeppk.pl. The contract must not contain conditions less favorable than the conditions offered by the financial institution published at mojeppk.pl as of the date of conclusion of the contract.

The PPK management contract must specify, in particular, the parties, the name of the fund managed by the selected institution, the conditions and procedure for the conclusion by the manager of contracts for maintaining PPKs, the conditions for management of the funds, and the conditions, periods and manner of making payouts as well as transfer payments. The contract must be concluded in electronic form enabling the content to be recorded on a durable medium. The deadline for concluding a PPK management contract for entities employing at least 250 workers (as of December 31, 2018) is October 25, 2019. Then the financial institution with which the PPK management contract is concluded is required to apply for entry of the contract in the PPK register within 14 days after conclusion of the PPK management contract.

MAINTENANCE CONTRACT

Another step is to conclude a PPK maintenance contract with the same institution with which the entity concluded a PPK management contract. In this case, however, the entity acts as a representative of the workers

who will be parties to the contract with the financial institution. Subsequently, the entity is required to update the list of PPK participants, without the need to amend the PPK maintenance contract. As a rule, the PPK maintenance contract should be concluded on behalf of each worker after the worker has been employed for three months, at a time specified in the detail by the PPK Act. The PPK maintenance contract is not subject to registration. The deadline for the conclusion of a PPK maintenance contract at the largest entities, i.e. those employing at least 250 workers (as of December 31, 2018), is November 12, 2019.

CONTRIBUTIONS

The final stage in the implementation of employee capital plans is to begin making contributions to the scheme. This should occur in the month following the month when the PPK maintenance contract was concluded. As a rule, the funds gathered in PPKs may be used to finance pensions, but the worker will be able to make early withdrawals under circumstances defined in the PPK Act. Without incurring any costs, the worker will be able to pay out funds in the case of certain events.

CONCLUSIONS

Employee capital plans generate numerous debates, and these debates will no doubt continue after the scheme is launched. But undoubtedly there is a real and urgent need to implement universal solutions facilitating retirement savings. The success or failure of this program may have a major impact on the preparation of other solutions with similar aims, and this in turn will affect the standard of living of workers when they retire. This is all the more important given that the funds gathered in PPK will not suffice to maintain the individual when he or she retires, and all forecasts indicate that the degree of income replacement by pensions from the Social Insurance Institution will steadily and greatly decline.

THE DEVIL IN THE DETAIL



By **Mikołaj Zdyb**, Solicitor at *D. Dobkowski sp. k.*, a law firm associated with KPMG in Poland

As companies have to pay their share of their employees' capital plan fees, specific questions arise about the compliance with the ECP regulations.

With the introduction of the Employee Capital Plans—a new pension fund system whereby both employees and employers contribute premiums to the employee's future pension benefit—employers, who on Dec 31, 2018 employed at least 250 people are under an obligation to implement it in their companies, starting July 1. With this a number of issues arise for employers.

HOW LONG TO HIRE?

The first question many firms ask is about how long their employees need to be in their employment to be eligible to join the ECP. It is three months. After that time the employer is obliged to conclude on behalf of the employee and on its own behalf the contract for running ECP, no later than until the tenth day of the month following the month in which the three-month employment passes. This obligation will not arise if the employee declares, before the

expiry time mentioned above, his/her will not to make payments to the ECP. The period of three months referred to above, includes periods of employment from the previous 12 months which took place at the employing entity, as well as periods of employment in other entities, if by power of separate regulations, the employing entity is their legal successor.

WHAT TO INCLUDE IN THE ECP FEE?

Another question that employers often ask is whether the ECP payment should be declared as an amount of money or does it always have to represent a percentage value of the employee's salary. The answer is that the ECP payment must always be declared as a percentage of the salary. The provisions of the ECP Act also set fee limits, so it does not exceed four percent of the salary. Employers also wonder whether the percentage should include the value

of "free benefits" they deliver to their employees as "in kind" benefits. The answer is that for the remuneration constituting the basis of the ECP fee the value of free benefits should be included.

WHO PAYS FEE FOR TEMP WORKERS

Another big question for many employers is about who is the ECP payer if the entrepreneur employs workers sent by an employment agency on temporary basis. In such a case, if the ECP Act does not contain specific provisions in this respect, the answer is that, in light of general statutory definition of "employing entity", the employing entity is the employer as defined by the Labour Code. That means that the employer-user is not an employer and for the above reasons one can judge that an employing entity obliged to make payments to ECP should be the temporary work agency.

COMPANY BRANCHES VS ECP

Many companies which have their branches are not certain who contracts a financial institution where the ECP fee goes to: the company or its branch? It should be emphasized that the above issue is particularly controversial, and the provisions of the ECP Act, unfortunately, do not give a definite answer. Yet, if in a given company a branch meets the criteria for considering it an employer within the meaning of the Labour Code, it means that it may be considered an "employing entity" within the meaning of the Act on the ECP, and

thus is eligible to contract a financial institution to manage the ECP program.

HOW MANY MANAGERS?

For many companies it is also not clear whether they can contract different financial institutions and leave it for the employees to decide which one will receive their ECP fees. The Act on ECP does not explicitly provide for the prohibition of entering into several ECP management contracts, however, structural analysis of its provisions may lead to the conclusion that the intention of the legislator was that each employing entity contracts an ECP management and runs contracts only with this financial institution. Such a conclusion may be drawn from the provisions of art. 7 par. 3-5 Act on ECP, according to which the choice of financial institution is made by the employing entity in consultation with the company's organizational trade unions, and if the employer does not have organizational trade unions, then in agreement with the representation of the employees. However, if an agreement is not reached with the trade unions over the financial institution to handle the ECP, the employer is free to choose one that offers the most favorable management conditions. Nevertheless, as more and more companies open up their ECP programs, these questions will pop up and it will be up to the courts and the administration to give answers to all of them.

As more and more companies open up their ECP programs, questions will pop up and it will be up to the courts and the administration to deliver answers to all of them.

EXPERT Online banking

ADDING VALUE ALL THE TIME

Banks are in a perfect position to benefit from the digital transformation.

For several years, banks and fintechs have been looking for new areas in which to become more relevant for retail customers as well as small and medium enterprises (SMEs). The growing expectations come not only from the clients but also from regulators. The latter have forced banks to open up their infrastructure to third parties (e.g. PSD2 Directive). We have reached the point when the further development of digital channels can no longer be just about digitizing branch operations but has to go beyond that. Thus, banks try out a new type of services that have little in common with banking. The so-called VASs, or value added services, can be, for example, public services. In Poland people can use their banks to apply for, the so-called 500 Plus—financial assistance from the government to parents and legal guardians of children. Other example of VASs offered by banks include personal identify confirmation and the purchase of tickets or parking fees.

A PLETHORA OF OFFERINGS

The discussion about VAS is hindered by the lack of a clear VAS structuring. On the one hand, we talk about services that have been available at some banks for a long time; and on the other hand, we use different definitions of VASs. Meanwhile, there are as many as 200 different VAS services on a global scale. Some are more obvious, such

as the sale of public transport tickets, but others, such as a service offered by the OCBC in Singapore, which created mumstruly.com dedicated to women who have recently become mums, are new and surprising.

In Scandinavia and Singapore, VASs have already become a market standard in banking. Banks offer, among others services, advice on real estate purchase and career development. They assist their clients in dealing with public admin matters and booking holidays. In Scandinavia virtual government services (e-government) are very advanced and banks are trying to position themselves as a “go to” adviser at every stage of their client's life. Most Norwegians, who look for information about how to change their surname or what documents they need for a wedding or divorce, in the first place look at the banks' sites. The VAS available and their current status are to be found under the "My life" tab. There are also good examples of how banks market VAS in Central Europe. A few years ago, the largest Hungarian bank, OTP, created what it called a "Simple" platform, which aggregated over 40 VASs in one application. This solution has been made available to both OTP clients and other banks's clients. The offer was a success with over 700,000 people using it, which is almost twice as many as the "traditional" mobile banking application offered by OTP.



By **Grzegorz Cimochoowski**,
Partner, Leader of the
financial services sector,
Deloitte.

IN POLAND

The offensive of the banks in Poland in this respect is less spectacular. Services typically in the offering include insurance, government and concierge. Other services, such as rebate programs and options to purchase public transportation tickets, are less frequent, not to mention options to purchase tickets to the movies and theaters. Meanwhile, as evidenced by a Deloitte survey, Poles already make massive use of digital services and are open to innovation. More than 80 percent of the respondents have used at least three digital services in the last twelve months. Most often those were tracking shipments (75 percent), product price comparison (59 percent) or loyalty programs (45 percent), followed by the ability to solve administrative matters and requests via online banking (37 percent), and video on demand (35 percent). It seems that the list of the most desirable VASs that banks should offer is very similar. The greatest potential for retaining, but also winning new customers, is the ability to offer services for tracking shipments, the ability to buy public transport tickets, tickets to the cinema and theater, as well as booking a visit to the doctor. Over 50 percent of the respondents would expect to have such services available through their banking app. Deloitte also analyzed the user profile of new banking services. It transpired that young customers are the most willing to use VAS. But the reason for this is not only their relatively young age, as we arrive here in what is called the problem of the third variable: older people resort to digital services less often. The openness of the younger generation to VASs is due to their greater openness to digital services in general, including banks in particular, and not just because they are young.

OTHER ISSUES

Deloitte experts analyzed VASs available on domestic and foreign

markets and identified six categories of such services: loyalty (loyalty programs), commercial offers (purchase platforms, discounts), consultancy (tax, cybersecurity), digital administration (interface to infrastructure), insurance (life and property) and other supporting services (e.g. concierge, car rental). Another issue identified by Deloitte is that more and more digital clients pay attention to privacy issues. With VAS, the benefit for VAS clients is that they have access to various services in one place and that only one trusted entity guards their data. Thus, the customer gains both the convenience and security benefit. These aspects are very important for the younger generation, but the older generation also appreciates them.

The study revealed that affluent clients who have many banking products, and accounts with several different banks are the most open to digital services such as VAS.

OPPORTUNITIES

According to Deloitte, VAS is a path that Polish banks will have to follow if they want to remain relevant for retail customers. In addition, banking institutions are in a perfect position to solve some of the biggest problems that Polish users associate with digital services. As much as 59 percent of the respondents indicated they were annoyed when they had to open multiple new accounts on websites to use their services. In turn, 56 percent of the respondents at least once withdrew from using a digital service because they suspected that their data could have been compromised. But banks have the unique advantage that customers in Poland trust them. As many as 67 percent of the respondents said that banks can take care of the privacy of data much better than technology companies. Therefore, VASs may be an opportunity for banks to make a difference.

EXPERT Antitrust auditing

THE DAWN OF DAWN RAIDS

As Poland's antitrust authorities intensify control entrepreneurs have to get ready

Over the past two years, the Polish antitrust inspections landscape has changed considerably. On the one hand, the number and duration of dawn raids by the competition authority (UOKiK) has increased dramatically. On the other, companies have received new tools to protect themselves. Yet, the ability to parry the new risks with the new tools requires some preparation.

ON THE RISE

The number of dawn raids conducted by UOKiK has tripled in the last three years. While in 2013-2016 there were fewer than three inspections per year, in 2017 and 2018 the average number had risen to nine. In the first half of 2019, UOKiK performed four dawn raids. UOKiK officials say off the record that they are gearing up for even more in the coming years.

The main factor behind this increase is UOKiK's new whistleblower program and, more generally, complaints, especially from customers and distributors. We can only speculate as to the reasons for the latter phenomenon. One explanation could be that the rise of private antitrust enforcement inspires would-be plaintiffs to ensure that they can rely in future litigation on an UOKiK decision as follow-on claims have greater chances of success. Alternatively, presumably online sales growth rates are coming into line with more vertical restraints in distribution agreements and consequently there is more grumbling by distributors. UOKiK claims that several of its investigations launched since 2018 were the result of tip-offs from whistleblowers. The institution plans

to build on this success by creating a dedicated online platform which would guarantee anonymity to whistleblowers but also act as a two-way communication channel if the authority wants to follow up on a lead. The EU is also in the process of adopting new rules to create safe whistleblower reporting channels and protect whistleblowers against retaliation from employers. Interestingly, since the beginning of 2019, UOKiK has adopted the practice of issuing a press release on each of its raids. This can further increase distributors' and consumers' awareness and trigger even more complaints.

RAIDS THAT LAST

Dawn raid duration has also skyrocketed. In 2017, the Polish Court of Competition and Consumer Protection ruled against UOKiK's practice of off-site searches of electronic evidence. Previously, UOKiK would make forensic copies of entire hard drives. Thus, documents outside the scope of the inspection were also seized. UOKiK then selected the relevant data undisturbed, on its premises. The court ruled that document reviews must take place at the investigated undertaking's premises. This is good news, because it increases transparency and strengthens procedural fairness. The downside is that inspections now take roughly three-times longer than before, up to two weeks, and may involve a dozen or so inspectors—not to mention police officers—who often seal off rooms as well as online resources. Hence, it can be a huge administrative burden. Practical experience has shown that shadow



By **Agnieszka Stefanowicz-Barańska**, Partner, Head of Competition Practice, Dentons, and **Maciej Marek**, Senior Associate, Competition Practice, Dentons.

teams not only help manage it but are also essential in keeping the authorities in check during inspections. On the other hand, the authorities now step away from key-word data searches, resorting instead to AI-administered ones. In the future, this could shorten the process though at the same time it would increase the accuracy of document reviews.

RIGHT TO APPEAL A WARRANT

Another new development is that companies are now able to challenge an inspection's legitimacy and scope. UOKiK must have a court warrant for a search. Until recently, Polish law explicitly denied any right of appeal against it. Companies were only able to challenge the course of a dawn raid, but not the scope of the warrant or the warrant itself. Practitioners vehemently criticized this. In January, the Constitutional Tribunal quashed the provision which precluded the possibility to appeal a warrant. A successful appeal will prevent UOKiK from using evidence gathered during a corresponding inspection. Hence, if used wisely, the new right of appeal may prove to be a powerful tool.

BE PREPARED!

Mismanagement of a raid can have dire consequences. Hindering an inspection is subject to a fine of up to EUR 50 million, and "hindrance" is interpreted broadly. It can be triggered by making inspectors wait too long or by accessing an e-mail account which UOKiK had asked to be blocked. Competition law infringements themselves may result in a fine of up to 10 percent of the company's annual turnover and up to PLN 2 million (approx. EUR 0.5 million) for company managers. The best way to minimize dawn-raid-related risks and costs is to be prepared for the eventuality. Time-tested preparatory measures include: appointing a shadow team, introducing appropriate guidelines, and personnel training.

THE SHADOW TEAM

A shadow team is a group of employees trained in advance in dawn raid procedures. They are on stand-by to mount a defense in case of an inspection, coordinate the company's response, assist both the firm's employees (in case of questions as to the proper course of conduct) and the inspectors (lest they gain the impression that the company is not cooperating, which could lead to heavy fines), and make sure that the undertaking's rights of defense are protected. They accompany the inspectors every step of the way and take detailed minutes of their activities—which is essential for the company's follow-up strategy. Proper actions by the trained personnel not only minimize antitrust risk of dawn raids but also smooth out the course of an inspection, allowing for a reduction of its duration. Unfortunately, these measures cannot be implemented only after the company comes under UOKiK's microscope because the arrival of an inspection team is usually the first the company learns it has a problem with the authorities. Therefore, every wisely-run firm should take these steps as soon as possible, if it has not already done so.

DISTRIBUTION AGREEMENTS

The main goal of each company is, of course, to stay compliant. Considering the increasing number of inspections, regardless of whether you have a compliance program or not, it may be a good idea to map antitrust risks at least in the areas that are currently on UOKiK's radar. This definitely includes distribution agreements—three out of four raids conducted this year concerned distribution agreements—where the most common problems are: resale price maintenance (e.g., recommending resale prices but incentivizing distributors to adopt them), market sharing, customer allocation, and hampering online sales.

EXPERT *Alternative dispute resolution*

UNITED UNDER THE BEST PRACTICE CODE



Eligiusz Krześniak

Polish arbitrators accept challenge to take steps to benefit entrepreneurs

In mid-June, the Polish Arbitration Association (PAA) presented the Arbitrator's Pledge outlining how to conduct arbitration procedures efficiently. The document is meant to encourage entrepreneurs to submit disputable cases for amicable settlement, as well as to streamline the proceedings and minimize the costs of arbitration.

ARBITRATION IN POLAND

Despite the many advantages of using arbitration over litigation, few entrepreneurs in Poland use arbitration in a dispute. Persuading businesses to use arbitration is one of the tasks of the PAA. The advocates of arbitration strive to ensure that a provision on the submission of potential disputes to amicable settlement is always included in agreements concluded, in particular, by large companies—hence the idea

to develop the Arbitrator's Pledge reflecting best practices in the management of arbitration proceedings and a list of arbitrators who identify with these principles and apply them. The Pledge can be found on the PAA's website (www.polisharbitration.pl). The guidelines contained in the Pledge will help to define expectations regarding the arbitrator's duties and the organization of the proceedings.

THE PLEDGE

The Arbitrator's Pledge was first presented in Warsaw on June 17, 2019. It will streamline the proceedings and minimize the costs of arbitration procedures. The document was developed and drafted by a group of lawyers affiliated to the PAA, including the author of this article, Michał Kocur, Dr. Marcin Aślanowicz, Monika Hartung, Bartosz Krużewski, Katarzyna Kuchar-

czyk, Dr. Rafał Morek, Paweł Pietkiewicz and Justyna Szpara. It includes best practices in arbitration that will expedite the procedures, while accommodating the interests of all parties in the dispute. The Arbitrator's Pledge is somewhat of an incentive for entrepreneurs get them to refer disputes to arbitration more often. The greatest advantages of arbitration over court procedures are the promptness and confidentiality of the procedures, coupled with professionalism on the part of the arbitrators—most significantly their knowledge and experience in a given matter and industry—as well as their ability to give the parties concerned a feeling that their voices have been heard. These characteristics of arbitration have been reflected in the Pledge as its principles. Observing them, the arbitrators will conduct the procedures more efficiently thus giving the parties a sense of security and comfort in a dispute situation.

ARBITRATORS' OBLIGATIONS

Arbitrators who sign the Pledge undertake, among other things, to carry out the following:

- Consult with the parties on issues relevant to the organization of the proceedings, in order to ensure it is conducted in an effective, reliable manner, and consistent with the reasonable expectations of the parties,
- Determine the procedure timeframe, the sequence of pleadings, the deadlines and the consequences of missing them,
- Support the parties in their efforts to settle a dispute amicably,

- Seek a judgment no later than 12 months from the date of the case management conference, and no later than two months from the date of the hearing or two months from the day of the parties' last written submissions.

It should be stressed that the Arbitrator's Pledge contains basic principles that arbitrators should follow when conducting proceedings and does not violate or interfere with the regulations of permanent courts of arbitration. This is clearly underlined in the Pledge's preface.

EXPERT Commercial dispute resolution

TIME IS MONEY

The execution of commercial disputes by courts should now be faster but more expensive

In July, the Civil Procedure Code was amended and the amendment has introduced a number of changes to regulations governing civil court disputes, including regulations concerning entrepreneurs. The amendment aims to streamline court proceedings and reduce the time the judges need to examine cases.

The number of commercial cases in Poland has been increasing steadily over the years. In 2017 it reached 1.9 million, from 1.4 million in 2015, and the rise continues. Currently, the average duration of first-instance court proceedings in commercial cases is about 15 months. Almost every professional knows of cases which dragged on for three to even five years. As a response to these problems, almost two years ago, the Ministry of Justice initiated legislative works to streamline, simplify and speed up proceedings before the civil courts. The amendment, which now is coming into force, is far-reaching and covers practically all stages of court proceedings. It is worth mentioning that it restores separate proceedings in civil matters between entrepreneurs in the scope of their business activity (so-called commercial cases), which were removed from the Civil Procedure Code in 2012. The procedure is more formalized when compared to the standard, non-commercial procedure but it provides more procedural instruments for time-and-cost execution of commercial cases.

METHODS OF ACCELERATION

As the main premise of the amendment is to speed up civil court proceedings, the judge is obliged to take action in such a way so that the judgment is issued no later than six months from the date of submission of a response to the statement of claim. Thus, in simple cases, the verdict should be given even during the first court hearing.

However, the pace of the proceedings will still largely depend on the cooperation, or its lack, between the parties.

In order to resolve a court dispute at a very early stage (after submission of the statement of claim and the response), the court proceedings will start with so-called preparatory proceedings, during which the parties will meet for less formalized meetings than the court hearing. It is when the judge may define the ways of settling the dispute in order to urge the parties to amicably resolve the dispute and reach a settlement. If this is not achieved, the dispute will be directed in a formal way, and the so-called proceeding plan will be prepared. The proceeding plan will mainly include the actual standpoints and arguments of the parties, the parties' arrangements as to the evidence necessary to present in the proceedings and, unless it is not possible to examine the case in one hearing, the dates of subsequent hearings.



By **Łukasz Gembiś**,
Senior Associate,
DWF Poland Jamka

Aiming to improve the communication between the court and the parties, which before the amendment was carried out by mail, the lawmakers introduced an obligation to indicate the e-mail address of a party in the statement of claim or the first procedural letter. As a rule, failure to comply with this obligation will constitute a formal error which prevents further progress in the proceedings.

The amendment provides the court with tools to effectively combat obviously unfounded claims, as well as to contest the actions of parties who intend to paralyze the proceedings. The judge will be able to dismiss the case at the preliminary stage in the case of an obviously unfounded statement of claims. Moreover, if the judge suspects that the respective complaints of the parties will lead only to delaying the proceedings, the judge will be able to decide to double the costs of the proceedings imposed on the violating party, or even leave the motion submitted for obstruction without scrutiny.

THE EVIDENCE

An important change in the amendment is the introduction of a specific hierarchy of evidence, where evidence from documents gets the highest priority. In turn, a witness's testimony has been classified as the last resort evidence. Thus, the court will be able to use it only if there are unexplained circumstances in the case. The aim of this change is to promote among entrepreneurs the practice of documenting the circumstances important for determining the contractual obligations' performance.

The novelty provided by the amendment is that it introduces the possibility of giving testimony in writing. It will apply to witnesses who cannot attend the hearing, because, for instance, they reside abroad. Such witness will have to make an oath of the truth of the testimonies under the threat of criminal

penalty.

The amendment also introduces into the Polish legal system a concept known in Common Law as the so-called evidence agreement, which is widely used in international arbitration. In an evidence agreement the parties are able to agree to exclude certain evidence in a commercial case related to a dispute under a particular legal relationship, such as expert opinion evidence. The parties will be authorized to conclude such an agreement before the court dispute starts or in the course of the proceedings.

HIGHER FEES

A big downside of the amendment is the significant increase in court fees. In cases involving property rights when the disputable amount exceeds PLN 20,000, the proportionate fee will be 5 percent of the value of the claims but no more than PLN 200,000, which is twice as much as it was before. A motion for a conciliatory hearing that used to be inexpensive until now will be subject to a fee of 1/5 of the fee due on the value of the claims, which may reach PLN 40,000. This measure was introduced in order to prevent courts from being overused by insignificant claims. In addition, a motion to secure a claim will be subject to a proportionate fee calculated on the value of the claim—1/4 of the amount of the fee for a statement of claim—which is a significant increase given that before the fixed fee amounted to PLN 100.

IT IS COMING

The amendment was published on Aug. 6, and it comes into force after three months from the date of publication. However it is worth pointing out that the changes regarding court fees are subject to special *vacatio legis* and become law 14 days from the date of publication.

Company Profile *Avis Budget Group*

DRIVING IN A HIGH GEAR

AmCham.pl Quarterly editor Tom Ćwiok talks with Sascha Hümmerich, General Manager of Avis Budget Group Poland and Czech Republic, about how the market of car rental and sharing has been evolving

We met exactly one year ago for an interview. What has changed on the car rental market since that time?

The travel ecosystem, including car rental, is constantly evolving with a growing number of consumers and businesses looking for more on-demand services to arrive at their end destination. This has resulted in some of the most innovative and dynamic changes; changes which have relied heavily on technology. In the mobility sector some of these

changes and shifts include the integration of more connected vehicles and the increased presence of Apps, making travel more personalized and on-demand. We see Poles being increasingly interested in mobility and being able to move from one point to another in a fast, seamless and convenient way.

As a mobility company, we are completely engaged in this shift towards connected, integrated and convenient travel. To provide comfort, we make sure we have a fleet

of new cars, with a broad range of models – smaller cars, luxury cars, VANS, SUVs and we are constantly including new models to our fleet to meet new mobility needs and expectations.

We strive to continually reinvent technology in the car rental market to provide effective solutions for leisure and business customers. For example, the Avis App allows Poles to manage the entire booking process from start to finish on their smartphone, e.g. book a car, add extras or change their reservation quickly and easily.

During the last 12 months we have also observed increasing popularity of medium and long-term rentals.

change the type of car during the rental period, which provides them with more flexibility and gives customers the option to tailor their vehicle to the purpose of the trip. They may also finish the rental earlier than planned without any additional fees involved. The business option allows companies to adapt their fleet to their current needs, for example change types and number of cars.

Such flexibility is what Polish clients appreciate the most. According to a survey commissioned by Avis Budget Group, 37 percent of Poles used a car as a service which means that they resorted to a short, medium- or long-term car rental dur-



We understand that sometimes a vehicle may be required for an extended period and have ensured we have a solution for this. We deliver an elastic portfolio of products, from short term solutions, flexible above 30 days rentals to a 24 or 36 months car leasing for corporate customers.

For those consumers and businesses that want to enjoy the advantages of long-term rental options, we have a dedicated service called Avis Flex. Customers can

ing the last couple of months instead of using their own vehicle. We expect that it will be the new trend in personal mobility.

What are the new offers?

We have several offers and products available across our brands and for different types of customers. For example, we recently introduced delivery trucks booking online at Avis.pl. We have created a new section dedicated to such vehicles on our website. We offer three types of delivery

trucks in different sizes. It is a popular solution among individual customers who renovate their apartments or buy something big and need such transportation. Customers may need this type of vehicle only occasionally, so renting it is a perfect option.

This is a great solution also for business clients, especially small ones, because it helps them save on owning a delivery truck. When a company needs a delivery truck only during some period of the year, they may just rent it, instead of purchasing a car and paying for exploitation.

What segment do you deem more important for your business, individual customers or companies?



Both of them are equally important. We strive to provide the highest quality services for all our customers. For example, companies that decide on a partnership with us, get a fixed price for a short car rental. Whereas, individual clients may take advantage of our seasonal discounts, for example for bank holidays.

Additionally, Avis has offices in some 180 countries, so international companies, whose employees travel for business around the world as

well as individual customers going abroad can be sure that they will get high quality no matter which destination they choose.

What are the new cars in Avis' fleet? Are there electric vehicles available in Poland?

We are constantly evolving our fleet by incorporating new vehicles, since it is important for us to offer new and attractive models from different segments, like compact or big cars. We observe a growing popularity of SUVs, which is why there are some new premium models from this segment available too. But Avis Poland also offers hybrid vehicles, which are especially recommended for those, who use a car to travel around a city.

What are the plans for the Polish market for the upcoming year, given the new, car-sharing competitors in Warsaw? Do you plan to introduce such an offer to the Polish market too?

The introduction of car-sharing in Poland demonstrates that Poles are interested in new means of mobility and looking for alternative transport solutions. We believe in car-sharing, as shown with the 2013 acquisition of Zipcar, the world's leading car-sharing network that is being introduced by us to new markets, as well as many other mobility solutions all suitable for different customers, needs and locations. For instance, an Avis leisure customer traveler with a short-term car rental is a good option for customers who need a car for couple of trips, rather than just one. It gives you comfort of having the car available only for you. It is also a much more comfortable solution when you travel around with your luggage or just want to go shopping and buy a lot of things.

The introduction of car-sharing in Poland demonstrates that Poles are interested in new means of mobility and looking for alternative transport solutions.

Company Profile **Enel X Polska**

A POWERFUL OPPORTUNITY

*AmCham.pl Quarterly editor Tom Ćwiok talks with **Jacek Misiejuk**, Managing Director of Enel X Polska, about Poland's DSR programs that engage and reward businesses for supporting the power system.*

What can you tell me about the history of Enel X in Poland?

We have been present in Poland since March 2017. Initially, we operated under the name EnerNOC—the global pioneer of demand-side response—the so-called DSR services—but following the acquisition by Enel the same year, we rebranded to Enel X in 2018. Enel X is a global business that is leading the transformation of the energy sector by helping its customers create new value from their energy use. We turn energy, which is a major

cost item for businesses, into a source of competitive advantage.

We have applied our broad and deep international experience to the Polish market, and this has allowed us to build and subsequently strengthen our position here, especially in DSR. In only two months from the beginning of our operations in Poland, we successfully participated in complex tenders for DSR services with an aggregated capacity of 19 MW. At the turn of this year, we committed to growing this portfolio to 546 MW by 2022.

What is the DSR as a concept?

Demand Side Response is a concept where the demand-side of electricity, or energy consumers, modulate their energy use in response to signals from the power system. In Poland, the power system specifically uses DSR to help provide reserves during emergency electricity supply deficits. When the Polish power system experiences such a deficit, Polish energy consumers reduce their consumption to alleviate that deficit.

At present, businesses have the possibility of participating in Poland's emergency DSR program, called the Guaranteed Program. In the future, they will have the option of providing DSR to what is called the Capacity

participating in DSR services is ensuring the supply of its own electricity needs.

But DSR services are also a means for a business to increase its competitiveness by helping it better understand when it is using energy. The "when" dimension of energy use is a major cost driver of energy, and energy is often within the top five cost items for businesses. DSR is a way to optimize and augment this cost driver in a forward-thinking way.

It is so, because when we say "business", we refer to a specific, energy-intensive group from sectors, such as chemicals, metallurgy, food processing, building and construction—to name only a few—where the main ac-



Market, when it commences delivery in 2021. We see it as our role to enable participants to access these increasingly attractive DSR services in a safe way and offer them the possibility of a good, long-term cooperation.

What is the importance of DSR services for corporate clients?

The importance of DSR services for businesses is two-fold. Most fundamentally, DSR helps maintain the power system's reserve supply of electricity. Therefore, a business par-

tivity is production. But also commercial buildings, hospitals, universities, and data centers, whose main activity is maintaining continuity or comfort, can benefit from the DSR.

What are the benefits?

The benefits of participating in the program are varied and we can definitely say that in our experience various industries appreciate different aspects of our scheme. By far the most direct benefit is the possibility of obtaining attractive remuneration.

In exchange for offering their flexibility to a DSR program, companies earn revenue from that program. Revenues may exceed PLN 100,000 per megawatt annually for the readiness to reduce, and several thousand zlotys per megawatt for actual demand reduction.

Other benefits that our customers have realized from DSR include improving operational resilience and increasing corporate social responsibility. For example, participants will receive an emblem stating "I support energy security in Poland", which publicly and positively confirms their commitment to building a stable power system in the country. Participation in the DSR programs also helps to obtain prestigious LEED and BREEAM certificates awarded for facilities with office, commercial, logistics, warehousing and residential functions.

What is your experience in this regard in the US and the markets in Europe?

The DSR market in the US is the oldest and largest DSR market in the world and EnerNOC began supporting it in 2003. In Europe, in addition to Poland, we currently support the grid systems in the UK, Ireland and Italy, and we are observing the active adoption of DSR in other countries in Europe, especially as more renewables are introduced. Our experience in the US and the UK markets turns out to be particularly valuable in Poland because the Polish DSR programs are modeled on these two markets. In both the US and the UK markets we are the leading DSR provider.

Overall, we currently manage over 50 active DSR programs across 11 countries. Through these various programs we facilitate the participation of over 16,000 industrial and commercial sites, providing over six gigawatts of flexible capacity to system operators and utilities.

Who can become your client and what are the conditions?

Our strongest clients are those companies who can be flexible, which means that they can reduce their energy use through stopping load, shifting load (including onto backup generation), or leveraging their CHP, with at least 300 kilowatts of their

energy consumption. As part of initial conversations, we use our experience and tools to help companies assess their potential to participate in DSR. This means we work with clients to identify equipment that can participate without losing control of assets or disrupting core processes. Together, we discuss the conditions of participation in the schemes and prepare a comprehensive reduction plan to ensure everyone in the business is prepared for participation. We also help our customers meet the conditions, whether it be the free-of-charge ORed technical certification required to participate in the Guaranteed Program or necessary hardware and metering that will be required by the future Capacity Market.

It is true that a condition to be part of a DSR program is performance. If businesses do not reduce their energy consumption when PSE requests it, they can face penalties. However one of the unique aspects of our offering is to completely protect our customers from these penalties.

What are the major risks when it comes to supplying electric power in Poland? The limited capacity of the grid or power generation?

I believe that power system capacity reserves deficit is a large and constantly growing problem in Poland, equally for energy producers and its commercial consumers. The energy system requires more reserves to account for increases in demand and renewable generation. One of the traditional ways of dealing with this is the construction of new "peaking" power plants. However, this is a very expensive approach and still peaking plants will not be able to keep up with the deficits which are being caused by fast growing demand and the decommissioning of aging power plants.

Issues with power supply in Poland became apparent in 2015, when between August 10 and 30, PSE introduced power levels for the first time since the 1980s, that mandated supply restrictions for customers with over 300 kilowatts in demand. This was due to the increased demand for electricity that resulted from the increased use of air conditioning caused by a heat wave. Eventually, fines were imposed on those recipi-

ents who did not comply with the PSE restrictions.

So it seems that the DSR is a good emergency solution...

Yes, it turns out that a significant part of the peak demand in such situations can be covered by the use of the DSR, which is an equivalent but at the same time more cost-effective alternative to the construction of additional generation capacity and transmission networks. When the power system needs extra power, DSR services reward companies for their electrical flexibility. As a result, in exchange for their flexibility, companies protect the stability and sustainability of the entire power system in Poland.

Do you think that companies in the marketplace in Poland are aware of the threats to energy supply and have a good understanding of how to manage the risks involved?

Some companies are certainly aware of it, but it seems for the vast majority of them it is still an unknown threat. In the hot summer of 2015, after the aforementioned mandatory power consumption limitations, some companies did not realize that the fact that they had not introduced restrictions on their energy consumption could have resulted in serious consequences for them in the form of financial penalties imposed by PSE. It is a problem. If companies have no knowledge about the threats to the security of energy supply, it is likely they might not realize what DSR services are and how they can support Polish energy infrastructure and "keep the lights on". That is why we have identified a need to educate businesses about this threat and the ability to turn a threat into an opportunity through the DSR.

What makes Enel X stand out in the

Polish DSR market?

Our success to date is the result of our strong team of market experts and our best-in-class technologies and services. Our goal is to understand our customers' objectives and maximize their results. We respond to their needs and help them overcome their challenges, through providing adequate local support. One example of this is our global network operations center which monitors grid conditions and supports our customer DSR participation 24 hours a day, every day of the year. Although it is a global center, our customers in Poland receive communications in Polish complete with local contact details.

What are Enel X Polska's plans for 2020 and beyond?

We have a large, market-leading portfolio contracted with the Capacity Market for delivery in 2021-2023. For the first time, we have the opportunity to offer long-term contracts that can allow our customers to obtain stable revenues over an extended period of time. Participation in the Guaranteed Program from 2020 can allow businesses to earn revenue even sooner.

We invite businesses to join our portfolio today on attractive "first mover" terms, which includes the ability to adapt contracts to the needs of the business in the future. Our offer may even support investment in energy efficiency or microgrid projects; it is not uncommon that revenues from DSR participation may help finance, for example, the purchase and installation of a standby generator or energy storage system. We will do this through scaling our unique and proven approach to DSR participation that augments our customer's competitiveness through improving profitability, efficiency, and resiliency.

If companies have no knowledge of the threats to the security of energy supply, it is likely they might not realize what DSR services are and how they can support Polish energy infrastructure to keep the lights on.

Company Profile **NCR Polska**

MAKING THE FUTURE HAPPEN TODAY

AmCham.pl Quarterly editor Tom Ćwiok talks with **Bartłomiej Śliwa**, Area Vice President, Northeast Europe, Banking Sales, NCR Polska, about the changing market of digital banking services.

What can you tell me about the history of NCR Poland and the milestones in the company's development?

The first representative office in Poland was founded in 1988 under the name NCR GmbH Augsburg. In 1989, PKO Bank offered its customers the first NCR ATM, on Czackiego Street in Warsaw. The ATM was still in offline mode, but customers travelling abroad could withdraw American dollars from it. NCR Polska was founded in 1995,

when the company was incorporated into the global NCR group and from this moment, the dynamic development of NCR Polska services began. A few years later, in 2001, we designed and implemented the first project of multifunction branches, with MultiBank. We also were behind setting up the first deposit machine, for Citibank in Warsaw, and in 2004, deposit machines for mBank. In 2010 we helped Tesco introduce mass self-service cash registers. In 2013 NCR Polska implemented the

first ATMs with recycling functionality, and supporting proximity cards, for ING Bank Śląski. Another milestone for us was the optimization of cash service with the project we did with Euronet—we installed 1,000 in Poland.

But we do not only produce modern equipment but also offer software solutions that successfully support banks' core business. In 2017, NCR introduced the innovative Connections platform for PKO BP, designed especially for multifunctional devices with touch screens. The Connections solution enables the inclusion of ATMs in the omnichannel ecosystem to support such services as money transfers, loans or

What can you tell me about the services offered by NCR Polska and how they differ from the competition?

We present many features that distinguish us from the competition. The information received from customers shows that these include, first of all, the versatility, operational flexibility and innovativeness of implemented solutions.

Our offer is quite diversified and includes device delivery, device and software customization to local requirements, second life maintenance, localization and security audit services, telecommunication maintenance services, and the outsourcing of selected banking proce-



deposits. As a result, the ATM becomes a versatile device, not just for withdrawing and depositing money. Also, our cooperation with Inpost and Planet Cash resulted in the implementation of the first terminal for ATM packages—units which combine the functionalities of an ATM with that of parcel lockers.

I would like to emphasize that NCR is not only technology, modernity and innovation—it is primarily a great team with passion, dreams and heart.

dures.

What distinguishes us on the competitive market is our capability to embrace the whole banking procedure end-to-end. Whenever a bank initiates changes about a given location, NCR deals with the audit and redesign of processes and systems, preparation of required technical and project documentation, delivery of hardware and software and finally with the activation of the services in either outsourcing or insourcing models.

How do you evaluate your position on the market in Poland?

We are aiming to be the leader on the Polish market, including the development of software solutions and comprehensive services. We support banks so that their relationships with increasingly demanding clients, who expect better service, are optimized and safe. We help bank branches run more efficiently, and make sure that the apps they use are the best in the business. Our customers get an open, flexible platform that helps them to be innovative and faster—and it also involves lower costs and risks. Also, NCR Polska is growing its presence in such areas as internal outsourcing, including business and payroll processes. We support financial controlling teams. We constantly hire new employees in order to meet our customers' and corporate needs. So we are growing and our strategy is focused on digital banking. Digital banking services are today about meeting your customers anytime and anywhere. We build omnichannel relationships with your customers, make your business work faster in a range of areas including point-of-sale and payments to loyalty programs.

What is driving the market of financial services in Poland?

The financial market aims to provide consumers with the widest possible range of channels, including ATMs, mobile apps and web services, enabling contact with banks anywhere, anytime, in an acceptable and user-friendly manner. Our customers want to be able to use banking services 24 hours a day. They would also like to have the service costs constantly reduced. We can design and implement solutions that enable this by creating a digital ecosystem which responds to the needs of a particular bank, including its customers segment and its operating software platform.

Do you consider Poland a good country to do business in? What are the pros and the cons?

The Polish market possesses enormous potential for a business such as ours. This is due to the fact that Polish cities and towns are developing very quickly and are being con-

stantly digitalized, and this involves advanced and innovative technologies. Unfortunately, because of numerous legal requirements, sometimes the process of implementing innovative solutions takes long time. And sometimes our clients can not wait that long.

What are the company's plans for 2019 and beyond?

Our major goals for the nearest future is to maintain our leading position on the Polish market, and to meet the ever-changing expectations of our clients. We also plan to increase the number of specialized employees and to offer high-quality innovative solutions in hardware and software. We want to keep up to date with the latest regulations and trends regarding the payment market so that we can always offer our clients support in the design and implementation of optimal solutions. We want to create solutions that are becoming the future today.

As the leader of the company, what impact would you like to make on the company's people and their business philosophy?

For me, the most important life philosophy is to have a life-work balance. Therefore, we need to set our priorities and realize them step by step. I encourage my employees to lead a healthy life style, for example, to follow a balanced diet and to have as much physical activity as possible. Taking care of one's mental and physical well-being is crucial to be an effective, efficient and creative worker.

The Polish market possesses enormous potential for a business such as ours because Polish cities and towns are being constantly digitalized and this involves advanced and innovative technologies.

Company Profile PUNO Consulting

IT'S ALL PERSONAL!

AmCham.pl Quarterly editor Tom Ćwiok talks with Peter Novak, CEO of PUNO Consulting, about the importance of skills, knowledge, personal integrity and values in a successful business venture.

What can you tell me about the history of PUNO Consulting?

PUNO Consulting is a joint venture with one of my Polish partners, Adam Pustelnik. I originally hired Adam to conduct an analysis of the insurance market in Poland. While working together we discovered we had very complementary skill sets. My experience in building and optimizing distribution networks, and sales and leadership coaching skills coupled with Adam's structural and organizational expertise in building

businesses in Poland, and this led us to form PUNO Consulting.

What are the services offered by your company and how do they differ from the competition?

We are the sole distributor of Integrity Solutions programs in Poland. Integrity Solutions is a US based company that has been at the forefront of introducing the philosophy of customer needs-focused selling systems for over 50 years. Most programs or trainings simply ad-

dress the "HOW" of sales success while our focus is on the "WHY". While building my business, Charter Oak Financial, in the US, I discovered that most often we simply try to impart knowledge, just hoping that somehow this will lead to new behaviors. I have found, however, that what is truly important is to address what lies behind those behaviors. This is the actual attitudes, beliefs and values that people hold that inspire them to achieve more, whether in a sales context or in any other aspect of life. While working as a social worker with recovering

What is driving the financial services market in Poland?

The economic growth Poland has experienced since the 1990's is remarkable. We now have a growing middle and upper-middle class that has the need for various financial, estate, tax and insurance planning constructs. The increase in property values and strong projections for future growth is driving the need for both consultative insurance and financial advisory firms and the advent of a new array of insurance and financial products never utilized in Poland before. Not only is wealth



addicts, I saw this first hand, and later while building my firm, realized that when these underlying tenants—what actually 'sits below the waterline'—were addressed, this helped my management and sales-force infinitely more than simply trying to teach process or tactics. Integrity Solutions assists in connecting knowledge, skills and values, and this approach helps people unlock and consistently apply their own personal leverage points of success.

increasing but the spectrum of choices of what to do with that wealth is rapidly growing.

Do you consider Poland a good country to do business in?

Poland's economy is the sixth largest in the EU and the largest among the former Eastern Bloc members of the European Union. Poland is an amazing place to do business, because it is so centrally situated in Europe and there is every reason to believe the trend of

strong economic growth will continue. Additionally, the cost of doing business is incomparable to the US—Poland is an extremely fertile ground.

You are the 2019 GAMA International Management Hall of Fame inductee for your outstanding input into the insurance services in the US, involving your commitment to firm building, the professional leadership, and community involvement. It was about the last 25 years of your life as General Agent for Mass Mutual, leading the flagship MM's agency, Charter Oak. Among the multimedia materials published by GAMA, I saw you talk about when you were a basketball player and realized that no matter how good you were, you would not win without a good team behind you. What personal qualities and values do you look for in the people you recruit to work with your team?

I am a believer in unique ability. I think everyone has some sort of unique ability and with the right guidance and focus they can learn to use their own skill sets to the best of their ability. I not only look for talented people but also people with the ability to allow that talent to be developed and optimized. To build a high-performance team you need to hire people with different abilities that complement each other. It is not only about finding the “right people” to fit “the right” roles in an organization but to engender a buy-in culture where all members see the big-picture and contribute these unique abilities to create something larger, and together achieve a greater goal.

Giving back to society is an important aspect of business and you have been involved in it in many ways, including the Novak Family Endowment at Quinnipiac University's School of Business. Why did you decide to help build ties between the US and Poland?

My father always taught me to be proud to be Polish. He didn't want to work in a factory so he built his own business as a plaster through sheer determination and incredible work ethic. While starting out as a basketball player, I was not the most naturally gifted or talented,

but I was the most determined to succeed and always gave my all in order to reach my goals. I believe we are all here to work hard and if we happen to be successful it is our obligation to make the world a better place. I want to help provide the knowledge and skillsets to students who can return to Poland and help the country grow while also giving students in the US with Polish backgrounds the opportunity for greater achievement.

I truly believe that if my father could see the Poland of today, what the country and the people have accomplished since 1989 and how quickly, he would be extremely proud and I am very thankful to be able to contribute to this growth in some way.

As the leader of PUNO Consulting, I wonder what impact you would like to make on the company's people and their business philosophy?

I want to impart my experience in distribution and sales growth garnered over the course of my career so people do not have to reinvent the wheel. I also want to help people achieve their best, weather my company's people or those of our clients. The Integrity Solutions philosophy sums it up well I think, “Integrity earns trust. Trust builds relationships. Relationships create long-term customer loyalty and advocacy.” In my opinion this is the best recipe for both personal and business growth.

What are your plans for PUNO Consulting in 2019 and beyond?

We are going to continue to grow Integrity Solutions in Poland and the training platforms we offer. These sales optimization solutions have already been delivered in over 130 countries, and we are very excited to bring these ideas to Poland. I have learned through my years in sales and management the skillsets needed for organizations to have high levels of sales success and I want to share that knowledge so the businesses in Poland continue to prosper faster.

Integrity Solutions assists in connecting knowledge, skills and values, and this approach helps people unlock and consistently apply their own personal leverage points of success.

AmCham in Warsaw

ROLLING AND BOWLING

In April, AmCham teamed up with the Hulakula Entertainment Center in Warsaw to run the Spring Business Mixer. The event in-

cluded bowling, a party, and a raffle, the winners of which took home attractive prizes.



1. Marzena Dreła, AmCham; Karolina Zabłotna, Agata Ciesielska, Hulakula. 2. The mixer is about to begin. 3. Anna Surała, Institute for Eastern Studies; Krzysztof Surała. 4. Agnieszka Rogowiec, ERM; Jan Pilewski, MSL Group; Michał Potyrała, PWC. 5. Natalia Kaczmarek, Anna Hinc, Bristol Hotel. 6. Tim Hyland, FCM Travel Express; Dominika Wilgórska, Leonardo Royal Hotel. 7. Jan Wójcicki, Focus Research International; Katarzyna Wójcicka, Unum; Katarzyna Pałasz, DOW. 8. Mateusz Wiewiór, CH Robinson, with a raffle prize sponsored by Whirlpool. 9. Michał Wielowieyski, EY; Anita Kowalska. 10. Nathaniel Espino; James Young, American School of Warsaw; Tony Clarey.

AmCham in Kraków & Katowice

SEEING EYE TO EYE

AmCham Kraków and Katowice held a meeting with two Deputy Mayors of Kraków, Andrzej Kulig and Jerzy Muzyk in April, to talk about the city's policies for im-

proving the attractiveness of Kraków to business and how the American business community can get involved. The guests talked about city development,

including infrastructure, as well as other issues such as air pollution and traffic management. In turn, AmCham members shared their views on how to keep

Kraków an attractive place for investment.



1. B.Bix Aliu, Consul General, US Consulate in Kraków; Jerzy Muzyk, Andrzej Kulig, Kraków Deputy Mayors; Jacek Drabik, AmCham Board Member, AmCham Kraków & Katowice Director (Motorola Solutions). 2. Andrzej Kulig. 3. Jacek Drabik; Jerzy Muzyk. 4. Yossi Wircer, Holiday Inn Kraków Center, Agata Rychłowicz; Kosta Matveev, Quentin Guena, UBER. 5. Tomasz Miśniakiewicz, APTIV; B.Bix Aliu. 6. Jacek Drabik; Małgorzata Podrecka, Peter Giorgi, Can-Pack. 7. Jacek Drabik; Anna Zemła, Tomasz Maciejewski, GE Healthcare.

AmCham in Kraków & Katowice

ALL ABOUT INTEGRITY

Business ethics and risk management for US companies operating worldwide were on the agenda of a breakfast meeting held by AmCham Kraków and Katowice and

DLA Piper in April at Kraków's Double Tree by Hilton. The practical aspects of corporate governance and compliance was presented by Jon King, Co-Chair,

DLA Piper White Collar, Corporate Crime and Investigations Practice. The presentation was based on a DLA movie "At What Cost", which showcases a fictional financial

company and the reaction of its internal gatekeepers to a global governance and compliance crisis.



1. Mateusz Jurczyk; AmCham, Jon King, Piotr Falarz, Tomasz Rudyk, Olga Vohozhbyt, Michael Ballo, Magdalena Dec, DLA Piper. 2. Jon King. 3. Jon King; Michael Ballo; Magdalena Dec; Olga Vohozhbyt; Tomasz Rudyk. 4. Magdalena Dec, Kosta Matveev, UBER. 5. Mateusz Jurczyk; Tomasz Rudyk; Piotr Falarz. 6. Olga Vohozhbyt; Joanna Dulczewska, Michał Waśniowski, Cushman&Wakefield. 7. Mateusz Jurczyk, Tom Zia; Political and Economic Consul, US Consulate in Kraków.

AmCham in Wrocław

FOREIGN INVESTORS SPEAK THEIR MIND

AmCham Wrocław and the Polish-German Chamber of Trade and Industry held a business breakfast in May devoted to the attractive-

ness of Poland for foreign investors. The discussion pannel comprised Jakub Mazur, Deputy Mayor of Wrocław, Rafał

Szafranec of KPMG, Zygmunt Łopalewski of Whirlpool Polska, Mariusz Świętochowski of IBM and Grzegorz Ogonek of the San-

tander Group, who discussed the findings of a 2019 poll of foreign investors.



Monika Ciesielska-Mróż, AmCham Wrocław Director (PM Group); Mariusz Świętochowski, IBM; Grzegorz Ogonek, Santander; Iwona Makowiecka, AHK; Rafał Szafranec, KPMG; Zygmunt Łopalewski, Whirlpool. 2. Jakub Mazur, Deputy Mayor of Wrocław. 3. Monika Ciesielska-Mróż; Rafał Szafranec; Patrycja Sosnowska-Buxton, Conversari; Beata Ausbiter, AHK. 4. Karolina Grzyb, ARAW; Katarzyna Prociak, WSSE „Invest-Park”. 5. Iwona Makowiecka; Mariusz Świętochowski; Monika Ciesielska-Mróż. 6. Jakub Mazur delivers his welcome speech.

AmCham in Kraków & Katowice

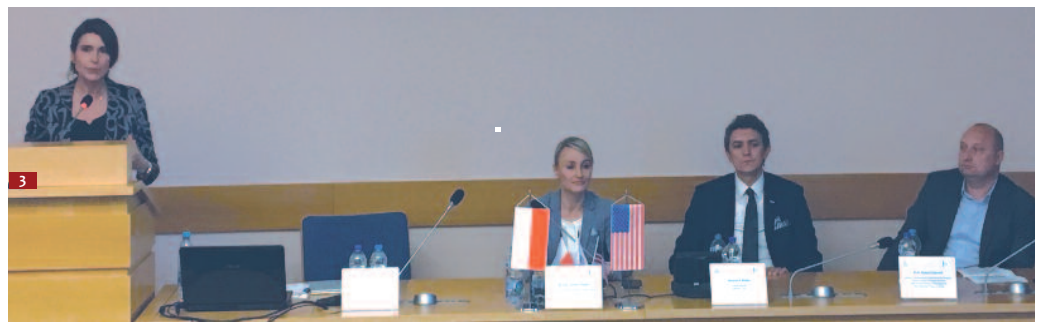
HANDS ACROSS THE OCEAN

In May, AmCham Kraków and Katowice partnered the Chamber of Commerce and Industry in Katowice to hold the American Day conference, a cyclical event devoted to

promoting business opportunities in the USA. Among the speakers were Jacek Graliński from Amgen (and Co-Chair of the AmCham Pharma Committee), and Jacek Drabik, Am-

Cham Kraków and Katowice Director (and also AmCham Board Member, and Chair of the AmCham Manufacturing Committee), and Prof. Hubert Zydorek, Director of

the Undergraduate Global Business Program at the Center for Global Business, Naveen Jindal School of Management, a part of the University of Texas at Dallas.



1. Przemysław Grzywa, the Chamber of Commerce and Industry in Katowice; Adrian Furman; Małgorzata Dziembała, University of Economics in Katowice; Mariusz Tomaka, US-Polish Trade Council; Jacek Graliński Amgen (Co-Chair of the AmCham Pharma Committee). 2. Tomasz Zjawiony, the Chamber of Commerce and Industry in Katowice. 3. Ewa Mróz, AmCham, American Investor Desk; Sabina Regan, Miller Canfield; Wojciech Majka, Ecol; Prof. Hubert Zydorek, Director of the Undergraduate Global Business Program at the Center for Global Business, Naveen Jindal School of Management (University of Texas). 4. Andrzej Romańczuk-Fiedorowicz, ZPP Śląsk; Sabina Klimek; Wojciech Majka; Mariusz Tomaka; Tomasz Zjawiony; Jan Bondaruk, Central Mining Institute; Jacek Drabik, AmCham Board Member, AmCham Kraków & Katowice Director (Motorola Solutions); Prof. Hubert Zydorek. 5. Jacek Drabik interviewed by Tomasz Raudner, ŚląskiBiznes.pl.

AmCham in Warsaw

HOW TRADE MAKES THE WORLD GO ROUND

The keynote speaker at the AmCham Monthly Meeting in May, Kevin A. Hassett, Chairman at the White House Council of Economic

Advisers, attracted crowds of AmCham members, who assembled at the Baltic room of the Warsaw Marriott. Chairman Hassett, who

had worked with Poland on helping its transition to a market economy, said he was delighted to be coming back to Warsaw. In his ad-

dress to the Chamber he talked about US domestic and international economic policies and the most pressing taxation issues.



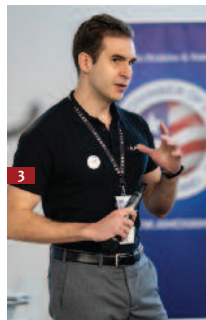
1. Tony Housh, AmCham Chairman (Northrop Grumman); Kevin A. Hassett, Chairman at the White House Council of Economic Advisers. 2. Eduardas Borisovas, Ambassador of Lithuania; Emil Savov Yalnazov, Ambassador of Bulgaria; Werner Almhofer, Ambassador of Austria; Tony Housh; Kevin Hassett; Tomislav Vidosevic, Ambassador of Croatia; Ovidiu Dranga, Ambassador of Romania. 3. Stanley Prusiński, Boeing; Dorota Dąbrowska-Winterscheid, AmCham Managing Director; Sławomir Dębski, PISM. 4. Anna Borys-Karwacka, McDonald's Polska; Marek Matraszek, CEC Government Relations. 5. Kevin A. Hassett; Tony Housh; Bożena Forstnaric Boroje, Ambassador of Slovenia. 6. Tadeusz Kościński, Undersecretary of State, Ministry of Finance. 7. Jarosław Grzesiak; Greenberg Traurig; Dorota Dąbrowska-Winterscheid. 8. Magda Pavlak, AmCham Board Member (ERM); Tony Clairey. 9. Eliza Przeździecka, AmCham; Paweł Gruza, KGHM; Ewa Mróz, AmCham. 10. Marta Kokoszka, Google; Marcus Baltzer, Bayer; Anita Kowalska, AmCham.

In May, AmCham Kraków and Katowice held its first Meet the Company session, with APTIV, a developer of safety systems for autonomous vehicles, systems for

smart cities and connectivity solutions. The participants toured APTIV's Technology Center in Kraków, where the company's 1,800 engineers develop new

technologies for the drivers of old-fashioned cars, and safety systems for vehicles with no drivers. The APTIV technology center in Kraków is one of the com-

pany's largest R&D centers in the world.



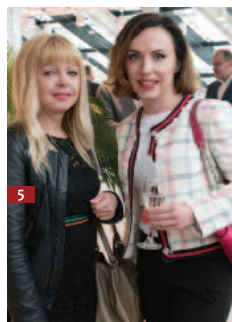
1. The "family" photo of all tour participants. 2. Jacek Drabik AmCham Board Member, AmCham Kraków & Katowice Director (Motorola Solutions); Tomasz Miśniakiewicz, Country Director, APTIV. 3. Maciej Książek, APTIV. 4. Tomasz Miśniakiewicz. 5. Ernest Walasek, Equinix; Janusz Mazur Takenaka. 6. Katarzyna Klar, Hilton Garden Inn; Marta Jodłowska, APTIV. 7. Dominik Kania, Woodward; Renata Bożek, Universal Express Relocations. 8. The tour is progress.

AmCham in Warsaw

OUR PEOPLE AT WEWORK

The tour of WeWork offices of the Raffles Hotel Europejski Warsaw was among the attractions of the Summer Business Mixer in

June. The mixer was sponsored by WeWork and Wyborowa Pernod Ricard.



1. Andrzej Szumowski, Wyborowa Pernod Ricard; Dorota Dąbrowska-Winterscheid, AmCham Managing Director. 2. Tony Housh, AmCham Chairman (Northrop Grumman); Ewa Mróz, AmCham; Jolanta Jaworska, AmCham Vice-Chairman (IBM). 3. Anna Jastrzęb, Puno Consulting; Dorota Dąbrowska-Winterscheid. 4. Piotr Łagowski, WeWork. 5. Barbara Górzyńska, Casinos Poland; Iwona Mitros, Brown Forman. 6. Stanley Urban; Tony Housh. 7. Jerzy Thieme; Stanisław Kluza. 8. Marzena Dreła, AmCham Deputy Director; Izabela Torebko, CBRE. 9. Anna Czajkowska, Sheraton Hotel Warsaw; Mariusz Paszkiel, Warsaw Marriott Hotel; Anita Kowalska, AmCham. 10. Blanka D'ONofrio, Inga Głowacka, Sheraton Hotel Warsaw; Jagoda Domańska, Małgorzata Karwowska, Raytheon.

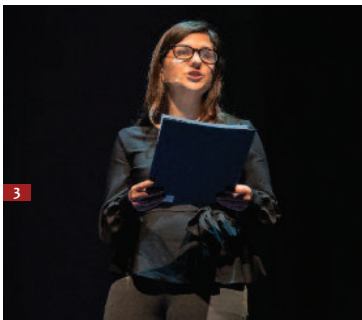
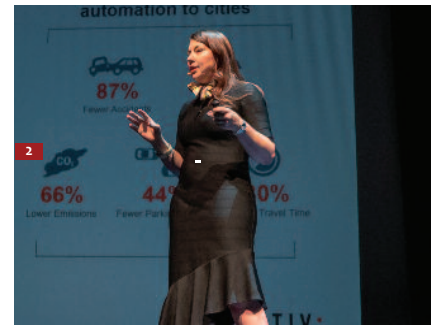
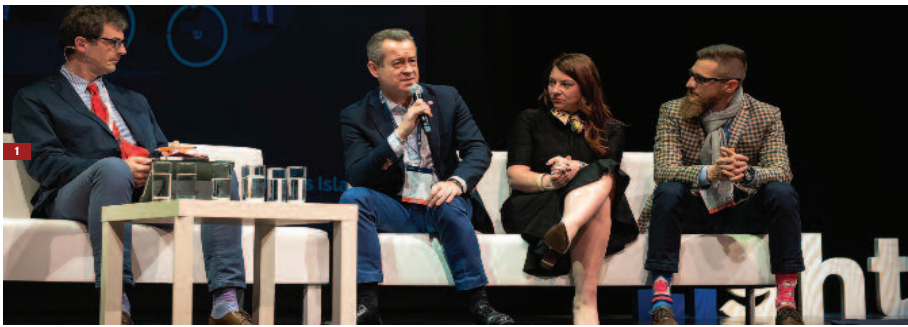
AmCham in Kraków & Katowice

BUSINESS LEADERS TALK SCIENCE

AmCham and automotive software developer APTIV were partners of the LiGHT conference, organized by Leaders Island, which aimed to share inspiring

stories of success from mentors from the US, the UK and Poland. Among the speakers were representatives of American companies in the US and Poland as well

as other international business leaders headquartered in Kraków. The event was held under patronage from the US Consulate General in Kraków.



1. Richard Lucas; Jacek Drabik, AmCham Board Member, AmCham Kraków & Katowice Director (Motorola Solutions); Jada Smith, Vice President, APTIV; Wojciech Wereszko. 2. Jada Smith. 3. Amy Steinmann, Public Affairs Officer, US Consulate General in Kraków. 4. Sławomir Kumka, Poland Software Lab Director and Program Director, IBM; Anna Zemła, Office Manager and Women's Network Leader/Site Security Leader, GE Healthcare; Jacek Drabik. 5. Józef Kącki, Leaders Island. 6. Jacek Drabik. 7. Chris Lowney; Anna Zemła; Prof. Zbigniew Stańczyk. 8. Mateusz Jurczyk, AmCham Kraków and Katowice; Jarosław Maślanka, Pegsystems.

AmCham in Warsaw

MEETING THE US AMBASSADOR

In June, AmCham members had another opportunity to meet the US Ambassador to Poland Georgette Mosbacher, who hosted the organization at her

Warsaw residence. During the meeting Ambassador Mosbacher talked about the importance of the American business community has in building the US-Poland

relations, and how they can use the services of the US Embassy. The ambassador also engaged in a short Q&A session with members who asked her opinion about

a range of issues, from defense and energy to legal and geopolitical.



1. US Ambassador Georgette Mosbacher addresses the AmCham members. 2. Tony Housh, AmCham Chairman (Northrop Grumman). 3. Łukasz Kowalski, MSL; Andrzej Pawelczak, Animex. 4. Tony Housh; Marcin Petrykowski, AmCham Member (S&P Global Ratings); Robert Manz, Enterprise Investors. 5. Małgorzata Podrecka, Can Pack; Agnieszka Kosowska, Roche. 6. Marzena Drela, AmCham; Adam Pierkowski, McDonald's Polska. 7. Krzysztof Krawczyk, CVC; Magda Pavlak-Chiaradia, AmCham Board Member (CRM). 8. Ryszard Rozpondek, Mattel Poland; Alain Bobet. 9. Monika Ciesielska-Mróż, AmCham Wrocław Director; Aleksandra Wiśniewska, Air France. 10. Sławomir Żygowski, GE Power; Rafał Stepnowski, Jeppesen; Charles Ranado, US Commercial Counselor.

AmCham in Warsaw

LOOKING BACK WITH PRIDE

In June, in the run-up to celebrations marking the the 30th anniversary of AmCham this year, the Chamber held a reception to honor former AmCham Board

Member, Dr. Alma Kadragic, who was a prominent figure in the American business community in the early 1990s running her Alcat Communications company, co-

founding the first PR association in Poland, and serving on the AmCham Poland Board of Directors. The venue was Hotel Bristol, a Luxury Collection Hotel-Warsaw.



1. Dorota Dąbrowska-Winterscheid; AmCham Managing Director; Tony Housh; AmCham Chairman (Northrop Grumman); Alma Kadragic, former AmCham Board Member. 2. Alma Kadragic delivers her address to the members of the Chamber. 3. Marzena Dreła, AmCham Deputy Director; Piotr Korycki, TVN Discovery Poland; Tony Housh; Alma Kadragic; Stephen D. Mull, former US ambassador to Poland; Dorota Dąbrowska-Winterscheid. 4. Krzysztof Wierzbowski, Wierzbowski Eversheds Sutherland; Peter Święcicki, Squire Patton Boggs. 5. Frank Finver, US Embassy; Tony Housh. 6. Robert Kruszyna, Mateusz Jurczyk, Marta Pawlak, Barbara Pocialik, AmCham; Alma Kadragic; Anita Kowalska, Dorota Dąbrowska – Winterscheid, Tony Housh, Marzena Dreła, AmCham. 7. Alma Kadragic; Dorota Dąbrowska-Winterscheid; Paul Fogo, former AmCham Board Member.

AmCham in Wrocław

A COMMUNITY INTEGRATOR

In June, AmCham Wrocław and Vistra held a business mixer at the Summer Terraces of the Monopol Wrocław Hotel. The event was a good opportunity for

the leaders of the American business community in Wrocław and Lower Silesia to meet and integrate. It was the second event in a series held by AmCham and Vis-

tra this year, which opened in February with the celebration of the St. Patrick's Day in Kraków.



1. Monika Ciesielska-Mróż, AmCham Wrocław Director (PM Group); Kenny Morgan, Vistra. 2. Fabrizio Bosetti, Bosetti Consulting; Fabio Pommella, Whirlpool. 3. Luiza Jurgiel-Zyła, Cresa; Marcin Wojtasi, Magdalena Szeptycka, Wiewiórski Legal; Michał Grabikowski, Cresa. 4. Kenny Morgan; Monika Ciesielska-Mróż; Sławomir Kiedos, Mphasis. 5. Marcelina Misiak, Universal Express Relocations; Piotr Ochej, Unum Życie; Edyta Pukała, Universal Express Relocations. 6. Janusz Niewolił, Colliers Poland; Izabella Ruchniak, PM Group; Monika Ciesielska-Mróż; Fabrizio Bosetti. 7. Aneta Jeton-Szotek; AC by Marriott Wrocław; William Buba, Polski Solar; Marta Stawińska-Janiec, AC by Marriott Wrocław. 8. Agnieszka Srokowska; Piotr Andrzejczak; Malgorzata Wojdas; Mariusz Wawer, 3M. 9. Mateusz Gąsior, CBRE; Ewa Pieniążek Vistra; Paweł Boczar, CBRE.

AmCham in Gdańsk

DIGITAL IMPACT

In May, AmCham Gdańsk partnered with Aon over a conference entitled Work Different Roadshow, which highlighted the new trends in HR spurred by the development of digital technologies and how employers may support their employees in focused wellbeing, en-

ergy management, creating effective teams and the work environment. The speakers included the representatives of Aon, Kinnarps, Human Power, Marriott Hotel, HR Solutions Group, Benefit Systems and JLL. The venue was the Gdynia Hotel Nadmorski.



1. Jakub Zieliński Senior Consultant Workplace Advisory, JLL Poland; Maria Lorenc, HR Development Manager, Kinnarps; Małgorzata Czernecka, CEO, Human Power; Magdalena Warzybok, Talent Practice Director at Aon, Anna Bartoszewicz-Wnuk, Head of Workplace Advisory, JLL Poland; Joanna Bojarska-Buchcic, AmCham Gdańsk Director (CEO, HR Solutions Group). 2. Joanna Bojarska-Buchcic. 3. The meeting in progress.

A BRAVE NEW WORLD



In June, AmCham Gdańsk held a business breakfast with Flex, Nuvalu Polska and Concept Space, devoted to Leadership 4.0 – Engineer’s future competences. The speakers showcased new worldwide trends in manufacturing which develop

around such values as trust, support, self-entrepreneurship and responsibility. They also talked about how to build a new work-efficient environment and office space for engineers.



1. Jarosław Żdzitowiecki, Director, Gdańsk Office of Nuvalu Polska; Monika Szawernowska, President, Concept Space; Bogumiła Falkowska, Learning & Development Manager, Flex; Joanna Bojarska-Buchcic AmCham Gdańsk Director (CEO, HR Solutions Group); Maciej Filarecki, IT Director, Flex. 2. The meeting in progress.

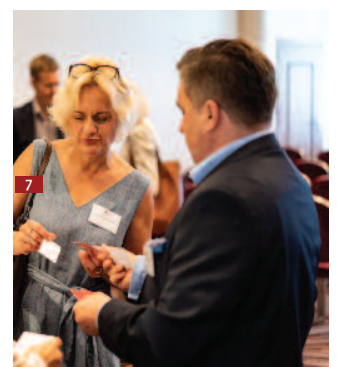
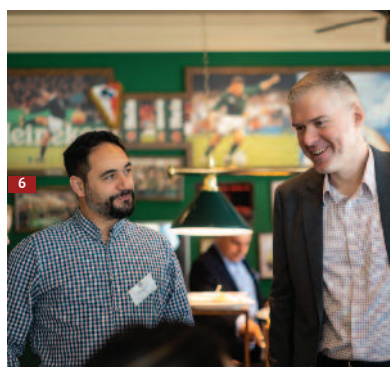
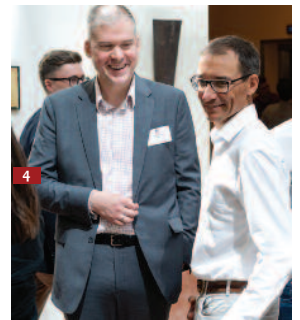
AmCham in Kraków & Katowice

SHARING MOVING EXPERIENCES

The future of mobility was on the agenda of the June AmCham Business Breakfast in Kraków, with UBER as the sponsor of the event.

UBER speakers talked about how the company plans to revolutionize urban transportation and the impact UBER intends to have on

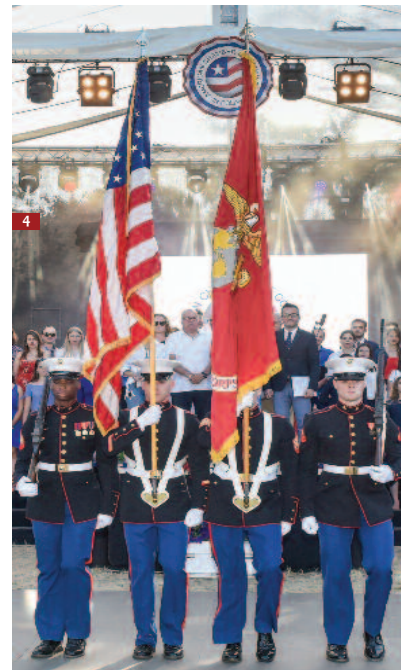
the shipping industry. It also showcased its Center of Excellence in Krakow and how it creates exceptional customer experiences.



1. The "family" photo of the Uber team with meeting participants. 2. Danie Habrat, Uber. 3. Marcin Moczyróg, Uber; Jacek Drabik AmCham Board Member, AmCham Kraków & Katowice Director (Motorola Solutions). 4. Kosta Matveev, Uber; Jarosław Maślanka, Pegasystems. 5. The meeting in progress. 6. Herve Checchini, Uber; Kosta Matveev. 7. Agnieszka Majka-Pietruszka; Rafał Wojciechowski, UL.

CELEBRATING FREEDOM WITH FRIENDS

OVER 1,000 GUESTS TURNED OUT FOR THE AMCHAM 4TH OF JULY PICNIC HELD AT THE ROYAL ŁAZIENKI PARK, MAKING IT THE BIGGEST EVENT IN THE AMERICAN SOCIAL CALENDAR SINCE 1994, WHEN THE FIRST AMCHAM 4TH OF JULY PICNIC TOOK PLACE IN POLAND. THIS YEAR, THE PARTICIPANTS CELEBRATED NOT ONLY 243 YEARS OF AMERICAN INDEPENDENCE BUT ALSO 100 YEARS OF US-POLAND RELATIONS. SPECIAL GUESTS INCLUDED REPRESENTATIVES OF THE US EMBASSY IN POLAND AND POLISH GOVERNMENT OFFICIALS. A GARDEN PARTY ATMOSPHERE PREVAILED WITH MANY ATTRACTIONS FOR CHILDREN AND THEIR PARENTS. THIS YEAR AMCHAM FOCUSED ON MAKING THE PICNIC AS ECOLOGICALLY-FRIENDLY AS POSSIBLE, WITH ECO PLATES AND CUTLERY AND A LASER SHOW INSTEAD OF FIREWORKS.



1. Gabi Drzewiecka, TVN; AmCham Chairman Tony Housh (Northrop Grumman); AmCham Managing Director Dorota Dąbrowska-Winterscheid, with Members of the AmCham Board of Directors and the Warsaw University Choir, on stage during the official part of the Picnic celebration. 2. John Armstrong, US Embassy; Dorota Dąbrowska-Winterscheid; B. Bix Aliu, US Embassy. 3. Roman Rewald, AmCham Board Member (Weil, Gotshal & Manges); Tony Housh; Jerzy Kwieciński, Minister of Investment and Economic Development; Joanna Kwiecińska; Krzysztof Szubert; Krzysztof Senger, Vice President of Polish Investment & Trade Agency. 4. US Marines present the Stars and Stripes. 5. Jerzy Kwieciński; Marzena Drela; Paweł Panczyj, ABSL. 6. Ryszard and Dominika Kalisz with children. 7. Dorota Dąbrowska-Winterscheid; Piotr Dardziński, Łukasiewicz Research Network; Eliza Przeździecka, AmCham.



8. The singing of the American National Anthem. 9. AmCham-styled entrance to the venue. 10. Roman Rewald; Paula Rewald; Dorota Dąbrowska-Winterscheid; Tony Housh; Agnieszka Kosowska, Roche. 11. The unofficial part of the Picnic has just begun. 12. Dorota Dąbrowska-Winterscheid; Giuseppe Santoro, DOW Poland. 13. Tony Housh; John Lynch, AmCham Board Member (Lynka). 14. Dorota Dąbrowska-Winterscheid; Katarzyna Przewężikowska; Katarzyna Jardanowska, Żabka; Anita Kowalska, AmCham. 15. Adam Wesołowski, TVN, with sons. 16. Dafne Dąbrowska. 17. Jerzy Kwieciński; Krzysztof Szubert; Tony Housh. 18. Wojciech Łozowski, Aframental; Marzena Drela. 19. Piotr and Agata Rubik with children. 20. Leszek Cieśla, Philip Morris; Alain Simonnet, 3M; Marzena Drela; Mariusz Wawer, 3M. 21. Marzena Drela; Michał Szczerba, MP, Civic Platform.



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22. Dorota Dąbrowska–Winterscheid; Dafne Dąbrowska; Gabi Drzewiecka. 23. Live performance by Trace. 24. Live performance by the Cheer Angels. 25. The T-shirt donated to the AmCham raffle by the Legia soccer team. 26. Paweł Kaczmarczyk, ABC Czepczyński; Mark Lowes, United. 27. Anita Bożek, Lufthansa; Bartosz Wiśniewski. 28. The Warsaw Mets in action. 29. The Amazon stand. 30. The Żabka stand. 31. At the Fiat Chrysler stand. 32. At the stand of TVN MasterChef Finalist Laurentiu Zedlu. 33. At the AmCham Raffle stand.



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34. Picnic participants watch live performances on stage. 35. Mike Gowin & The Wolverines. 36. Ronald McDonald; Anita Kowalska. 37. By the Fedex Stand. 38. The F1 racing car simulator at the Lufthansa stand. 39. Promoting science at the ABC Czepczyński & UNICEF stand. 40. The stand of Ronald McDonald House Charities Foundation. 41. Watching a 3D reality at the ABC Czepczyński & UNICEF stand. 42. A walk with Uncle Sam. 43. The Fedex Stand. 44. At the PepsiCola stand.



45. The stand of Saving Kids With Cancer Foundation. 46. The Fiat Chrysler stand. 47. Catering provided by Sheraton Warsaw. 48. Raffle prizes await their lucky winner. 49. Marriott burgers await their consumers. 50. The Jack Daniels stand goes green. 51. The daytime part of the Picnic in progress...



35. ... and the night time part of the Picnic. 36. At the Universal Express marry-go-round. 37. The laser show.

AmCham in Kraków & Katowice

CARING FOR THOSE IN NEED

In June, the participants of the AmCham 30 Under 30 program—a leadership-in-management coaching program for the employees of AmCham member companies who are

under 39, took a study trip to Kraków to visit the Ronald McDonald House—a facility ran by the Ronald McDonald Foundation for the family members of the patients

of the Children's Hospital in Kraków-Prokocim. The stay in Kraków included workshops organized by Accent Business Training and Pegasystems.



1. In front of the Ronald McDonald House. 2. A workshop in progress. 3. Patrycja Godlewska-Bielamowicz, Pegasystems. 4. Jarosław Maślanka, Pegasystems. 5. John Held, Accent Business Training. 6. Krzysztof Kłapa, Ronald McDonald Foundation. 7. The "family" photo at the Pegasystems office.



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