

AmCham.Pl QUARTERLY

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COVER STORY

ENGINEERING A SUSTAINABLE ECONOMIC GROWTH

AMCHAM MANUFACTURERS' FORUM BUILDS MOMENTUM FOR
REFORMS AIMING AT A COMPETITIVE AND SUSTAINABLE ECONOMY

COMPANY PROFILES

NEWMARK POLSKA
ZENDESK

EXPERTS

PROF. JUSTYNA KUREK-SOBIERAJ,
ŁASZCZUK & PARTNERS

FOCUS

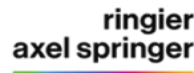
AMCHAM DINER AT THE 33RD ECONOMIC FORUM
IN KARPACZ

DR. MARCIN S. WNUKOWSKI AND
JUSTYNA DERESZYŃSKA,
SQUIRE PATTON BOGGS

MONTHLY MEETINGS IN **SEPTEMBER**, WITH ANNA BORYS, MARKET IMPACT LEAD & BOARD MEMBER OF McDONALD'S POLSKA; MARCIN KRASUSKI, HEAD OF CEE GOVERNMENT AFFAIRS AND PUBLIC POLICY, GOOGLE; AND MARIUSZ WAWER, HEAD OF GOVERNMENTAL RELATIONS & SUSTAINABILITY/ESG FOR POLAND & EAST EUROPE REGION, 3M POLAND; IN **OCTOBER**, WITH MAGDALENA SOBKOVIK-CZARNECKA, UNDERSECRETARY OF STATE FOR EU AFFAIRS DIVISION AT THE CHANCELLERY OF THE PRIME MINISTER OF POLAND; SUSAN DANGER, CEO OF THE AMERICAN CHAMBER OF COMMERCE TO THE EUROPEAN UNION; AND PAUL JONES, FORMER US AMBASSADOR TO POLAND, AND CURRENTLY INTERNATIONAL AFFAIRS ADVISOR IN SQUIRE PATTON BOGGS' PUBLIC POLICY PRACTICE; AND IN **OCTOBER**, WITH ANDRZEJ DOMAŃSKI, MINISTER OF FINANCE

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AmCham Advisory Council



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

IT'S YOUR AMCHAM



IT'S YOUR DEBATE

"2023 was a record year for the Poland-US trade with a turnover of nearly USD 28 billion, compared to USD 19.5 billion two years earlier. The growth dynamic is impressive."

Andrzej Domański, Minister of Finance, p 25

"The Polish government will work to improve the quality of lawmaking across the EU by cutting the unnecessary red tape and involving more effectively the stakeholders in the social dialogue."

Ignacy Niemczycki, Secretary of State at the Chancellery of the Prime Minister, p 10

"The Polish presidency (of the EU Council) will not question the green transformation but intends to underline the need for the EU economy to be competitive."

Adrian Kondaszewski, International Cooperation Department Director at the Ministry of Environment and Environment, p 16

"Our government will be getting involved in dialogue with business more intensively than ever because through a dialogue we can develop solutions that are good mutually good for the Polish economy and foreign investors."

Michał Jaros, Secretary of State at the Ministry of Economic Development and Technology, p 10

"Foreign direct investment continues to flow to Poland involving over 140 big investment projects in the PAIH pipeline at present."

Andrzej Dycha, President of the Polish Investment and Trade Agency PAIH, p 12

"You need the economy to do well to fund the security".

Susan Danger, CEO of the American Chamber of Commerce to the European Union, p 24

"We hope that Poland will use its Presidency of the EU Council to safeguard food safety and a safe green transition."

Anna Borys, Market Impact Lead & Board Member of McDonald's Polska, p 24

"Companies must include sustainable development in their operational strategies as an important element contributing to their business growth and competitive advantage."

Mariusz Wawer, Head of Governmental Affairs for CEE at 3M, p 13

"It is imperative for the government to focus on the infrastructure and the regulatory context to match the aspirations of the Polish people, and competitiveness is a part of that".

US Ambassador to Poland Mark Brzezinski, p 8

"American companies deliver value for the Polish economy as they partner with Polish companies here in the market and build great firms and supply chains, but also create the opportunity threshold so the companies and the younger generation continue to thrive."

Tony Housh, AmCham Chairman, p 8

"We keep our digital infrastructure safe, but it is equally important that we educate the workers about cybersecurity."

Łukasz Gazecki, Senior Cyber Threat Intelligence Analyst at PepsiCo Poland, p 18

"With the increasing adoption of AI, we can transform the industry and help businesses set a new standard for customer experience and services that are more personalized, adaptive, and, certainly, more satisfactory for everyone involved."

Tomasz Krzyżak, Site Leader at Zendesk, p 34

YOUR AMCHAM



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ADVOCACY

OF AMCHAM POLAND

Our top issues include:

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



REVISION OF THE LAW ON THE NATIONAL CYBER SECURITY SYSTEM

The Ministry of Digital Affairs has published the outcomes of the public consultation on the Draft Bill to amend the Law on the National Cyber Security System. A document with the Ministry's responses to the comments submitted during the consultation is now available. Many of AmCham's comments, presented in its position paper, have been adopted or clarified by the Ministry. Notably, several key definitions will be revised based on the points raised by AmCham.

The primary aim of the draft bill is to strengthen the protection of citizens and institutions against increasing cyber threats and to implement the NIS2 Directive, which updates the EU cybersecurity framework. The new provisions extend the scope of the national cybersecurity regime, covering additional sectors such as wastewater, ICT management, space activities, manufacturing, and the production and distribution of chemicals and food.

The bill is set to move forward to government committees for further work. AmCham will continue to monitor developments.

AMCHAM EU DELEGATION VISIT TO WARSAW

An AmCham EU delegation from Brussels visited Warsaw from October 1–3, 2024, led by Chairman Liam Benham of Boeing and CEO Susan Danger. The delegation included representatives from companies such as Moody's, JP Morgan, Meta, Amazon, Interdigital, Relx, Qualcomm, ExxonMobil, GE Healthcare, and MSD.

The purpose of the delegation was to engage in discussions with Polish government representatives on the priorities for Poland's upcoming Presidency of the Council of the European Union. Delegates, alongside AmCham Poland representatives, met with officials from the Ministry of Finance, Ministry of Foreign Affairs, Ministry of Economic Development and Technology, Ministry of State Assets, and Ministry of Agriculture and Rural Development. Discussions focused on the priorities of these ministries for the Presidency, in-

cluding topics such as transatlantic cooperation, foreign investment, enhancing Europe's competitiveness, and the role of American investors in the reconstruction of Ukraine.

PARTICIPATION IN THE POLAND-US ECONOMIC AND COMMERCIAL DIALOGUE

AmCham also contributed to the U.S.-Poland Economic and Commercial Dialogue, by preparing a summary document on key topics and priorities for American investors in Poland. This meeting took place on October 1, 2024, in Washington, DC, with participation from Arun Venkataraman, Assistant Secretary and Director General of the U.S. and Foreign Commercial Service, along with senior representatives from the Commerce Department, State Department, Department of Energy, and other U.S. agencies.

The dialogue featured open discussions on transatlantic trade barriers and investors' concerns. At the U.S. Embassy's request, AmCham compiled the main priorities of American investors in Poland, with a particular emphasis on the digital sectors, energy, and manufacturing. The document highlighted key issues in the digital economy, including cybersecurity, artificial intelligence, data flows, and the development of digital skills.

FOLLOW-UP AFTER MONTHLY MEETING WITH MINISTER OF FINANCE

Minister of Finance Andrzej Domański was a guest at the AmCham Poland Monthly Meeting on October 9, 2024. In his speech, the Minister emphasized the role of foreign investors in Poland's economic development and expressed the need to consider their needs when conducting the country's economic policy. As a follow-up to the meeting, AmCham Poland sent a document to the Ministry of Finance summarizing the most critical issues from the point of view of our members that fall under the ministry's responsibility, e.g., fiscal policy, budget policy, and the functioning of the banking sector and financial markets.

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DEAR AMCHAM MEMBERS AND FRIENDS,

This is my last letter as Chairman of the Board of Directors. I will always be active as a member and look forward to continuing to work with all of you to drive the AmCham prosperity and security agenda forward in the years ahead.

It has been a privilege to serve as Chairman the last ten years and to work with so many great companies and business leaders making a truly positive impact in Poland. To my fellow Board members over the years, and especially to the AmCham team: Thank you for your energy, ideas, time, and partnership. As I like to say about our AmCham family—simply the best!

This letter is not just a thank you—it is also to highlight the incredible events and advocacy of AmCham since the summer. The AmCham Diner at Karpacz, the Manufacturers' Forum, meetings on the Polish EU Presidency, US elections, meetings with the Council of Ministers on investment and competitiveness, Rebuild Ukraine, and much more highlight the high level of engagements the organization conducts on behalf of our member companies. You can read about some of these—and much more—in this edition of the AmCham Quarterly.

On behalf of the Board, staff, and membership I want to thank Amb. Mark Brzezinski for his leadership, partnership, and tremendous support of AmCham. The US-Poland bilateral relationship is strong and we all have a role in maintaining these vital links. AmCham looks forward to working with the incoming Trump administration to ensure that prosperity, security, and a free Ukraine are all on the agenda.

Thank you again for all of your support, guidance, and friendship during the last ten years. I believe we are just getting started on a new, exciting chapter of AmCham. Together, we can do great things to help our businesses, our common transatlantic alliance, the Polish economy, and a peaceful, strong, and secure European home.

With appreciation and best regards.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Tony Housh'. The signature is fluid and cursive, with a large initial 'T' and 'H'.

TONY HOUSH
AMCHAM CHAIRMAN

AGENDA INTELLIGENCE FROM AMCHAM COMMITTEES**AGRI, FOOD & FMCG**

In September, the committee met with Levin Flake, the Agricultural Counselor at the Office of Agricultural Affairs of the US Embassy in Warsaw. The topics discussed were issues facing agriculture in the EU.

The speaker said that the US and the EU are major agri and food producers and exporters globally, sharing similar agricultural goals but applying different policies to achieve them.

The speaker said that sustainable agriculture and smart farming have the potential to increase the effectiveness of agricultural production, which is a must in view of the growing global population vis-a-vis the growing urgency to minimize the industry's environmental impacts.

In November, the committee held a meeting with Maciej Golubiewski, a European Commission Official specializing in agriculture, to discuss the EU agri-food priorities in its trade relations with the US, and how they may evolve under the Trump presidency, including potential impacts on the European Green Deal and the EU Common Agricultural Policy.

HUMAN RESOURCE MANAGEMENT

In September, the committee met to discuss practical approaches to whistleblowing vis-a-vis the Whistleblower Protection Act. Guest speakers were lawyers from Wardynski & Partners: Lukasz Lasek, Weronika Nalbert, and Filip Rak. In their presentation, they said that the new law on the protection of whistleblowers, which came into practice in mid-September, obliges companies with at least 50 employees to implement a system for reporting irregularities, protecting whistleblowers, and conducting follow-up actions. With this, organizations may expect a surge in whistleblower reports. Their management will face the intricate task of triaging these complaints and deciding whether to address them internally or seek external expertise. Before commencing an internal investigation, it is crucial to design the process to ensure its integrity and full compliance with applicable laws. Key considerations include determining whether the investigation's work products will be protected by legal privilege, assessing whether the company or its employees have any self-reporting obligations, and ensuring that the investigation does not overstep employment, data, and privacy regulations when accessing information.

The investigation aims to equip decision-makers with actionable information for appropriate follow-on actions. Ideally, it should provide insights for the management so it can make informed decisions. However, internal investigators often have access only to limited information—corporate proprietary data, but not to third parties' information or employ-

ees' private devices, emails, or bank accounts. Consequently, the findings may be inconclusive, highlighting symptoms without uncovering a smoking gun. Decision-makers must then determine whether the evidence of misconduct warrants further action or is insufficient.

The information gathered through an internal investigation may lead to varied conclusions. Some reported cases may be isolated incidents victimizing the organization, while others may reveal systemic issues exposing the entire entity to significant legal and reputational risks.

Whistleblowing can sometimes be weaponized and used in bad faith for ulterior motives such as internal competition for promotions, personal dislikes, or sabotage by former employees or terminated partners. This discussion will explore how to prepare, react, and defend against such scenarios.

MARKETING AND COMMUNICATIONS

In November, the committee hosted Katarzyna Urbańska, trainer in etiquette, savoir-vivre, and diplomatic protocol specialist, who talked about the impact of first impressions on developing relationships in business and modern communications technology. In her presentation, Urbańska showcased the 2016 Donald Trump presidential campaign and explained how he created positive impressions of "real American" for his voter base, and how the bots on Trump's social media reflected that approach by pushing the boundaries of communications strategies using specific messages and techniques for different target groups.

Urbańska noted that while bots and AI technology are auxiliary tools that can help facilitate communications, posts published online should feature real-life footage, showing person-to-person communication skills such as etiquette, empathy, and understanding in a nuanced context that helps build trust. "Real-time interfacing with people allows us to build connections with people in unique, personal ways," Urbańska said. She noted that AI, as yet, is not as good as humans at forging personal links by using subtle interpersonal ways such as empathy or a sense of humor. "Politicians use the knowledge of first impression science because they want to make an impact on people," Urbańska said. "It is necessary to know well the people you want to make a good impression upon," she added.

PHARMA

In November, the AmCham Pharma Committee and the National Orphan Forum held a collaborative workshop entitled "Rare Diseases—A Shared Responsibility" with over 20 representatives of patient organizations join-

ing to address key issues in rare disease care and explore ways to strengthen the healthcare system together. The event highlighted the essential role of patient organizations in advocating for change and contributing to the growth of a more responsive healthcare system.

SUSTAINABILITY

In November, the committee held a meeting to discuss the Due Diligence Directive and the obligations it sets upon selected companies to prepare the Transition Plan for Climate Change Mitigation. The speaker was Michał Sikora, Sustainability Manager of EY. In his presentation, Sikora talked about challenges and problems that arise during plan implementation, including the calculation of the carbon footprint, and ways in which companies should develop in the short and medium term vis-a-vis potential decarbonization levels they need to adhere to meet their overall decarbonization goals.

TAX & FINANCIAL SERVICES

In October, the committee held a meeting with PwC experts Agnieszka Pięta, Senior Manager, and Przemysław Grzanka, Manager, who discussed new reporting requirements and how companies should prepare to fulfill the obligation to submit standard audit files for corporate income taxation (JPK CIT). The speakers talked about the challenges in the implementation of the new requirements which entail the collection of a wide catalog of data. Companies will encounter another set of problems in technical preparation for the new procedure, including the adaptation of existing systems and the implementation of new solutions.

The speakers said the months ahead will be crucial to developing its practice's offering facing uncertainty in the interpretation of regulations.

The committee met in November to discuss the latest regulations governing withholding tax. The speakers were KPMG experts Sabina Samplawska, Michał Niżnik, Mariusz Kułagowski, Andrzej Zyga, and Mariusz Głodek. In their presentation, the speakers focused on the practices of the tax regulation authorities in Poland in view of the alternatives to the Pay and Refund mechanism. They also talked about the problems companies face when they operate as parts of international capital groups in which funds are transferred outside the European Union. The speakers also discussed the ongoing efforts of the Ministry of Finance in dealing with several issues related to withholding taxation.

AmCham is grateful to all the Manufacturers' Forum Partners for their support, without which the event would not have been the success it was!



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ENGINEERING A SUSTAINABLE ECONOMIC GROWTH

THE AMCHAM MANUFACTURERS' FORUM BUILDS MOMENTUM FOR REFORMS AIMING AT A COMPETITIVE AND SUSTAINABLE ECONOMY

In October, the chamber held the AmCham Manufacturers' Forum—a conference of stakeholders in the manufacturing sector, who got together to share views and ideas about how to make the manufacturing sector in Poland more competitive and sustainable vis-a-vis the European green transformation and growing energy prices. The forum took place a few weeks after the release of the Mario Draghi report "The Future of European Competitiveness" commissioned by the President of the European Commission, Ursula von der Leyen, so the findings of the report can contribute to the Commission's work on a new plan for Europe's sustainable prosperity and competitiveness. Many forum participants had made themselves familiar with the key findings of the report. In the discussions, they juxtaposed their own business experiences with the conclusions of the report to reinforce their argument for the necessary reforms of EU economic policies. At the same time, the forum took place two and a half months before Poland takes over the six-month presidency of the Council of the EU, which will include approximately 400 council meetings and conferences with the participation of representatives from 27 EU member states. With this, the event was an excellent opportunity for the representatives of American manufacturing companies in Poland to talk about their success stories and share their feedback and recommendations with Polish government members, knowing, they would take them further beyond the country to the EU power structures.

AMERICAN EXPERIENCE

US Ambassador to Poland Mark Brzezinski emphasized the importance of continuous engagement and consultation between the government and business, adding that "it is imperative for the government to focus on the infrastructure and the regulatory context to match the aspirations of the Polish people—competitiveness is a part of that". The ambassador said many American companies provide a path forward and are leading by example. "One of the most innovative investments in Poland in recent years is 3M's superhub in Wrocław," he said. "This manufacturing plant of the future, as it is called, has both highly automated production and supply chain, as well as modern safety and security measures controlled by drones." Ambassador Brzezinski said that American companies in Poland partner with Poland's premiere technical universities to support engineering and robotics education among Polish students. "These are critical skills for Industry 4.0," he said. "The more combination that there can be between industry and university in Poland the better," he said adding that similar clustering around American research universities is huge in the US. "That has not really begun in Poland at all. There is so much opportunity for that in here," he said. Sarah Morgenthau, Special Representative from Office of Commercial and Business Affairs at the US Department of State, said that the Poland-US economic and trade partnership is strong and resilient. "The US business community is thriving in Poland with over 1,500 companies sharing American innovation and values," she said. Furthermore, she said that US companies

"are the second-largest group of foreign investors in Poland, trailing only Germany". She added that nearly 40 percent of US capital in Poland is in the manufacturing sector.

The US government envoy to the US business community abroad said that the US government will carry on its support for Poland with transformative ideas for the economy. "We will continue to cooperate closely through supply chains in key sectors further strengthening cooperation in energy and technology and increase bilateral and transatlantic trade," she said.

In his short opening remarks, AmCham Chairman Tony Housh said that sustainability, innovation, efficiency and resilience are the key aspects of modern manufacturing, adding that for the sector to flourish it needs "the creation of functional and sustainable supply chains while transforming the energy mix that we use because we need to be competitive".

Housh said that American companies deliver value for the Polish economy as "they partner with Polish companies here in the market and build great firms and supply chains". Housh said that firms with US capital also create "the opportunity threshold so the companies and the younger generation continue to thrive and see that manufacturing is an enormously important engine for Poland, for Europe and our transatlantic relationship."

AmCham Chairman added that it is vital for the government and investors to engage in a dialogue to make sure that "competitiveness is at the forefront of every decision that we make" because it boils down to investing "in the future of Poland, of Europe, and of the transatlantic relationships."



PepsiCo has just installed a photovoltaic farm with a capacity of 3.5 megawatt at peak at its snack factory in Świątę, Lower Silesia.

TRANSFORMATIVE JOURNEY CONTINUES

PepsiCo has launched a photovoltaic farm designed to meet the energy needs of its snack production facility in Świątę, Lower Silesia. This initiative marks another step in the global beverage and snack producer's ongoing investments aimed at expanding its renewable energy sources and enhancing its energy independence.

In the first phase of this investment, which has just been completed, more than 6,500 bifacial photovoltaic modules—with cells on both sides of the panels—were installed over an area of approximately 2 hectares, with a capacity of 3.5 MWp (megawatt peak). The Lower Silesian facility, PepsiCo's most advanced production plant in the European Union, currently draws 11.7 GWh from the grid. With the completion of this investment, 2.8 GWh per year, or 24 per-

cent of its total energy needs, will now come from renewable sources.

PepsiCo aims for the new PV installation to generate 100 percent of the energy required during sunny hours to power its eRBS electric oven used for baking Lay's Oven Baked chips. Additionally, it intends for the installation to fully meet the electricity needs of a new RBS production line for Lay's Oven Baked chips, set to be operational by mid-next year.

"For several years, we have

been on a transformative journey across our operations known as PepsiCo Positive, charting a new course to drive positive action for the planet and people," said Ugur Bulduk, E2E Vice President PepsiCo. "The Pep+ is based on three key pillars: positive agriculture, positive value chain, and positive choices for the planet and consumers. As part of the positive value chain pillar, we're integrating more sustainable and inclusive solutions across our value chain," he said.

Surplus energy produced by the new photovoltaic farm, not utilized by the oven, will be used to power other production lines for Lay's chips and Doritos nachos.

"The scale of the investment is evidenced by the installation of 2 km of medium-voltage power lines," said Tomasz Bronny, director of the PepsiCo's plant in Świątę. "The panels are oriented along an east-

west axis to optimize energy production in line with our factory's consumption profile," he said.

The amount of energy now generated from photovoltaic sources is twice the annual electricity consumption of PepsiCo's largest warehouse center in Poland, located in Mszczonów.

The solutions implemented at the Świątę factory represent another phase of PepsiCo's strategic transformation. In mid-2024, the company launched two additional photovoltaic farms at its facilities in Michrów and Żnin, with the goal of increasing solar energy capacity to 6 MWp by the end of the year. The energy transition also extends to the logistics center in Suchy Las.

The photovoltaic farms established this year cover a combined area of 4 hectares, equivalent to six football fields. The total investment value for 2024 amounts to PLN 22 million.



The photovoltaic farm in Świątę covers a quarter of the factory's annual demand for electricity.

DRAGHI'S PERSPECTIVES ON EUROPEAN COMPETITIVENESS

Economic Integration

Draghi emphasized the importance of deeper economic integration within the European Union. This can include harmonizing regulations, enhancing cross-border investments, and fostering a unified market that can better compete with global powers.

Innovation and Digital Transformation

He highlighted the need for Europe to invest in innovation, technology, and digital infrastructure to drive growth. Encouraging entrepreneurship and supporting research and development (R&D) initiatives were key components of his vision.

Addressing Structural Issues

Draghi pointed out that Europe faces structural challenges, including labor market rigidity, demographic changes, and disparities between member states. Addressing these issues is critical for improving competitiveness.

Sustainability and Green Economy

Draghi advocated for policies that promote environmental sustainability, viewing the transition to a green economy as not just a necessity for combating climate change but also an opportunity for economic growth and job creation.

Investment in Human Capital

Recognizing the importance of education and vocational training, Draghi emphasized the need to invest in human capital to prepare the workforce for future challenges, particularly in the context of rapid technological changes.

Resilience to External Shocks

Strengthening the resilience of the European economy to external shocks—such as global financial crises or pandemics—is an ongoing con-

THE POLISH POINT OF VIEW

In his address to the forum, Ignacy Niemczycki, Secretary of State at the Chancellery of the Prime Minister, focused on the Polish Presidency of the Council of the EU. He said that during the presidency, the Polish government will have three areas which are critical to the improvement of the EU economy on its agenda: economic policy, better regulation, and further integration of the EU common market. When it comes to economic policy, the Polish government will advocate for a level playing field for all companies in the market. This will concern the EU policy regarding the decarbonisation of the economy, which in the past has resulted in deindustrialization of Europe. "It is about how we carry on the decarbonisation process through the energy-intensive industries, and how our economic policies are in sync with our international trade policies, for now they are not," he said. According to the minister, Chinese exporters of electric cars to Europe benefit from the lack of proper policy harmonisation as they are unconstrained by a costly transformation to green and sustainable energy sources and thus offer their products way below the price tag attainable by electric vehicle producers in the EU. Another area that Poland will focus on during its Presidency in the EU Council will involve the mechanism of better regulation. The Polish government will work to improve the quality of lawmaking across the EU by cutting unnecessary red tape and involving more effectively the stakeholders in the social dialogue.

The third focus area of the Polish EU presidency will include the integration of the EU common market. The minister said that according to the European Commission, some 60 percent of market barriers in the services sector existed 20 years ago so it is time to find ways to abolish them. "According to experts, breaking these barriers would add an estimated EUR 250 to 450 billion to the EU's GDP per year," minister Niemczycki said.

Another speaker, Michał Jaros, Secretary of State at the Ministry of Economic Development and Technology, said that Poland benefits from near-shoring and friendly-shoring processes that have been taking place in the market since the start of the war in Ukraine.

The minister noted that the government works on a new investor incentive program so Poland continues to be an attractive destination of FDI after the global minimum tax—which will set the minimum income tax for multinationals—is implemented next year.

A part of an investor-friendly support system, according to the minister, is an in-

vestor-friendly political climate and public administration, atop of the entire investor-friendly ecosystem involving stable laws. "Our government will be getting involved in dialogue with business more intensively than ever because through a dialogue we can develop solutions that are mutually good for the Polish economy and foreign investors. "I'm confident that thanks to the cooperation between Polish and US companies, and thanks to AmCham Poland, our cooperation will be even more effective in the future," the minister said. Adam Nowak, Undersecretary of State at the Ministry of Agriculture and Rural Development, said that Poland is open to US investors offering opportunities in areas related to energy transformation and the creation of a close-circuit economy. He noted that American companies have made a significant contribution to the development of the agricultural sector in Poland, especially in such areas as precision farming and Farming 4.0. The minister noted that in the last 20 years, the Polish food and agricultural exports grew from EUR 5 billion to over EUR 52 billion. "A huge part of those exports has been generated by companies with American capital," the minister said. The minister urged for tightening cooperation between American investors and Polish academia and innovation centers "especially in tackling climate change risks for agriculture," he said.

A GLOBAL VALUE CHAIN LINK

The first discussion held at the Manufacturers' Forum was entitled "Poland—a Global Value Chain Link". It focused on the efficiency and competitiveness of the country's manufacturing sector. The panelists were Andrzej Dycha, President of the Polish Investment and Trade Agency (PAIH); Marek Żółtowski, Senior Regulatory Manager at BAT Poland, a consumer product manufacturer specializing in tobacco products; Piotr Łada, Head of Project Management at Hillwood Polska, a developer and investor in logistics, warehouse, industrial, and e-commerce facilities; Tomasz Wronny, PepsiCo Senior Plant Manager; Krzysztof Czajka, Vice President for Sales at Tauron; and Paul Armstrong, Chief Operating Officer of TSL, a provider of design and build solutions for technical construction projects.

Mateusz Jurczyk, AmCham Katowice and Kraków Director, moderated the discussion.

The tone for the panel discussion was set by the Co-Chairs of the AmCham Industry and Energy Committee, Ewa Mikos from Siemens, and Jerzy Kozicz from CMC Poland. In their opening remarks, they said that the manufacturing sector is facing



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cern. Draghi's approaches often involve creating mechanisms that can buffer economies from volatility.

Coordination of Economic Policies

Draghi has encouraged better coordination of fiscal and monetary policies among EU member states to ensure stability and growth. This includes suggestions for more robust policy frameworks that could enable faster responses to economic challenges.

Global Positioning

Draghi has pointed to the need for Europe to define its role in the global economy, navigating competition with emerging markets and established powers like the United States and China.

many new challenges posed by new technological developments and the transition to the "green economy", of which the rising prices of energy in Poland seem to be an imminent threat to the competitiveness of the Polish economy. They also called for a "robust dialogue" between representatives of the manufacturing sector and the regulators and lawmakers to help the sector retain its competitive edge in the global value chain.

STILL ATTRACTIVE

All the panelists agreed that Poland continues to be a good place for investment in manufacturing. Hillwood's Lada noted that the bulk of machinery production in Poland is generated by the white goods sector, concentrated around the cities of Łódź, Poznań and Wrocław. The annual output of the sector amounts to 40 percent of the entire production of white goods in the EU.

Apart from technology hubs concentrated in big cities, world-class high-tech is also developed in other regional hubs, such as Jasionka near Rzeszów. Polish local companies in areas that undergo structural economic realignments tend to collaborate with foreign investors which is mutually beneficial.

PepsiCo's Bronny noted that over the years the company has had good cooperation with local farmers in developing a special kind of potatoes optimized for specific production processes at the PepsiCo plant in Poland.

According to PAIH's Dycha, foreign direct investment continues to flow to Poland involving over 140 big investment projects in the PAIH pipeline at present. Their total

value amounts to EUR 14 billion, which is by EUR 2 billion more than PAIH had in its pipeline a year ago.

Dycha noted that today Poland is eyed by investors in back-end production and testing as well as semiconductors and microchips.

STRONGER STAKEHOLDERS' DIALOGUE

All speakers agreed that while the country is still attractive to foreign investors in the manufacturing sector, the conditions it offers are less favorable than those available to investors 10, 20, and 30 years ago. Among the problems signaled throughout the discussion was a need for an effective dialogue between business and lawmakers. Production companies face several legislative challenges from the EU regarding the union's policy governing the so-called "green transition" of its economy. Among the regulations are those governing the emissions of carbon dioxide, energy efficiency, water and air pollution and waste management, as well as new regulations governing new requirements for companies in the area of ESG reporting. The plethora of new EU regulations implemented on the national level by EU member states creates legal and regulatory complexities and challenges for business which may hurt the manufacturing sector's competitiveness in the years to come. According to BAT's Żółtowski, while the market deregulation and the government's liberal approach to the market were beneficial for investors in the past, they cannot be continued in the new economic and geopolitical reality. The government must play a bigger role in defending safe legislation for business. All speakers agreed that lawmakers should engage with the business sector in effective consultations so the the implementation of EU directives on the national level does not hinder the potential of manufacturing companies to deliver value in Poland as well as the European and global economies.

ROOM FOR IMPROVEMENT

The issue of rising energy prices in Poland is commonly viewed as resulting from Poland's transition from imported Russian energy before the Russian invasion of Ukraine. However, the picture is more complex than that. The Polish power sector is also facing challenges resulting from the green transition of the EU economy. Poland had to a large extent has relied on coal and this needs to be scaled back. The process has started. According to Tauron's Czajka, the power sector in Poland has been investing heavily in low-emission and renewable energy sources. While the efficiency of renewable energy sources such as wind and solar depends

on the weather conditions, power companies have to invest in energy storage facilities as well. In addition, they need to modernize the grid to make room for connecting new power farms.

Czajka noted that there is room for improvement when it comes to the regulations governing the construction of onshore wind farms and it can be achieved by a constructive dialogue between business and the government.

Czajka also said that while energy prices are high in Poland, they fluctuate daily allowing flexible companies to use power at lower cost times. Czajka also said that businesses must learn to "live in symbiosis" with the power generation system adding, that the number of companies that purchase energy through the auctioning system is on the rise.

PepsiCo's Wronny noted that it still takes a long time to obtain building permits for renewable energy sources, while it may take even longer to have the newly built facilities connected to the power grid.

According to TSL's Armstrong, manufacturing companies are trying to improve their energy management. Plant owners run tests on how energy is used across their factories to get better results. They also look at how to use the waste heat of the industrial process.

HIGH AMBITIONS

PAIH's Dycha said that energy prices in Poland used to be among the lowest in the entire EU in the past. It is not beyond reason that 20 years from now Poland may again offer some of the lowest energy prices in the union.

He added that the government is ready to work side by side with the business sector to continue to attract investors to industry—including companies that are high-energy consumers—because industrial production delivers must-have components to a range of strategic sectors of the Polish economy such as automotive, construction and defense.

Dycha said that to keep Poland attractive for the manufacturing sector the government needs to have an intelligent assessment of the national and international markets. "Poland has to remain a leader in industrial production," Dycha said adding that "Countries with strong industrial sectors are more resilient during global economic crises".

GREEN MANUFACTURING

"Green Manufacturing" was the title of the second panel discussion at the AmCham Manufacturing Forum. It focused on the issues manufacturing companies face when implementing EU regulations in such areas as decarbonization, the green transition of the EU economy, and the Corporate Sus-

CLIMATE-ORIENTED INNOVATION IS GOOD FOR BUSINESS



Mariusz Wawer, Chair of AmCham Sustainability Committee, and Head of Governmental Affairs for Central and Eastern Europe at 3M, talks about how 3M approaches climate change challenges.

Green manufacturing was one of the key topics of the 2024 AmCham Manufacturer Forum. To what extent does climate change impact the economy and business?

Climate change is one of the biggest challenges businesses must face in the coming years. The Global Risks Report study, conducted as part of the World Economic Forum, shows that climate issues are becoming one of the fastest-growing risk groups for business. In the next 10 years, environmental risks, including violent weather phenomena, shortages of natural resources and pollution will top the risk charts, leaving behind such risks as the widely discussed effects of AI implementation, cybersecurity, and forced migration.

Why and how should companies respond to these changes?

Today, environmental issues and their related aspects are becoming key dimensions that companies should consider in their strategic development planning and management. Customer expectations regarding the reduction of the carbon footprint of products, new pro-environmental EU regulations and banks' preferences regarding the financing of environmentally sustainable enterprises mean that companies should transform their production operations and product portfolio to remain competitive in the coming years. This is especially

true for manufacturing companies that, on the one hand, have the largest environmental footprint and, on the other hand, can significantly contribute to achieving the companies' climate goals through their activities as part of the green transformation of production or the supply chain.

What areas of the company do we need to look at as part of the strategic green transformation of enterprises? How does 3M approach this?

Companies must include sustainable development in their operational strategies as an important element contributing to their business growth and competitive advantage. It covers the development of innovation and R&D for new products, and also the manufacturing and supply chain.

At 3M, we have implemented this approach in recent years. We believe that by using the achievements of science and the latest technology coupled with the creativity of our employees, we can create innovative and sustainable solutions that not only improve the quality of life but also help care for the natural environment.

We implement a green approach in our innovations and product portfolio, among other areas. Already in 2019, we made a strategic commitment that every new product introduced to the market should have a positive impact on the natural environment. This may concern

its life cycle, such as the choice of raw materials or processes so they are more environmentally friendly. This may also apply to its pro-environmental functionalities, thanks to which we could help our clients achieve their climate goals. This commitment follows the 3M tradition, through which, for years we have been creating products following the principles of reusing, recycling and reducing the use of resources. However, in this case, it was a strategic change, considering that 3M offers approximately 1,000 new products every year!

Innovation and product portfolio are only part of the activities around sustainable development. 3M in Poland has one of the largest global production plants. What activities are you implementing as part of the green transformation of your production operations?

This sustainable approach to business is particularly important to us in Poland because out of our 55,000-product global portfolio, our SuperHub production plants in Wrocław deliver over 12,000 products to customers from virtually every industrial sector. As we want to constantly reduce our impact on the environment, we focus on the management of air quality, waste, noise emissions, energy conservation, and water and sewage optimization. Examples of such activities include green energy.

From 2021, all 3M factories and offices in Poland purchase 100 percent electricity from renewable sources. In addition, we are currently preparing our own PV project, which will supply energy from renewable energy sources to the plant in Wrocław.

Also, improving energy efficiency is critical. 3M has been making investments in its Polish plants for many years to reduce electricity consumption. By using modern Industry 4.0 solutions in such areas as production, intelligent management of energy consumption, and by improving energy efficiency of devices and thermal insulation, we managed to significantly reduce energy consumption despite increasing production capacity.

Another important area is the circularity of production. We implement a circular economy in our production by reusing, reducing and recycling raw materials and materials.

Achieved "zero landfill" status, is also on the agenda. It means that no waste from the 3M plant goes directly to landfill, but is recycled or used as fuel.

All these activities contribute to 3M's global goals in green transformation, and today, we can boast of specific results in achieving our environmental goals. However, this is only the beginning of our decarbonization activities in the production operations of plants that respond to the needs of our customers and partners!

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ustainability Reporting Directive (CSRD). Angelika Szufel, Advocate and Counsel at CMS Poland, moderated the discussion. The panelists were Adrian Kondaszewski, International Cooperation Department Director at the Ministry of Environment and Environment; Małgorzata Zaniewska, Country Manager NEE, Avery Dennison; Julian Krzyżanowski, Corporate Affairs Manager at PepsiCo Polska; Adam Targowski, Group Head of ESG Management at CTP; Aleksander Przeździecki, Factory Legal and Public Affairs Manager, BAT Poland; Paweł Binkowski, Marketing and Innovation Director, Manpower Polska; Maciej Tarnawski, Managing Director, Head of Global Debt Financing in Poland at Santander; and Mariusz Wawer, Head of Government Relations and ESG at 3M CEE. Acting in the capacity of Chair of the AmCham Sustainability Committee, Mariusz Wawer delivered opening remarks, saying that according to the Global Risk report from the World Economic Forum, environmental issues have become a risk area for business, which, in the next 10 years, will top business risk charts overtaking such well-known risks as cybersecurity, AI, and labor migration. The new risks are critical for manufacturing companies

because their production processes impact the environment. "Decarbonization and the green transformation is a matter of survival for the manufacturing sector," Wawer said.

He noted that "a tsunami" of EU regulations has put reporting obligations on companies regarding the energy types they use and the environmental impacts they make, including carbon footprints in their core activities and throughout their entire value chains. Atop of it came the issue of growing energy prices that skyrocketed following the Russian invasion of Ukraine. It creates a new business environment in which manufacturing companies must revise their business strategies, develop new ways of collaborating with their subcontractors, and engage in a dialogue with regulators and lawmakers regarding the EU regulations in Poland and how they will implement them.

ESG CONUNDRUM

The implementation of CSRD in Poland was one of the issues that the panelists focused on in the discussion. Paweł Binkowski shared the conclusions of a Manpower survey conducted in October on 750 companies in Poland that revealed

that only 17 percent of them have developed an ESG strategy, while 37 percent are still working on it, and 36 percent have only reached the initial planning phase. The report also revealed that the most significant ESG reporting areas were social (for 37 percent of the sample) and environmental impacts (26 percent). In turn, 70 percent of these companies said that their ESG strategies will improve the profitability of their companies, and will help them gain competitive advantage.

When it comes to the most pressing issues in implementing ESG strategies, 36 percent of the sample pointed to the difficulties in measuring ESG progress; 34 percent to the lack of knowledge and skills; 28 percent to the lack of access to the appropriate technology; 23 percent to the proper financing; and 20 percent to the access to human resource.

Considering challenges in implementing ESG strategies, 22 percent of the sample pointed to the lack of knowledge; 20 percent to the lack of teams big enough to work with ESG; 19 percent to difficulties in obtaining proper data; and 19 percent to the costs of ESG reporting.

According to BAT's Aleksander Przeździecki, implementing CSR regulations is com-

THE CHALLENGES

Manufacturing companies in Poland and across Europe face a variety of challenges rooted in economic, social, and technological factors. These challenges require that the manufacturers have to adapt through innovation, investment in technology, workforce development, and strategic planning to remain competitive in an evolving landscape.

Supply Chain Disruptions

The COVID-19 pandemic highlighted vulnerabilities in global supply chains. Ongoing challenges, such as delays in shipping and shortages of raw materials, continue to impact manufacturing operations.

Labor Shortages

Many manufacturing companies are facing a skills gap, with a shortage of qualified workers in skilled trades and engineering. Demographic changes and emigration from Eastern European countries exacerbate this issue.

Rising Costs

Increases in energy prices, raw materials, and labor costs pose

significant challenges to profitability. Inflation rates in various European countries have surged, affecting operational costs.

Regulatory Compliance

The complexity of regulations regarding environmental standards, labor laws, and product safety can be burdensome, especially for small to medium-sized enterprises (SMEs). Compliance with the EU Green Deal and other sustainability initiatives adds to this complexity.

Technological Adaptation

The need for digital transformation and automation in manufacturing is pressing. Many companies struggle to keep up with advancements in Industry 4.0 technologies, such as IoT, AI, and robotics, which requires investment in training and infrastructure.

Sustainability Pressure

There is increasing pressure from consumers, governments, and investors for companies to adopt sustainable practices. This can involve significant investment and rethinking of processes.

Geopolitical Uncertainties

Tensions related to trade, especially involving Russia and Ukraine, create uncertainty for companies reliant on imports and exports.

Competition

Global competition, particularly from low-cost manufacturing countries, puts pressure on European manufacturers to innovate and improve efficiency continuously.

Market Fluctuations

Changes in demand, influenced by economic conditions, consumer preferences, and global events, can lead to unpredictability in production levels and inventory management.

Digital Security

As manufacturers increasingly adopt digital technologies, they become more vulnerable to cyberattacks, necessitating investment in cybersecurity measures.

Investment and Financing

Securing funding for expansion or technological innovation can be challenging, particularly for smaller firms that may not have access to the same financial resources as larger companies.

Securing Cyber-Physical Systems with the Fortinet OT Security Platform

By John Maddison, CMO at Fortinet

No matter the industry—be it energy, manufacturing, transportation, communications, building management, healthcare, utilities, warehousing, or others—most operational technology (OT) environments now incorporate a mix of cyber-physical systems (CPS), smart building solutions, Internet of Things (IoT), Industrial IoT (IIoT), and Internet of Medical Things (IoMT) devices. These systems have several things in common. First, they are increasingly digitally connected to the IT network and/or the Internet. Next, most are now being monitored and managed remotely. And lastly, a defining characteristic of such systems is that they interact directly with the physical world, including dangerous environments or critical infrastructure. And as more devices are connected to these systems, this attack surface becomes wider and more vulnerable.

STAYING AHEAD OF THE CURVE

As with IT networks, remaining secure requires OT networks and security to rapidly evolve to keep up with new threats and changing technology—particularly the need to connect every device. Traditionally, OT security has relied on obscurity because everything was air-gapped and nothing was connected to external systems. But this approach has changed rapidly over the last five years, resulting in nimbler, more responsive OT environments—and increased risk.

As a result, CISOs have begun taking on more responsibility for connecting and protecting OT networks, often by adopting an OT secure networking strategy. However, as OT security matures, CIOs are also taking on OT risk mitigation responsibility as they look to expand their security operations (SecOps) capabilities to include OT. But change doesn't stop there. The increased global pressure of regulation and compliance is forcing the

entire C-suite to rapidly survey the evolving OT security space, looking for OT-specific solutions that work together as part of a platform. And because this market is new, it is quickly filling with unproven security start-ups, resulting in the same security sprawl, vendor overload, and siloed solutions that have plagued IT networks for years.

SELECTING AN OT SECURITY PLATFORM

An OT security platform needs to secure devices, networks, and applications. But there are also some additional unique requirements across the OT security platform that need to be addressed, for example:

Rugged Networking Devices: An OT platform must include a variety of ruggedized form factors to withstand harsh environmental conditions.

OT Agents: Integrated, purpose-built tools should be designed to run on, monitor, and support OT-specific systems, including ICS.

Secure Remote Access: An effective OT platform ensures that OT users and devices can securely connect to connected devices and external systems, including supporting zero-trust controls.

An OT security platform needs to protect devices, employee & supply chain access, application access, the IT/OT convergence and integrated into the wider ecosystem of vendors.

SECURE NETWORKING

Perhaps the most visible area of OT security is Secure Networking as it enables OT systems to connect to the outside world. Some of these environments are quite harsh and so Fortinet offers a full range of hardened or rugged Firewalls, switches, access points and 5G extenders. And since it's often hard to get agents on OT devices, physical microsegmentation within the network stack is offered across the entire stack.

UNIFIED SASE —SECURE SERVICE EDGE

With many more devices connecting to cloud applications, it is critical to secure application access. In addition, some sites cannot host a full security stack, hence FortiSASE can provide security in the cloud rather than on the devices themselves.

SECURITY OPERATIONS

Most IT Information Security Systems do not understand an OT environment. They were designed originally to understand such devices and interactions with the physical world. Fortinet has added specific OT modules to IT SecOps products to work in an OT environment.

FORTINET OT SECURITY SERVICES

It's becoming more important to understand what each OT device is, what it does, how it's connected, and what it can talk to. This allows a more efficient NAC and microsegmentation strategy to be applied. It also allows virtual patching to be deployed to protect against urgent vulnerabilities. FortiGuard OT virtual patching, devices detection and analytics is the most comprehensive in the industry.

ECOSYSTEM PARTNERS

The OT ecosystem can contain many different types of vendors. Fortinet's focus is on two main groups, the first being Industrial Automation companies. We have developed partnerships with these global OT organizations where long-term the functionality will be fully integrated or in effect become OT-native within the overall solution. The second set of partners focus on identification and threat analysis of the specific OT environments and provide this information to Fortinet via Fabric-Ready technology integrations to facilitate determining what to allow or block. These include Armis, Claroty, Dragos, Nozomi Networks, and more.

RECENT ADDITIONS

And, Fortinet continues to expand what already stands as the industry's most comprehensive OT security platform, with the following new capabilities released earlier this year:

- Enhanced asset identification and OT network topology in the FortiOS OT
- View with configurable asset location to improve asset identity, location, and communication pathways.
- Expanded virtual patching capabilities and new capabilities in FortiOS. The introduction of virtual patching signatures in the FortiGuard OT Security Service provides wide-ranging vulnerability protection and unpatched OT asset shielding.

EXPANDING AI-DRIVEN OT SECURITY

Furthermore, Fortinet has introduced expanded OT capabilities in FortiSOAR, including the introduction of OT View – an IT/OT Overview dashboard with OT Asset management – and new compliance playbooks to increase OT network/asset visibility and remediation for OT. We have also added increased analytics and reporting capabilities in FortiAnalyzer, to further assist with regulatory compliance and security posture evaluations. Meanwhile, FortiNDR for OT provides network behavior analysis to identify known and unknown threats across the IT/OT infrastructure and detect OT network anomalies, and FortiDeceptor-as-a-Service offers expanded deception for OT and IoT with additional devices and protocols, and simplified deployments to streamline user experiences.

Fortinet remains committed to continuing to enhance what is already the industry's most comprehensive OT security platform.

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plex. There are not enough CSR experts, especially in small and medium-sized companies.

Przeździecki said that often small subcontractors are discouraged from entering into contracts with big companies facing their ESG requirements in proposed contracts. To change that attitude, the government "should publish some general recommendations for implementing ESG requirements across companies," he said.

SKILLS GAP

Manpower's Binkowski noted that there are not enough ESG experts in Poland, including professionals in direct and indirect environmental impacts, sustainable development strategies, and climate change. He added that operators of renewable energy sources complain about the lack of trained personnel such as engineers, mechanics, service people, and auditors. "The solution is education," Binkowski said, adding that there is a role to play for the government in helping educational institutions realign their curricula in accordance with future market demands.

Reskilling and upskilling the existing workforce is another way to address the problem. It is especially relevant in industries that "have no future", such as coal mining. Binkowski also noted that a more liberal system for granting work permits to foreigners is necessary to attract experts from other countries.

LIMITED ACCESS TO GREEN ENERGY

Another major problem signaled by the panelists was the availability of green energy. Aleksander Przeździecki said that the energy that BAT uses in its factory in Augustów is 100 percent green and produced locally. The company has built its green energy plant but to extend it, it had to ask the local government to get involved in the project to cut the red tape for issuing administrative permits. With the involvement of the Augustów Mayor, the company hopes to establish a green energy cluster that will supply not only the BAT factory but also other companies in the region. Time will only tell how long it will take, however.

Mariusz Wawer noted that 3M is working to build a photovoltaic farm to deliver green energy to one of its factories. He complained that there were impediments along the way. "A company may decide to build a green energy farm today, but it will have to wait for the next two years exchanging documents with the local zoning office," he said.

PepsiCo's Krzyżanowski voiced a similar problem. The company has built two photovoltaic farms for its factories totaling 5.5

megawatts/peak. The company plans to add a wind farm on one of its land plots, but the local authorities say they cannot update the zoning plan for another two years. It means that PepsiCo has to wait for two years before it can submit proper documents to the zoning authority asking it to change the zoning plan. The red tape may take another two years.

On another land plot, PepsiCo plans to build a wind farm. It is a perfect "wind-rich" plot in the middle of an industrial zone. However, there are some residential buildings within 750 meter range which disqualifies the plot from being granted a wind farm license.

CTP's Targowski said that investors with factories in Poland that want to build their renewable energy sources have no other choice but to do it on land plots that they own in the vicinity of their factories. However, for new investors, real estate companies, such as CTP, offer industrial space with access to land plots cleared for hosting wind farms or photovoltaic farms. This new trend in commercial real estate stems from examining the business perspective. "It is perhaps not the most efficient way for manufacturing companies to invest in building and maintaining renewable energy sources, but it seems companies with existing production facilities have little choice," Targowski said.

The panelists also talked about companies that buy green certificates for the energy they use. Because Poland has not signed the international insurance agreement for green certificates, companies in Poland cannot buy them in other EU member states and are limited to the domestic market only.

NEW PACKAGING REQUIREMENTS

Małgorzata Zaniewska noted that the regulations stemming from the European Green Deal have hugely impacted the packaging sector and also will have an impact on consumers. The introduction of new packaging and waste collection systems—such as the deposit system for drink packaging which comes into being in 2025—will bring the desired results only when consumers understand it. However, there is not enough information available in the public sphere about the requirements of the new collection system for consumers. "There are voices that the system does not meet business expectations", Zaniewska said. "This requires a discussion because if the system is not properly implemented its cost will be huge for business," she said.

According to Julian Krzyżanowski, the deposit system is key to the closed-circuit economy, and a vital source of material for

the producers of recycled bottles (rPET). Another product necessary for rPET production is recyclate. 90 percent of PepsiCo bottles in the market in Poland are 100-percent-rPET. However, because of the shortages of high-quality recyclate in the domestic market, PepsiCo has to buy it abroad, which boosts recycling costs for the company.

UTILIZING POLAND'S PRESIDENCY

According to Adrian Kondaszewski from the Ministry of Climate and Environment, the exchange of ideas between business and government initiated by the AmCham Manufacturer's Forum this year came at the right moment. The ministry can use the accumulated information on the European level during the Polish presidency of the European Union which starts in January next year.

While Poland will continue the EU green transformation Policy, the country will also emphasize the need to balance it with the competitiveness of the EU economy. "The Polish presidency will not question the green transformation but intends to underline the need for the EU economy to be competitive," Kondaszewski said.

"We have initiated such dialogue with the European Commission and other EU member states," he added.

When it comes to the regulatory environment in Poland, Kondaszewski said the ministry has had a good dialogue with the largest industries in the country. "We have had useful feedback from big companies," he said. However, he complained that medium-sized and small companies have not been actively engaging in a dialogue with the ministry. The areas of discussion formed by the AmCham Manufacturing Forum can result in delivering vital feedback for the ministry. "It is a good moment to share your views and opinions," Kondaszewski said.

TECHNOLOGY AND PEOPLE

The participants of the final panel discussion held at the AmCham Manufacturers' Forum, entitled "Industry 5.0 — Technologies and People", focused on the role of workers in the increasingly robotized, computerized and interconnected work environment. The panelists were Ignacy Niemczycki, Secretary of State at the Chancellery of the Prime Minister; Joanna Chmielak, Enterprise Sales Manager for Poland at Fortinet; Łukasz Gazecki, Senior Cyber Threat Intelligence Analyst at PepsiCo Poland; Michał Maśko, Strategic Initiatives Director EMEA at Sherwin-Williams; Stanisław Motylski, VP Operations and General Manager at Flex; Kamil Sadowicz, Manpower Polska Director; and

THE ART OF ADAPTABILITY

By Kamil Sadowniczyk, Labor Market Expert, Director of Manpower in Poland

Effective alignment of competencies and employee skills in the reality of Industry 5.0 and the next technological revolutions



The pace of industrial technology development is accelerating rapidly, which means that in the next decade we can talk about Industry 6.0 or even 7.0. What technology will it be based on? How will this affect production processes? What professions will be affected by the changes? If we do not yet know the answers to these questions, how can young people predict which professions will be the future? And how do we adapt our education system to the technologies yet to come? Similar questions can be multiplied, however, at present the only pertinent answers remain flexibility and openness to adapt to change, which applies to all participants in the process. For a long time, there has been talk about the need for the educational system to focus on teaching

universal skills, such as teamwork, soft skills, communication, the ability to analyze data or draw critical conclusions, while using the latest technological tools. Of course, the more specialized the field, the greater the need to train specific hard competencies, especially in the medical, legal and engineering professions. However, the importance of developing these skills over the course of a career will be significantly less, even in these positions. In the face of rapid technological development, no education system can keep up with changes quickly enough to adapt to the needs of the economy. It is the employers who have the greatest ability to efficiently adjust their training programs, affecting the maximization of efficiency. Companies are adapting the latest technologies, have practical knowledge, and have a direct interest in developing the right competencies among their employees as soon as possible. All of this, combined with record-low unemployment, makes it ideal to upgrade workers' skills. Many employers are already investing significant resources, demonstrating that it is possible to prepare their staff in a timely manner for innovative production processes.

What can legislators do to streamline this process, and maximize its effectiveness? Analyzing the structure of budget expenditures in Poland, particularly the Labor Fund, which allocates most of its funds to support the unemployed, it is clear that there is still room for change. The examples of European countries, including Italy, that have implemented practical solutions can inspire us. Such proposals as exempting the employer from part of the mandatory contributions to the Labor Fund, provided they are used for training purposes, would be worth noting. Such a strategy shortens the administrative

process in which money first goes into the fund and only later is it used to implement the courses. For example, if an organization with 1,000 employees, with salaries at the national average, had 10 percent of the contribution paid to the Labor Fund alone, it could set aside an additional PLN 100,000 a year for training. On the other hand, an employer with 10 employees could gain PLN 1,000, which would make it possible to organize the necessary training program for one of its employees. Another alternative is tax credits calculated on the tax base less expenses for training programs, up to a set annual limit based on the number of people employed. Both recommendations will not fully fund the needs of employers, but they could be the beginning of a change, a step toward flexible use of upskilling funds. It's also an option to adapt to current technological conditions, while minimizing the cost of process administration.

TALENT ACADEMY

Regardless of the direction of change, the need to support upskilling and reskilling activities is indisputable. Employers are intensively developing training programs, keeping in mind both highly skilled personnel and lower- and mid-level employees, who make up the majority of those employed in the industry sector. It is worth noting that state-of-the-art machines designed by engineers require skilled people to operate them. This is where the huge potential of the Polish economy lies—in employees with experience in diverse production processes who need support in improving their competence. One example is the "Talent Academy," a joint initiative between Manpower and the Dell Factory in Lodz, Poland. The project was based on the international MyPath program, under

which Manpower has already influenced the careers of more than 200,000 employees. Our goal was to tailor the offer to the needs of the employees, so the action plan was developed based on the results of a survey of the company's staff. Twenty employees of the Dell Factory in Łódź qualified for the "Talent Academy," taking part in numerous training courses in the area of soft and hard competencies over a period of six months. The series of courses was very well received, and some participants were promoted to higher production positions. The success has meant that the next edition will soon be launched. It is worth noting that the development of the new technology industry, of which the Dell factory in Lodz is a part, is largely dependent on a motivated and qualified team. In order to provide top-notch solutions to customers, the company has been investing in its staff for years and the "Talent Academy" is another step on this path.

Industry 5.0 represents an opportunity for the Polish economy, which has potential built through strong and innovative industry. More and more research and development centers are being established in the country, which testifies to the high level of our human resources. The challenge is to maintain growth momentum in the face of increasing global competition, as well as declining advantages in the form of low labor costs or accelerating technological change. As in previous technological revolutions, human beings remain at the center of Industry 5.0, both as recipients of solutions and as co-creators and beneficiaries. It is crucial to involve all labor market stakeholders in the implementation and promotion of programs that will adapt and improve workers' competencies.

COVER STORY

AMCHAM 2024 MANUFACTURERS' FORUM

Piotr Skaldawski, Country Governance Leader, HR Director at 3M Poland. Bartosz Ziółek, Head of Digital Solutions at Santander Bank Polska, moderated the discussion.

HUMANS AT THE CORE

According to Piotr Skaldawski, Industry 5.0, or the next step in the ongoing evolution of the industry, is not about taking jobs away from workers but placing them in new positions where they supervise machinery and utilize new technologies that help them make decisions and, most importantly, unleash their creativity and determination to succeed for the company. "The collaboration or partnership between human workers and the machine is plain to see at our factory," Skaldawski said, adding that before the technological change, many people who are now in new positions used to provide physical labor on the assembly line.

He noted that Industry 5.0 at 3M is about utilizing the skills and talents of "exceptional people who pursue their dreams." For this purpose, they are equipped with various Industry 5.0 tools, such as AI.

Stanisław Motylski said that traditionally people perceived work on the assembly line as dull and requiring physical strength. This perception needs to change. "Today, it is not about physical strength anymore," he said.

He added that dull labor that requires strength is now performed by machinery. "With this, we can improve work efficiency at our factories," he said.

Michał Maśko noted that in the chemical industry, people are indispensable because their work experience and knowledge are unique. Yet, there is hope that AI, when implemented across the company, will enable them to innovate faster. "We have developed a type of paint that is safe for food containers. It took 10 years of work and EUR 8 million to develop. With AI we could have achieved that faster and for less. We hope AI will improve our work efficiency," he said.

AI will also help the company increase competitiveness in the regulatory area, allowing it to generate data points for sustainability reporting and other purposes faster and error-free. "AI will become an indispensable part of our professional life, but Industry 5.0 will not eliminate humans in the workplace," Maśko said. "Industry 5.0 is just another revolution in the ongoing technological progress. All the past four did not push humans away either," he said.

CHANGING EXPECTATIONS

Because they deliver value for companies, humans will remain at the center of technological progress with Industry 5.0 and

beyond, said Kamil Sadowniczyk. However, the speed of changes has made the business sector evolve the way they approach potential employees—they no longer expect that prospective hires can learn at schools and universities everything they need to know to work because "no educational system is capable of adjusting its curricula fast enough to keep up with the evolving needs of business," said Sadowniczyk.

It is just enough for companies that prospective workers have soft competencies, problem-solving skills, language skills, and general knowledge in science, technology, engineering, and mathematics. Everything else they need to know to start work they will get through training at the company. "Reskilling and upskilling are becoming increasingly important," said Sadowniczyk. He noted that in some EU countries, companies that send their workers for reskilling and upskilling get tax incentives, which helps them respond quickly to the changing business reality. One way to help companies finance retraining programs may be through the Labor Fund—a government-run fund designed to battle unemployment. The amount companies paid to the fund through obligatory fees totaled PLN 9 billion in 2022, of which only 9 percent was used to finance training programs for the unemployed. According to Sadowniczyk, the unemployment rate is low, and the government does not have to spend big money to fight it. On the other hand, he noted that one in ten companies complain about not being able to find competent experts for their business.

KEEPING INDUSTRY SAFE

While industries depend heavily on computer systems, software and interconnectivity, they tend to increase their expenditures on cybersecurity. Joanna Chmielak said that in value, cybersecurity is the third-largest business globally, displaying the fastest growth rate year-on-year among other industries. "It is so because cybersecurity is no longer about protecting hardware and software but about protecting people, companies and critical infrastructure," she said. The importance of cybersecurity is best exemplified by PepsiCo which has its cybersecurity teams in three hubs globally, including one in Poland. "Factories need to work nonstop," said Łukasz Gazecki. "Meanwhile, altering critical parameters for the machinery may endanger the workers. If someone breaks into the computer network and changes some critical parameters, factories may malfunction and output low-quality products, or even products that are dangerous to the consumer," he

added.

The situation is even more critical than in the past. As AI can boost the effectiveness of legitimate businesses, the same technology can empower digital criminals. Add to it the geopolitics and you will have a rather concerning picture.

"We keep our digital infrastructure safe, but it is equally important that we educate the workers about cybersecurity," Gazecki said, noting that PepsiCo is not at the forefront of the cyber war, unlike infrastructure companies.

Fortinet's Joanna Chmielak noted that to prevent cyber threats, companies need a common platform to share information about potential cyber threats to enable cyber security teams to take adequate action. "We work with the European Commission and the governments of EU member states and offer our training courses on cybersecurity," she said.

GOVERNMENT PRIORITIES

According to Ignacy Niemczycki, safeguarding the manufacturing sector's competitive edge in the EU is an important element of the union's economic development policy. However, it is not clear if the policy itself is good enough. "Some regulatory frameworks in the EU are designed as if the union was the most technologically advanced economy in the world and to such a degree that it can impose its standards globally," Niemczycki said, adding that this assumption is wrong. The EU lags behind China and the US in technological advancement. According to estimates, the EU must spend EUR 800 billion annually on R&D to catch up with China and the US.

Niemczycki said that while the ongoing technological revolution offers opportunities for the manufacturing sector to increase its competitiveness, it is hard for the government to decide which technology it should support through regulatory measures. "Today we are talking about technologies that nobody even knew would exist 10 years ago," Niemczycki said. He added that China has a support system to help develop strategic economic sectors. In turn, the US has the Inflation Reduction Act (IRA), which offers state support to several industries. "Such mechanisms are impossible to exist in the EU because they resort to taxation while in the EU taxation is in the domain of its member states. Some EU states believe that they should use public aid to help grow some sectors of their economies, but other states urge against it arguing that such aid delivered on the national level would shutter the common market of the EU. Poland is among the latter," Niemczycki said.



Wind farms comprise a significant part of Tauron's green transformation strategy.

Tauron Delivers Momentum to Green Transformation

The energy group will deliver three new wind farms by the end of 2024, following the recent announcement of its construction plans for the second-largest wind farm in Poland. In addition, this year, the energy giant plans to reveal its new strategy to reach climate neutrality by 2040.

TAURON has been actively greening its energy mix output. According to the plan, this year the company will boost the share of energy it generates from renewable energy sources. "As Tauron, we have intensified our work to boost the energy output from our onshore wind farms", says Michał Orłowski, Vice-President of the TAURON Management Board for Asset Management and Development. "In sync with our present strategy, we will add 1.1 gigawatts by 2030. Our goal

is to increase the energy we produce from renewable energy sources, which is why this year we will announce our new updated strategic goals," Orłowski said.

In September, TAURON signed a contract to purchase a wind farm project with an ultimate power capacity of approximately 190 megawatts, which equals the energy delivered by the widely-used coal-powered power block in Poland. The project, located in Miejska Górka, is scheduled for delivery by 2027.

The power plant will cover the energy demand of nearly 200,000 households. The project for the construction is ready. The construction on the side is scheduled to commence shortly.

The total value of the project is

nearly PLN 1.9 billion.

TAURON's project in Miejska Górka is the energy giant's 17th wind farm. Wind farms comprise a significant part of the group's green transformation strategy. At present, five onshore schemes, totaling 164 megawatts, are under construction. Three of them, totaling 120 megawatts, will be put online this year, while the remaining two (totaling 44 megawatts) will start delivering electric power in 2025.

TAURON'S GREEN MEGAWATTS

In addition, TAURON has been investing heavily in large-scale photovoltaic farms and energy storage facilities. Presently, three photovoltaic installations, totaling nearly 200 megawatts, are

under construction.

In October, TAURON completed the feasibility study for the Różanów II pumped storage power plant. The facility has a power of approximately 700 megawatts and an energy-storage capacity exceeding 3 gigawatts per hour.

The project is also a part of the anti-flooding system in the region. Thanks to it, the Rożnów Lake will be able to take in up to 10 percent of the Dunajec River flood water.



At present, TAURON has five onshore wind farms under construction.



Three of TAURON's wind farms currently under construction will be put online this year.

AMCHAM

MANUFACTURERS' FORUM 2024

THE 2024 AMCHAM MANUFACTURERS' FORUM ENGAGED AMERICAN INVESTORS AND POLISH AND US GOVERNMENT OFFICIALS IN A STAKEHOLDER DIALOGUE ENTERING AROUND THE COMPETITIVENESS OF THE POLISH ECONOMY AND GREEN TRANSFORMATION. IN PICTURES: 1. US AMBASSADOR MARK BRZEZINSKI. 2. AMCHAM CHAIRMAN TONY HOUSH. 3. IGNACY NIEMCZYCKI, SECRETARY OF STATE, CHANCELLERY OF THE PRIME MINISTER. 4. MICHAŁ JAROS, SECRETARY OF STATE, MINISTRY OF ECONOMIC DEVELOPMENT AND TECHNOLOGY. 5. ADAM NOWAK, UNDERSECRETARY OF STATE, MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT. 6. SARAH MORGENTHAU, SPECIAL REPRESENTATIVE, OFFICE OF COMMERCIAL AND BUSINESS AFFAIRS. 7. DAGMARA PIASECKA-RAMOS, GENERAL MANAGER AND CEO PEPSICO POLAND, ADDRESSES THE FORUM VIA A VIDEO MESSAGE. 8. MAREK ŻÓŁTOWSKI, SENIOR REGULATORY MANAGER, BAT POLAND. 9. PIOTR GOŁĘBIOWSKI, VICE PRESIDENT OF THE MANAGEMENT BOARD

FOR TRADE, TAURON. 10. EWA MIKOS-ROMANOWICZ, CO-CHAIR OF AMCHAM INDUSTRY & ENERGY COMMITTEE (SIEMENS). 11. JERZY KOZICZ, CO-CHAIR OF AMCHAM INDUSTRY & ENERGY COMMITTEE (CMC). 12. MARIUSZ WAWER, CHAIR OF AMCHAM SUSTAINABILITY COMMITTEE (3M). 13. MAREK ŻÓŁTOWSKI; ADAM NOWAK; MICHAŁ JAROS; MARK BRZEZINSKI; TONY HOUSH. 14. ADAM NOWAK; ANDRZEJ DYCHA; PRESIDENT, PAIH. 15. ŁUKASZ CHYLA, FULBRIGHT; ANGELIKA SZUFEL, CMS; KAROL WARKAOMSKI, SKYBORN. 16. ANDRZEJ DYCHA; TONY HOUSH. 17. JERZY KOZICZ; EWA MIKOS. 18. MATEUSZ JURCZYK, MARTA PAWLAK, AMCHAM; ANDRZEJ DYCHA. 19. TONY HOUSH, BARBARA STEPNOWSKA, AMCHAM. 20. ŁUKASZ GAZECKI, JULIAN KRZYŻANOWSKI, TOMASZ BRONNY, PEPSICO. 21. MATEUSZ JURCZYK, AMCHAM; IGNACY NIEMCZYCKI; MARIUSZ WAWER. 22. ROBERT BASIAK, GE VERNOVA; PIOTR ZYGMUNT, MANPOWERGROUP.





THE FIRST DISCUSSION HELD AT THE MANUFACTURERS' FORUM WAS ENTITLED "POLAND—A GLOBAL VALUE CHAIN LINK". THE PANELISTS WERE ANDRZEJ DYCHA, PRESIDENT OF THE POLISH INVESTMENT AND TRADE AGENCY (PAIH); MAREK ŻÓŁTOWSKI, SENIOR REGULATORY MANAGER AT BAT POLAND, A CONSUMER PRODUCT MANUFACTURER SPECIALIZING IN TOBACCO PRODUCTS; PIOTR ŁADA, HEAD OF PROJECT MANAGEMENT AT HILLWOOD POLSKA, A DEVELOPER AND INVESTOR IN LOGISTICS, WAREHOUSE, INDUSTRIAL, AND E-COMMERCE FACILITIES; TOMASZ BRONNY, PEPSICO SENIOR PLANT MANAGER; KRZYSZTOF CZAJKA, VICE PRESIDENT FOR SALES AT TAU-

RON; AND PAUL ARMSTRONG, CHIEF OPERATING OFFICER OF TSL, A PROVIDER OF DESIGN AND BUILD SOLUTIONS FOR TECHNICAL CONSTRUCTION PROJECTS. MATEUSZ JURCZYK, AMCHAM KATOWICE AND KRAKÓW DIRECTOR, MODERATED THE DISCUSSION.

IN PICTURES: 1. PAUL ARMSTRONG; PIOTR ŁADA; MAREK ŻÓŁTOWSKI; MATEUSZ JURCZYK; ANDRZEJ DYCHA; TOMASZ BRONNY; KRZYSZTOF CZAJKA. 2. PAUL ARMSTRONG. 3. PIOTR ŁADA. 4. MAREK ŻÓŁTOWSKI. 5. TOMASZ BRONNY. 6. KRZYSZTOF CZAJKA. 7. ANDRZEJ DYCHA. 8. MATEUSZ JURCZYK.





"GREEN MANUFACTURING" WAS THE TITLE OF THE SECOND PANEL DISCUSSION. THE PANELISTS WERE ADRIAN KONDASZEWSKI, INTERNATIONAL CO-OPERATION DEPARTMENT DIRECTOR AT THE MINISTRY OF ENVIRONMENT AND ENVIRONMENT; MAŁGORZATA ZANIEWSKA, COUNTRY MANAGER NEE, AVERY DENNISON; JULIAN KRZYŻANOWSKI, CORPORATE AFFAIRS MANAGER AT PEPSICO POLSKA; ADAM TARGOWSKI, GROUP HEAD OF ESG MANAGEMENT AT CTP; ALEKSANDER PRZEŹDZIECKI, FACTORY LEGAL AND PUBLIC AFFAIRS MANAGER, BAT POLAND; PAWEŁ BINKOWSKI, MARKETING AND INNOVATION DIRECTOR, MANPOWER POLSKA; MACIEJ TARNAWSKI, MANAGING DIRECTOR, HEAD OF GLOBAL DEBT FINANCING IN POLAND AT SAN-

TANDER; AND MARIUSZ WAWER, HEAD OF GOVERNMENT RELATIONS AND ESG AT 3M CEE. ANGELIKA SZUFEL, ADVOCATE AND COUNSEL AT CMS POLAND, MODERATED THE DISCUSSION.

IN PICTURES: 1. ADAM TARGOWSKI; MAŁGORZATA ZANIEWSKA; JULIAN KRZYŻANOWSKI; ADRIAN KONDASZEWSKI; ANGELIKA SZUFEL; MARIUSZ WAWER; ALEKSANDER PRZEŹDZIECKI; PAWEŁ BINKOWSKI; MACIEJ TARNAWSKI. 2. MAŁGORZATA ZANIEWSKA. 3. MARIUSZ WAWER, 3M. 4. ALEKSANDER PRZEŹDZIECKI. 5. MACIEJ TARNAWSKI. 6. PAWEŁ BINKOWSKI. 7. ADAM TARGOWSKI. 8. ADRIAN KONDASZEWSKI. 9. JULIAN KRZYŻANOWSKI. 10. ANGELIKA SZUFEL, CMS.





THE PARTICIPANTS OF THE FINAL PANEL DISCUSSION, ENTITLED "INDUSTRY 5.0—TECHNOLOGIES AND PEOPLE", WERE IGNACY NIEMCZYCKI, SECRETARY OF STATE AT THE CHANCELLERY OF THE PRIME MINISTER; JOANNA CHMIELAK, ENTERPRISE SALES MANAGER FOR POLAND AT FORTINET; ŁUKASZ GAZECKI, SENIOR CYBER THREAT INTELLIGENCE ANALYST AT PEPsiCo POLAND; MICHAŁ MAŠKO, STRATEGIC INITIATIVES DIRECTOR EMEA AT SHERWIN-WILLIAMS; STANISŁAW MOTYLSKI, VP OPERATIONS AND GENERAL MANAGER AT FLEX; KAMIL SADOWNICZYK, MANPOWER POLSKA DIRECTOR; AND PIOTR SKALDAWSKI, COUNTRY GOVERNANCE LEADER, HR

DIRECTOR AT 3M POLAND. BARTOSZ ZIÓŁEK, HEAD OF DIGITAL SOLUTIONS AT SANTANDER BANK POLSKA, MODERATED THE DISCUSSION.

IN PICTURES: 1. KAMIL SADOWNICZYK; MICHAŁ MAŠKO; PIOTR SKALDAWSKI; IGANCY NIEMCZYCKI; BARTOSZ ZIÓŁEK; STANISŁAW MOTYLSKI; ŁUKASZ GAZECKI; JOANNA CHMIELAK. 2. IGANCY NIEMCZYCKI. 3. PIOTR SKALDAWSKI. 4. KAMIL SADOWNICZYK. 5. JOANNA CHMIELAK. 6. MICHAŁ MAŠKO. 7. STANISŁAW MOTYLSKI. 8. ŁUKASZ GAZECKI. 9. BARTOSZ ZIÓŁEK.



September

NOTHING ABOUT US, WITHOUT US

In September, AmCham members met at the Warsaw Presidential Hotel to discuss the top issues that business had brought to the agenda of the Economic Forum in Karpacz.

The speakers represented some of the Partners of AmCham Diner in Karpacz: Anna Borys, Market Impact Lead & Board Member of McDonald's Polska; Marcin Krasuski, Head of CEE Government Affairs and Public Policy, Google; and Mariusz Wawer, Head of Governmental Relations & Sustainability/ESG for Poland & East Europe Region, 3M Poland. Tony Housh, AmCham Chairman, moderated the discussion.

Anna Borys said that several issues critical for the food industry had been on the agenda in talks between business and policymakers in Karpacz.

One of them related to farmers, who need a support mechanism to help them go through the green transition. "It will not happen without state aid," she said. "We hope that Poland will use its Presidency of the EU Council to safeguard food safety and a safe green transition," she said.

She also said that regardless of the industry and economic sector, market overregulation

is a problem for business. "How problematic it can be is best indicated by problems in implementing the Single Use Plastic Directive," Borys said. "They include the absolute lack of clarity in the regulations introduced in Poland, which created chaos for our franchisees," she said.

The same opinion was voiced by Marek Żółtowski, who said that while the government makes quite an effort to conduct proper dialogue and consultations with businesses, it tries to introduce too many new regulations in too short a time, with which it resembles the actions of the former government when it had attempted to speed its reforms dubbed "The Polish Deal" and created regulatory chaos. "We do not know the level of taxation BAT will be under in January 2025—three months from now—which disrupts our business planning," Żółtowski said.

Marcin Krasuski noted that overregulation also impacts the technology sector, and said he hoped that the Polish Presidency of the EU Council will address this issue of the EU regulatory framework negatively affecting the competitiveness of the EU economy and thwarting the potential of the EU single market. "Small and medium-sized businesses

would like to operate in the EU market on a single license and have the same regulatory conditions across all the EU," Krasuski said.

Mariusz Wawer said that Karpacz had offered "frank discussions about challenges companies have with implementing their ESG sustainability policies. But it all must be done with such a pace that companies do not lose their competitiveness."

In their talks with regulators in Karpacz, the business sector had expressed their concerns about the number of new EU directives lined up for the coming two to three years, which are bound to create problems for companies in navigating through new regulations, requirements and obligations.

Wawer also said that in Karpacz, business had made it clear to the government that a more carbon-neutral energy mix should be available in Poland as soon as possible.

With this came the issue of sharing the costs of decarbonization. Wawer noted that the private sector is meant to shoulder some 85 to 90 percent of the price of decarbonization, but it will be impossible for companies to find the money for it and not go bust. "We need some incentives from the government to keep our competitiveness," Wawer said.

October

PRIORITIZING FOR THE COMMON FUTURE

AmCham devoted its October Monthly Meeting to discussing the objectives of the Polish Presidency in the EU Council with guest speakers Magdalena Sobkowiak-Czarnecka, Undersecretary of State for EU Affairs Division at the Chancellery of the Prime Minister of Poland; Susan Danger, CEO of the American Chamber of Commerce to the European Union; and Paul Jones, former US Ambassador to Poland, and currently International Affairs Advisor in Squire Patton Boggs' Public Policy practice.

Magdalena Sobkowiak-Czarnecka gave an overview of the government's priorities for the Polish presidency of the EU Council, listing military security as priority number one, which entails the capacity to produce enough defense equipment in the EU and the ability for Poland to secure its border with Belarus. The border problem is not a migration problem but a part of the Russia-sponsored hybrid war. Poland needs additional financing from other EU member states to tackle it, the undersecretary said.

Economic security is also at the top of the Polish presidency's agenda, including opening up the EU single market potential. "We will have

to talk about developing the single market, especially in services," she said.

Poland will also focus on the future of the EU cohesion policy which was dismantled during the Covid-19 pandemic, and now the Polish government believes, should be reinstated "as it stood before the pandemic," the undersecretary said.

Food safety will also be high on the agenda as its shape will be determined by the next EU Monetary Financial Framework (MFF). "The European Commission has until the end of our presidency to show the plan for the new MFF, and they will do it on the very last day of our presidency, which is why the unofficial part of MFF negotiations is important," Sobkowiak-Czarnecka said.

The Polish presidency will also focus on climate security. "There are professional groups that do not pay enough attention to climate change. Farmers are among them. They should care much more about it because climate change hurts their business," she said.

Energy security is another focus area for the Polish presidency. "Energy in the EU is too expensive especially when compared with the US which makes us less competitive," she

said.

The Polish presidency of the EU Council will also focus on health security, including mental health, and information security—including AI. The speaker noted that in addition to these main focus areas, each government ministry will produce their own "sectoral" priorities.

GLOBAL VIEW

Susan Danger said that what the EU Council should pay attention to is the growing gap in GDP generation between the EU and China and the US. "We shouldn't be complacent about it," Danger said, adding: "You need the economy to do well to fund the security".

Paul Jones noted over the last 10 years, the US has grown significantly more than the EU economically, technologically and militarily. With it, the transatlantic relationship "is at an inflection point," as he put it. "The US is shifting its focus to Asia. Across the political spectrum Europe will be increasingly seen as secondary theatre strategically by the US and one in which there will be a little bit of political expectation that the EU should support the US in its contest with China over technological and military supremacy," he said.

October

BUDGETING GROWTH AND SECURITY

In October, AmCham membership met for the second time in the monthly meeting formula, this time with Andrzej Domański, Minister of Finance, to discuss Poland's economic outlook in the fast-changing geopolitical reality. The minister said that Poland continues to be "a unique investment destination" offering stable economic growth. He noted that the 2024 economic growth forecast for the eurozone is at 0.9 percent GDP growth, and Poland is expected to generate an impressive 1.5 percent GDP growth. In 2025, the eurozone countries are forecast to crank out growth of 3 percent GDP while Poland—4 percent GDP.

The minister noted that Poland benefits from the reshuffle of supply chains from Asia. "The global economy is facing political crisis: the Covid-19 pandemic unmasked the fragility of the global supply chain and in 2022 Russia weaponized the energy supply which sparked an energy crisis and caused volatility in the global food market," he said. "The era of hyper-globalization is giving way to what experts call slowballization with trade and investment between the US and China declining. Nearshoring and friend-shoring offer new opportunities for Poland," Minister Domański said.

Addressing specific issues, such as energy transition, the minister said, the EU needs to invest EUR 800 billion in it. "This capital could be found in national budgets of EU member states, and in the EU," the minister said. "But every finance minister wants to secure private capital as well because investing in the

green energy transition in Europe, including in Poland is one of the best investment opportunities," he said.

ENERGY SECURITY

He noted that Poland and the US are committed to enhancing cooperation in energy security. The first Polish nuclear plant will be built by Westinghouse and Bechtel—both American companies. "PLN 4.6 billion has been secured in the 2025 budget for this, and I'm very much looking forward to the successful completion of this project," he said. The minister said that the US is also Poland's solid partner in the LNG sector. "We are more than open to exploring other areas of cooperation, such as hydrogen," he added.

INVESTING IN DEFENSE

Minister Domański also said that next year, Poland plans to boost its investment in the defense sector significantly. "US companies are more than welcome to increase their investments in military technology and cybersecurity in Poland," he said, adding that in 2024, Poland will have spent 4.2 percent of its GDP on defense and 4.7 percent GDP in 2025.

A significant part of the spending goes into procuring new equipment, including in the US. "We are happy with this cooperation," the minister said, adding that in 2022-23, Poland topped the list of allied countries in terms of the value of signed contracts with the US defense sector, totaling USD 31 billion.

GROWTH POTENTIAL

The minister noted that the Polish-American trade partnership is robust, resilient, and continuously expanding. "We are proud to host the largest number of US investment projects in the entire CEE. 2023 was a record year for the Poland-US trade with a turnover of nearly USD 28 billion, compared to USD 19.5 billion two years earlier. The growth dynamic is impressive," he said.

The minister noted that over 2,000 companies with American capital are in business in Poland. In total, they have invested the equivalent of 3.9 percent of Poland's GDP, which translates into 327,000 jobs in the Polish economy.

The speaker said that sectors with growth potential include renewable energy, IT, cybersecurity, biotech, space and aerospace.

The minister said that the government is open to working with US partners on key technologies that can "enhance cyber security, industrial innovation, and promote mutual security and resilience."

He noted that the government is aware of issues voiced by foreign and domestic investors who complain about complexity of the system and administrative burdens with tax procedures. "It has been acknowledged. Recently, the government introduced the minimum of six months of *vacatio legis* which offers enough time for companies to adapt to new regulations," Minister Domański said.

OBITUARY

ALICJA MALECKA 1946-2024

The AmCham community was deeply saddened by the passing of Alicja Malecka, a former AmCham Poland Board member and a highly influential figure in Poland's financial market in the 1990s. Economist and banker, Malecka is renown for setting up the very successful first mutual fund in post-communist Poland, Pioneer, of which she became Chairperson in



1992. The fund was owned by the Boston-based Pioneer Fund. Malecka was instrumental in helping Pioneer win institutional investors, and helped its parent company set up a similar fund in the Czech Republic. Malecka's pioneering leadership helped shape the financial and economic landscape in Poland, leaving an enduring legacy.

POINT OF ENGAGEMENT

AS THE BUSINESS ENVIRONMENT EVOLVES, AMCHAM DINER IS DRIVING CHANGE BY PROVIDING AMERICAN BUSINESS WITH STAKEHOLDER DIALOGUE OPPORTUNITIES TO ENSURE ITS LONG-TERM SUCCESS AND SUSTAINABILITY.

AmCham Diner at the 33rd Economic Forum in Karpacz brought together representatives of American business in Poland with local and central government officials for stakeholder meetings and discussions. Among them were Władysław Kosiniak-Kamysz, Deputy Prime Minister and Minister of National Defense, and Krzysztof Gawkowski, Deputy Prime Minister and Minister of Digital Affairs. Discussions underlined the essential need to strengthen business-to-government dialogue and emphasized the vital role of American investment in boosting the growth of the Polish economy and its stability.

BUSY NETWORKING

AmCham Diner was filled with discussion panels and receptions for a wide range of stakeholders. The discussions delved into all the current issues concerning the Polish and global economies but also addressed a spectrum of priority topics crucial for American investors active in the Polish market.

The Diner's interior design reflected the upcoming US presidential elections, featuring life-size cardboard cutouts of the two main candidates, for the participants to take pictures with.

Among the guests visiting AmCham Diner were Andrzej Szejna, Secretary of State at the Ministry of Foreign Affairs; Jan Szyszko, Secretary of State at the Ministry of Development Funds and Regional Policy; Adam Nowak, Undersecretary of State at the Ministry of Agriculture and Rural Development; Dominik Rozkrut, President of Statistics Poland (GUS); Zbigniew Derdziuk, President of the Social Insurance Institution (ZUS); Paweł Jaroszek and Sławomir Wasilewski, Members of the Board of Social Insurance Institution (ZUS); Marcin Graczyk, Spokesperson at the Polish Investment and Trade Agency; Mariusz Filipek, Deputy Ombudsman for Small and Medium-Sized Enterprises and Plenipotentiary of the Minister of Development and Technology for Deregulation and Economic Dialogue; Aleksander Siemaszko, Director of the Department of Trade and International Cooperation at the Ministry of Economic Development and Technology; Rafał Hryniewiecki, Director of the Department of Economic Cooperation at the Ministry of Foreign Affairs; Maciej Miłkowski, Former Under-

secretary of State at the Ministry of Health; Václav Pláténik, Deputy Minister of Health in Czechia; Katarzyna Sójka, Member of the Parliament, Deputy Chairman of the Parliamentary Committee on Health; Arkadiusz Sikora, Member of the Parliament, Deputy Chairman of the Parliamentary Committee on Economy and Development; Ryszard Petru, Member of the Parliament, Chairman of the Parliamentary Committee on Economy and Development; Rafał Komarewicz, Deputy Chairman of the Committee on Energy, Climate, and State Assets; Norbert Pietrykowski and Przemysław Wipler, Members of the Parliament; Konrad Fijołek, Mayor of Rzeszów; Jakub Kwaśny, Mayor of Tarnów; Łukasz Sek, Deputy Mayor of Kraków; Jakub Mazur, Deputy Mayor of Wrocław; Paweł Gancarz, Marshal of the Dolnośląskie Voivodeship; Michał Rado, Deputy Marshal of the Dolnośląskie Voivodeship; Krzysztof Jan Klęczar, Voivode of the Małopolska Region; Jakub Kosek, Chairman of the Kraków City Council; Maciej Zathey, Director of the Institute for Regional Development of the Dolnośląskie Voivodeship; Magdalena Okulowska, President of the Board of the Wrocław Agglomeration Development Agency; Katarzyna Szymczak-Pomianowska, Director of the Department of Strategy and Sustainable Development at the Wrocław City Hall; Andrzej Szarata, The Rector of the Kraków University of Technology; and Derek Swanson, Economic Officer, Erik Anderson, Deputy Economic Officer, and Anna Jaros, Economic Specialist at the US Embassy Warsaw.

PANEL DISCUSSIONS

During the conference, AmCham held three panel discussions, which were parts of the conference's official debating program. The first discussion was entitled The Future of American Investment in Poland. The speakers were representatives of leading American investors in Poland with a significant contribution to the generation of FDI to the country: Marta Poślad from Google, Elżbieta Czetwertyńska from Citi Handlowy, Ewa Łapińska from Mars Wrigley, Sławomir Żygowski from GE Vernova, Adam Rogacz, McDonald's Polska, and Dominika Kawala from 3M Polska. The discussion was moderated by Adam Czerniak from Polityka Insight.

Another AmCham panel discussion was entitled New Directions in the EU Policy—American Investors on the Prospects of the Polish Presidency of the EU Council. The panelists were representatives of some of the largest American investors in Poland: Jolanta Jaworska, IBM; Mariusz Wawer, 3M Polska; Anna Borys, McDonald's Polska, Michał Fura, BAT; Mariusz Mielczarek, Amazon, and Jakub Turowski from Meta. The discussion was moderated by Marta Pawlak, AmCham Legal and Public Policy Director.

Representatives of the American tech sector took part in another AmCham debate, entitled The Economic Potential of New Technologies. They were Aleksandra Kosela from BAT; Tomasz Okoński, GE Vernova; and Marcin Krasuski, Google. The discussion was moderated by Natalia Mileszyk from CEC Group.

ADDITIONAL EVENTS

The Diner was the venue of two breakfast meetings, with the AmCham Pharma Committee, and 3M, and two cocktail receptions, sponsored by Citi Handlowy, and BAT Poland.

AmCham Diner partnered with Polityka Insight, a market intelligence company affiliated with the weekly *Polityka*, whose journalists conducted interviews with, among others, AmCham Chairman Tony Housh, Adam Manikowski from Żabka Group; Mariusz Wawer from 3M Polska; Roman Jamiolkowski from BAT Poland; Marcus Becker from GE Vernova; Tomasz Rogacz from McDonald's Polska, Jakub Turowski from Meta, and Ewa Łapińska from Mars Wrigley.

SPONSORS

The AmCham program at the 33rd Economic Forum in Karpacz would not have been so rich and diverse had it not been for the AmCham Diner Partners: Żabka Polska, Citi Handlowy, 3M, BAT Poland, the AmCham Pharma Committee, Google, McDonald's Polska, Meta, and GE Vernova. The sponsors in-kind were the Coca-Cola Company, PepsiCo, Perła-Browary Lubelskie S.A., Mars Wrigley, Apothic Wine, and Dark Horse Wine.

AMCHAM DINER AT THE 33RD ECONOMIC FORUM IN KARPACZ BROUGHT TOGETHER REPRESENTATIVES OF AMERICAN BUSINESS IN POLAND AND LOCAL AND CENTRAL GOVERNMENT OFFICIALS FOR STAKEHOLDER MEETINGS AND DISCUSSIONS. IN PICTURES: 1. MARCIN KRASUSKI GOOGLE; MARTA PAWLAK, AMCHAM; WŁADYSŁAW KOSINIĄK-KAMYSZ, POLISH DEPUTY PRIME MINISTER AND MINISTER OF NATIONAL DEFENSE; ELŻBIETA CZETWERTYŃSKA CITI HANDLOWY. 2. TONY HOUSH, AMCHAM CHAIRMAN; ADAM NOWAK, UNDER SECRETARY OF STATE, THE MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT OF POLAND. 3. JAROSŁAW BUKŁA, KRAKÓW CITY OFFICE; ŁUKASZ SĘK, DEPUTY MAYOR OF KRAKÓW. 4. PAWEŁ SOKOŁOWSKI SAS; MARTA KOKOSZKA, AMAZON WEB SERVICES; MAR-

IUSZ MIELCZAREK AMAZON. 5. ROBERT MOREŃ, MARS WRIGLEY; MARTA PAWLAK, AMCHAM; EWA ŁAPIŃSKA, MARS WRIGLEY. 6. TONY HOUSH; TOMASZ OKOŃSKI, SŁAWOMIR ZYGOWSKI, GE VERNOVA. 7. MARTA PAWLAK, JOLA JAWORSKA, IBM. 8. DAN LEFSKY, QUANTUM EDGE; MARIUSZ WAWER, 3M. 9. JAGODA ZAKRZEWSKA, GOOGLE; KAROL WITASZEK, MATEUSZ JURCZYK, JUSTYNA SEKUŁA, GABRIELA STANGRECIĄK, MARTA PAWLAK, AMCHAM; MATEUSZ BOŃCA, JLL. 10. AMCHAM DINER IN BUSINESS. 11. JOLANTA JAWORSKA, IBM; MARTA POŚLAD, GOOGLE. 12. THE AMCHAM TEAM: MONIKA MRÓZ, MATEUSZ JURCZYK, MARTA PAWLAK, TONY HOUSH, JUSTYNA SEKUŁA, KAROL WITASZEK, GABRIELA STANGRECIĄK.



AMCHAM REPRESENTATIVES HELD A HIGH-LEVEL MEETING WITH KRZYSZTOF GAWKOWSKI, DEPUTY PRIME MINISTER AND MINISTER OF DIGITAL AFFAIRS. IN PICTURES: 1. AGNIESZKA JANKOWSKA, T-MOBILE POLSKA; KRZYSZTOF KUBICKI, APPLE; NATALIA MILESZYK, CEC GROUP; MARIUSZ WAWER, 3M; MAREK ŻÓŁTOWSKI, BAT POLAND; TONY HOUSH, AMCHAM CHAIRMAN; ALFRED KUBCZAK ŻABKA GROUP; KRZYSZTOF GAWKOWSKI VICEMINISTER ; MARTA PAWLAK, AM-

CHAM POLICY DIRECTOR; GRZEGORZ BYSZEWSKI, ROCHE; JOLANTA JAWORSKA, IBM; MARIUSZ MIELCZAREK, AMAZON; MARTA KOKOSZKA, AMAZON WEB SERVICES; PAWEŁ SOKOŁOWSKI, SAS; KATARZYNA ROSIŃSKA, T-MOBILE; TOMASZ ROGACZ, McDONALD'S POLSKA; DAN LEFSKY, QUANTUM EDGE; KAROL WITASZEK, AMCHAM. 2. THE MEETING IN PROGRESS. 3. GRZEGORZ BYSZEWSKI; NATALIA MILESZYK; MARIUSZ WAWER.



BAT POLAND SPONSORED A COCKTAIL RECEPTION AT AMCHAM DINER. 1. JAKUB KWAŚNY, MAYOR OF TARNÓW; JERZY KWIECIŃSKI; EWA KUBEJKO-POLSKA, RZESZÓW VOIVODSHIP; MATEUSZ JURCZYK, AMCHAM. 2. MAREK ŻÓŁTOWSKI BAT, TONY HOUSH, AMCHAM CHAIRMAN. 3. STEFAN HARTGE, GE VERNOVA; TONY HOUSH; MARIUSZ MIELCZAREK, AMAZON;

MARCUS BECKER, GE VERNOVA. 4. ANDRZEJ SZEJNA, MINISTRY OF FOREIGN AFFAIRS. 5. NATALIA MILESZYK CEC; MAŁGORZATA ŻELAZNY, BAT; PIOTR GAŁĄZKA POLISH BANK ASSOCIATION; WERONIKA TOŁŚCIUK, POLISH FINANCIAL SUPERVISION AUTHORITY; MAREK ŻÓŁTOWSKI. 6. THE COCKTAIL IN PROGRESS.



CITI HANDLOWY SPONSORED ANOTHER COCKTAIL RECEPTION AT AMCHAM DINER. IN PICTURES: 1. PHIL GOSS, PERŁA BROWARY LUBELSKIE; TONY HOUSH, AMCHAM CHAIRMAN. 2. MARTA PAWLAK, MONIKA MRÓZ, AMCHAM. 3. MARTA WAŁDOCH, MACIEJ KROPIDŁOWSKI, CITI HANDLOWY. 4. MARTA PAWLAK; ANDRZEJ DZIUKAŁA, VERTEX; KAROL WITASZEK, AMCHAM; GRZEGORZ BYSZEWSKI, ROCHE. 5. KAMIL MIROWSKI, ZALANDO; PIOTR POPA, ŻYWIEC GROUP; DOMINIKA KAWALA, MARIUSZ WAWER 3M; MICHAŁ OBIEGAŁA, BP.



AMCHAM DINER AT THE 33rd ECONOMIC FORUM IN KARPACZ

DURING THE FORUM, AMCHAM DINER WAS THE VENUE OF MORNING MEETING WITH 3M, ONE OF TWO BREAKFAST MEETING HELD AT THE DINER DURING THE ECONOMIC FORUM IN KARPACZ. IN PICTURES: 1. MARIUSZ WAWER, 3M; JAKUB MAZUR, DEPUTY MAYOR OF WROCLAW. 2. PAWEŁ GANCARZ, THE MARSHALL OFFICE OF LOWER SILESIA. 3. THE PARTICIPANTS OF THE BREAKFAST. 4. MARIUSZ WAWER. 5. THE BREAKFAST IN PROGRESS.

THE AMCHAM PHARMA COMMITTEE HELD A BREAKFAST MEETING DEVOTED TO DISCUSSING INVESTMENT OPPORTUNITIES IN INNOVATIVE HEALTHCARE. IN PICTURE: THE PARTICIPANTS OF THE MEETING.



ONE OF THE AMCHAM PANEL DISCUSSIONS DURING THE CONFERENCE, ENTITLED THE FUTURE OF AMERICAN INVESTMENT IN POLAND, COMPRISED THE REPRESENTATIVES OF AMERICAN LEADING INVESTORS IN POLAND HAS HAD SIGNIFICANT CONTRIBUTIONS TO THE GENERATION OF FOREIGN DIRECT INVESTMENT INTO THE COUNTRY. THE DISCUSSION WAS MODERATED BY ADAM CZERNIAK FROM POLITIKA INSIGHT. IN PICTURES: 1. MARTA POŚLAD GOOGLE. 2. ELŻBIETA CZETWERTYŃSKA CITI HANDLOWY. 3. EWA ŁAPIŃSKA, MARS WRIGLEY. 4. SŁAWOMIR ŻYGOWSKI, GE VERNOVA. 5. ADAM ROGACZ, McDONALD'S POLSKA. 6. DOMINIKA KAWALA 3M. 7. ADAM CZERNIAK POLITYKA INSIGHT. 8. THE DISCUSSION IN PROGRESS.



AMCHAM DINER AT THE 33rd ECONOMIC FORUM IN KARPACZ

ANOTHER AMCHAM PANEL DISCUSSION IN THE CONFERENCE'S PROGRAM WAS ENTITLED **NEW DIRECTIONS OF THE EU POLICY—AMERICAN INVESTORS ON THE PROSPECTS OF THE POLISH PRESIDENCY OF THE EU COUNCIL**. THE PANELISTS WERE THE REPRESENTATIVES OF SOME OF THE LARGEST AMERICAN INVESTORS IN POLAND AND THE EU. THE DISCUSSION WAS MODERATED BY

AMCHAM'S MARTA PAWLAK. IN PICTURES: 1. JOLANTA JAWORSKA, IBM. 2. MARIUSZ WAWER, 3M. 3. ANNA BORYS, McDONALD'S POLSKA. 4. MICHAŁ FURA, BAT. 5. MARIUSZ MIELCZAREK, AMAZON. 6. JAKUB TUROWSKI, META. 7. MARTA PAWLAK. 8. THE DISCUSSION IN PROGRESS.



REPRESENTATIVES OF INNOVATIVE AMERICAN TECH COMPANIES TOOK PART IN A PANEL DISCUSSION ENTITLED **THE ECONOMIC POTENTIAL OF NEW TECHNOLOGIES**, WHICH TURNED OUT TO BE ONE OF THE MOST POPULAR PANEL DISCUSSIONS THROUGHOUT THE FORUM. IT WAS MODERATED BY NATALIA MILESZYK FROM CEC GROUP. IN PICTURES: 1. THE DISCUSSION IN PROGRESS. 2. ALEKSANDRA KOSELA BAT. 3. TOMASZ OKOŃSKI, GE VERNOVA. 4. MARCIN KRASUSKI, GOOGLE. 5. NATALIA MILESZYK, CEC GROUP.

AMCHAM PARTNERED WITH POLITYKA INSIGHT, A MARKET INTELLIGENCE COMPANY AFFILIATED TO THE WEEKLY *POLITYKA*, WHOSE JOURNALISTS CONDUCTED INTERVIEWS WITH THE REPRESENTATIVES OF AMCHAM PARTNERS. IN PICTURES: 1. TONY HOUSH, AMCHAM POLAND; 2. ADAM MANIKOWSKI, ŻABKA GROUP. 3. MARIUSZ WAWER, 3M; 4. ROMAN JAMIOŁKOWSKI, BAT POLAND; 5. MARCUS BECKER, GE VERNOVA; 6. TOMASZ ROGACZ, McDONALD'S POLSKA; 7. JAKUB TUROWSKI, META; 8. EWA ŁAPIŃSKA, MARS WRIGLEY.



AmCham Diner Partners



Main Partner:



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**AmCham
is grateful
to all Diner Partners for
their support, without which
the event would not have been the success it was!**

Trusted Partners for Making Informed Decisions



AmCham.pl Quarterly Editor Tomasz Ćwiok talks with **Karol Wyka**, the newly appointed Executive Board Director, Head of Office Department at Newmark Polska, about the role of advisors in an increasingly diverse commercial real estate market.

We have seen a widespread space optimization trend by tenants. How does it impact the demand for office space?

Today, the market standard is three in-office days and two work-from-home days, but employers are increasingly attempting to encourage workers to come into the office four days a week. When signing new lease deals, some companies optimize their offices by downsizing

ing them by around 10 percent or more on average. Others are retaining their current office footprints. The office market appears to have reached a certain level of stabilization. This year's total take-up is expected to rise to approximately 1.4 million sqm, which will be very close to the five-year annual average of 1.39 million sqm. It is encouraging to see that despite some companies downsizing their

offices, some sectors, such as cybersecurity and AI, are rapidly growing and need larger spaces.

What are the trends in choosing lease types?

Tenants grow at their own pace, depending on market conditions, and this process does not always follow a five-year timeframe. Those who lease large spaces, of over 10,000 sqm, typically explore

the market for leasing opportunities well in advance. Generally, two or three years before a lease expires, companies prepare for at least two scenarios. They either renegotiate or relocate. This approach allows them to maintain a strong bargaining position and select the best option. Flexibility is now the buzzword, and landlords have also recognized this by offering ready-to-occupy of-

fices fitted to one standard along with typical leases. Tenants can lease offices starting from 100 sqm for no shorter than six months. In contrast to serviced offices, those opting for these offices have to arrange their own reception desk, if needed, as well as coffee for employees or equipment such as printers.

In the first nine months of this year, nearly half of the companies decided to extend their leases and remain in their current locations. What is behind their reluctance to relocate?

Renegotiations continue to account for a large share of take-up both in the capital and in regional markets but for completely different reasons. In Warsaw, subdued development activity in recent years has led to limited availability of high-quality office space in prime locations to which tenants might want to relocate. The vacancy rate in Class A office buildings in the center of Warsaw is approximately 7 percent.

Regional cities present a different picture. In 2015—21, these markets saw many new office completions, some of which remain unoccupied today, resulting in regional vacancy rates averaging more than 17 percent. The largest volumes of vacant office space are in Kraków, Wrocław and Katowice. These are young markets, where most Class A office space is located in relatively new buildings, so tenants usually see no reason to move.

Warsaw, in the third quarter of 2024, had over 38,000 sqm transacted under pre-lets. The share of new leases and pre-lets in the Polish capital grew to 44 percent from 37 percent in the first half of the year. The proportion of renewals decreased from 51 percent in the first six months to 42 percent for the first three quarters.

How fast is Warsaw likely to be saturated with high-quality office space?

Developers are preparing new projects whose launch will depend on borrowing costs and investor activity. The demand for prime investment products is already growing and transactional activity is likely to be fuelled by further interest rate cuts from the European Central Bank.

More office completions are bound to take place next year than in recent years. The largest office buildings under construction now in Warsaw include the Bridge with 47,000 sqm, the refurbishment of V-Tower—30,800 sqm, Upper One with 36,000 sqm, and the Office House with 31,100 sqm, that being the first phase of the Towarowa 22 project.

Warsaw has a substantial stock of modern, high-quality office accommodation. Due to new EU regulations regarding ESG reporting, tenants issuing tenders for office space expect specific requirements related to greenhouse gas emissions and energy efficiency to be met. This is already encouraging developers to deliver green projects and driving owners of older buildings to upgrade them.

Companies have unlimited access to information, comparison websites and virtual tours of available property. Do they still need advisors?

The more information you have, the more likely you are to be confused. While you can use available tools to compare rents in various buildings fast, this is only one parameter and the easiest part of our job—a prelude to real negotiations. Tenants' expenses are affected not only by rent but also by service charges and a landlord's fit-out contribution.

A few years ago, companies leasing office space focused mainly on the amount of rent, paying little attention to charges for common areas - at least during lease negotiations. This is changing. Tenants are now more aware of their rights and have been forced by tougher market conditions to economize on their budgets. Service charges rep-

resent a significant financial burden to tenants, as they average around 20-25 percent of the base rent.

To secure budget savings, you must incorporate appropriate provisions and clauses into your lease before signing it...

Exactly. Vague terms or the absence of a closed list of items classified as shared costs may lead to abuses or overinterpretations in the future. Tenants must also understand that advance payments may differ significantly from the final charges determined at the end of the year. At that point, it will, however, be too late to address any issues, and you will have to pay. This is why, to avoid high bills in the future, before signing a lease, it is advisable to include clear provisions in it, specifying exactly what the tenant pays for and how costs will be settled.

What lease provisions would you focus on first?

I would certainly read the whole lease agreement very carefully. Buildings differ, so you need to be very cautious. This is where experience is valuable. The first thing that comes to my mind is the legal status of the land the office building sits on. If the land is leased by the building owner, the lease agreement with the tenant will also include a provision on the perpetual usufruct fee which building owners always pass on to tenants. Perpetual usufruct fees vary based on land value. This is another variable in an Excel sheet. Tenants are also responsible for paying perpetual usufruct fees for their parking spaces in underground car parks. This is particularly relevant to environmentally conscious companies that prefer greener commuting options but have leased, for example, half of a building but do not use all their parking spaces.

Another important matter for tenants is protection against sudden increases in service charges. Caps on a service charge rise, either by a fixed amount or a percentage,

serve this purpose.

You have mentioned a fit-out budget. Will an Excel sheet be enough to make the whole thing work?

Unfortunately, it will not be enough. This is because there are no universal market standards for calculating a landlord's office fit-out contributions. Even the method used to calculate space for fit-out can result in costs being up to 15% higher in some buildings than in others. There are two common market practices: either the net area, also known as the carpet area, which is exclusively occupied by the tenant, or the gross area, which includes an add-on factor, is used in the calculations. As a result, we end up comparing apples with oranges, which ultimately shows that a rate of EUR 900 per sqm may offer a better deal than EUR 1,100 for the same number of leased square meters.

Another example is the scope of work that has already been completed. Landlords provide Shell and Core space with essential structural elements. However, in practice, the standards may differ, ultimately impacting fit-out costs. Some developers deliver Shell and Core space with raised floors installed and with required glazing and glass doors which represent significant items in fit-out budgets. Such differing approaches to landlords' office fit-out contributions significantly hinder comparisons. It is easy to get confused. This is why, in a complicated and diverse market, even a good Excel tool will not suffice. What tenants need is an experienced advisor who has brokered hundreds of leases and is aware of various market practices and legal loopholes. An experienced advisor will bring several selected offers down to a common denominator, allowing for a true comparison of apples with apples.

In a complicated and diverse market, even a good Excel tool will not suffice. What tenants need is an experienced advisor who has brokered hundreds of leases and is aware of various market practices and legal loopholes.

The Best of Both Worlds

AmCham.pl Quarterly
Editor Tom Ćwiok talks
with **Tomasz Krzyzak**,
Site Leader at Zendesk,
an IT company delivering
customer experience
solutions, about technology
and business education.



How would you characterize Zendesk?

The company was founded 15 years ago to offer exceptional service for everyone in customer experience. We help businesses bring together the best AI agents, workflow automation, and human agents for their customers and employees. With our software and expertise, our clients deliver service that increases customer loyalty and drives revenue at a reduced cost.

Zendesk has over 100,000 customers in 160 countries and regions. A Forrester's Total Economic Impact™ study showed that the average return on investment that Zendesk's customers achieve over three years is 286 percent.

Who are the company's clients?

Our wide range of customers includes all industries and such companies as Siemens Financial

Services, Personio, Bauhaus, and ThyssenKrupp, to name a few.

What can you tell us about the company's Product and Engineering Organization in Kraków?

Zendesk established its presence in Kraków in 2018. Since then, Kraków has become our Product Development growth hub in Europe. Our product and engineering teams are responsible for the development and maintenance of our portfolio products.

At the same time, we are also focused on growing and expanding other critical business functions such as go-to-market functions and our IT structure in Kraków.

IT engineers are hard to find in Poland and elsewhere in the EU. Do you find it difficult to recruit the right talent?

I would say that Poland has a great, broad, and very diverse IT

talent pool, which many international companies are leveraging to grow their businesses, and Zendesk is no exception.

As we continue to grow our presence in Poland, strategically we have become very active and engaged with universities to attract students to our internship positions and early career jobs.

Moreover, we plan to establish formal cooperation with some universities to sponsor specific courses for students, which will train and equip them with the most desired and unique skill sets.

Zendesk uses AI technology. Is AI a threat or opportunity for business?

With the increasing adoption of AI, we can transform the industry and help businesses set a new standard for customer experience and services that are more personalized, adaptive, and, certainly, more satisfactory for everyone involved.

In April, the US and the UK signed an agreement to test the safety of AI models. It aims to align US and UK scientific approaches to develop evaluation for AI models, systems, and agents. Do you think that international agreements should regulate AI use?

I agree that the high-risk use of AI should be regulated. AI poses risks and threats connected with data security, search results, and information quality and accuracy. It all may impact the products and services provided to customers. To bust the malicious use and exploitation of this new technology requires proper standards, regulations, and best practices guaranteeing the safety of AI applications in our lives. In addition to governmental regulations, each company should have an adequate AI strategy aligned with its goals and give comprehensive training to employees.

What is the company's take on intellectual property rights protection in online content vis-a-vis AI?

We are interested in and following the questions around intellectual property rights and AI. Fortunately for Zendesk, these issues are not highly relevant to the customer service industry as compared to, for example, AI models producing images, video, or music. However, we do recognize that the application of AI requires important considerations for any company using this technology, such as data protection and privacy. At Zendesk, these are critical priorities as we need to ensure that our customers' service data is protected and safely processed. We call it customer experience—

or CX—data. CX data protection should include encryption technologies, multi-factor authentication and AI-powered fraud detection. CX leaders should ensure they apply all the right measures to help them detect increasingly sophisticated customer service fraud and emerging deepfakes. In doing so, they must have a comprehensive cyber security strategy, including the latest regulatory developments in data protection.

You earned an MBA at the Carlson School of Management at the University of Minnesota. In what way does American business education empower you for the Polish market reality?

For an IT and technology expert, the MBA program was an eye-opening experience, which gave me a broad and complete understanding of business. IT is just one element, and not necessarily the most important one, in ensuring a company's success.

The USA is the motherland of the MBA programs. They were first introduced in 1908 by Harvard University, so I wanted to get that experience and learn from an American university, which enables MBA students to master the way people do business and run the best companies.

Every day, this degree helps me to connect with my colleagues and explain to our engineering teams how their work contributes to the company's strategies and the

other way around. It also helps me explain to engineers the reasons behind business decisions.

What are the company's plans in Poland for 2024 and beyond?

In the coming years, we plan to grow our hub in Kraków beyond 1,000 people supporting all our products and customers globally.



No matter where you are in Poland, AmCham is nearby looking out for your business needs.

**WE GOT
YOU COVERED
ALL ACROSS
POLAND**

Warszawa

(22) 520-5999

Kraków & Katowice

509-554-814

Wrocław

713-548-909



WE ARE ALL IN THIS TOGETHER

PROF. JUSTYNA KUREK-SOBIERAJ, ADVOCATE AT ŁASZCZYK & PARTNERS, WRITES ABOUT THE ROLE OF ENTREPRENEURS IN SUPPORTING NATIONAL SECURITY AND THE CHALLENGES OF PARTICIPATING IN NATIONAL DEFENSE PROGRAMS.

With a full-scale war is going on beyond the Polish eastern border, both citizens and businesses in Poland are involved in the process of reinforcing Poland's national security, including the preparations of state defense. With this, it is safe to say that business contribution to national security becomes, in addition to social responsibility and concern for the environment, another key pillar of Corporate Social Responsibility.

PREPARATIONS

Polish legislation does not define "defense preparations." However, the Homeland Defense Law (HDS) and its implementing acts comprehensively regulate the outsourcing of security tasks to the private sector, and the extent of business and citizen involvement in state defense activities.

Leaving aside the definition of "state defense preparations" it should be emphasized that they involve nearly all areas of state activity, including businesses. In their nature they are extraordinary because their subject matter, implemented in peacetime, acquires its full meaning only when a real threat to state security take place: during mobilization and in wartime. Proper preparation and implementation of defense tasks without the involvement of business is not possible.

However, each situation can be seen as a burden or a challenge. The growing range of defense tasks and services that the state must use to ensure national security makes it necessary for the state to outsource some of the tasks to the private sector. This offers new opportunities for various industries to secure stable contracts for the Polish armed forces and allied troops.

TELECOMS

Telecoms are critical to national security. They are obliged to set aside a part of their infrastructure for the

military telecommunications system. In addition, they may have to prepare and maintain network elements for the provision of telecommunications for the needs of the national security command system, including crisis management.

MILITARY PERSONNEL

The Defense Ministry plans to increase the active and passive reserves and activate the Territorial Defense Forces (WOT). It will pose a huge logistical challenge for businesses. Individuals in the active reserve are mostly professionals active in the labor market who have had military training and took the Oath of Enlistment, under the age of 55, and 63 in the case of non-commissioned officers.

The process of Poland's defense preparations involves extensive efforts by the Defense Ministry to strengthen the personnel of the armed forces. The ministry plans to double the number of troops called up to the so-called active reserve—up to 20,000—and increase the number of individuals in the passive reserve to 200,000. These plans will not be without impact on business. Businesses will be obliged to cover their employees who serve in the military with special labor protection.

HDS imposes obligations on businesses that employ trained soldiers. Employers often find out that their workers serve in the designated formations only when they are called for training or assigned to rotational service. Although regulations impose an obligation on the employee to inform the employer of his/her involvement in active reserve, failing to do so is not subject to any sanctions. Employers cannot refuse to release their workers for military training simply because they did not know they had enlisted for military service.

The labor law does not list infor-

mation about a person's relationship to military service as a category of data that an employer could process in recruitment. In the case of WOT and the active reserve, soldiers are called up for rotational service and participate in mandatory training. For the employer, this means that they must be released from work for the duration of their military duties. During this time, the employee is granted unpaid leave at their request, while a replacement must be arranged at the workplace. Employers often do not know that in such a case they are entitled to financial compensation from the State Treasury to cover the costs of organizing a replacement for the employee-soldier.

Drafted individuals are under special labor protection. Their work contracts may be terminated only with their consent except when contract is terminated due to the employee's fault, bankruptcy and liquidation of the employer. Also, fixed-term contracts of up to 12 months or for a probationary period, are not extended.

Drafting employees may be a challenge for business. Professionals critical to defense include doctors, nurses, veterinarians, translators, IT specialists, electrical engineers and drivers.

PROACTIVE ROLE OF BUSINESS

Providing security requires that state authorities organize services and resources they do not otherwise have. The involvement of businesses in national defense is not limited to passive actions such as allowing employees to serve in Armed Forces. Business is obliged to take part in defense preparations under HDS and the

Decree of the Council of Ministers of April 21, 2022. It defines the manner of performance of tasks under defense duties. Obligations imposed on businesses may include production, repair and service for the Armed Forces; maintaining in peacetime the production, repair and service capacity necessary to carry out these tasks; militarization; protection of facilities of particular importance for the security or defense of the state; and other tasks carried out for the Armed Forces and allied troops.

EXCEPTIONS

The obligations are imposed on businesses by an administrative decision of the Defense Minister. In certain circumstances, however, the minister may amend or revoke the decision on the company's request. However, once the decision is final, the administrative body enters into an appropriate agreement with the entrepreneur specifying the scope of cooperation. Businesses may apply for a special purpose grant to cover the costs duties imposed on them.

However, the regulations contain certain conditions that must be met by companies to qualify to work for the defense. They must have the appropriate licenses, concessions, permits, and industrial security clearance. Also, they must not be under bankruptcy or liquidation, and must have a good track record of fulfilling tax and other public obligations. In addition, supervisory board and management board members must not be convicted felons. The role of business in national defense is crucial and the involvement in it marks a significant organizational and legal challenge.





ENSURING A LEVEL PLAYING FIELD

DR. MARCIN S. WNUKOWSKI, PARTNER AT SQUIRE PATTON BOGGS, AND JUSTYNA DERESZYŃSKA, SENIOR ASSOCIATE AT SQUIRE PATTON BOGGS, REFLECT ON THE LAWS GOVERNING COMPETITION BREACH ENFORCEMENT.

Seven years after the Polish Competition Breach Damages Act took effect, we are trying to find out why it is still the subject of theoretical musings. According to EU and Polish antitrust laws, cahooting to curb, eliminate, or breach competition and abuse one's dominant position, is prohibited.

The EU takes a two-pronged approach to strengthen competition protection. While it boosts the efficiency of antitrust authorities, it reinforces the protection of private entities adversely affected by competition law breaches. To this end, it is now easier for such entities to pursue their rights before common courts. While unlawful conduct may be unearthed during administrative procedures—leading to fining the perpetrators—it does not entitle the injured party to any damages from such perpetrators.

The system whereby competition is protected by a competent antitrust authority has been in Poland since 1990. The second one was effected in 2017 by virtue of the Polish Competition Breach Damages Act (the "Act"), which incorporated the EU Parliament and Council Directive 2014/104/UE (the "Directive").

THE PROS

The Act opened up a faster track for entrepreneurs affected by competition breaches (particularly of Articles 6 and 9 of the Polish Competition and Consumer Protection Act and of Articles 101 and 102 of TFEU) to seek damages from the perpetrators, with several procedural facilities. The objective was to create—in combination with the current public law model with the President of Consumer Protection Office UOKiK and the courts at the helm—a comprehensive, two-pronged protection system.

The facilities include the legal presumptions and novel institutions expediting the evidence process. First, the Act acknowledges the right to seek damages privately. Second, it introduces the perpetrator's presumption of guilt and the presumption of damage caused by breaching the competition law. Another element facilitating the evidence process is enabling the party seeking damage rectification to request that the defendant release evidence conducive to ascertaining any facts that are material to the case.

An interesting solution is the legal definition of a certain kind of damage, i.e. "excessive burden" which is the difference between the price paid by the purchaser and the price that it would have paid had the competition law breach not occurred. The Act provides for the presumption that such peculiar surplus had burdened the purchaser, which however, does not exhaust the definition of "damage". Ultimately, it is the court that determines the amount of the damage.

PROCEEDINGS BEFORE UOKiK

Pursuing claims in the private law regime does not hinge on conducting and resolving the proceedings before UOKiK. The injured party may lodge its claim before instigating or concluding the parallel antitrust proceedings as it may deem fit. It may also launch a civil suit once the antitrust proceedings have been finally concluded, referring to them as evidence of the competition law breach. The legislator opened up two possibilities by shaping the statute of limitations accordingly. Notably, however, the findings of the final decision issued by the President of UOKiK or of the final judgment issued following an appeal of such a decision, are binding

for the court in the competition breach damage rectification proceedings, to the extent of ascertaining such a competition breach. A dispute has already arisen in the writings on the subject as to whether binding the civil court by the antitrust authority's decision ascertaining the breach entails a prejudicial relation between such proceedings and, as a consequence, forces the civil court to suspend the civil proceedings brought by the injured party under the Act. The issue remains unresolved.

The courts' position might have a bearing on the practical application of the Act, since the judgment, more often than not, fails to meet the claimant's expectations and does not serve its business interest. It may be advisable to determine how to interpret the binding nature of decisions issued by President of UOKiK, should the court await it, or may it come to its independent findings, even risking a contrary ruling?

KEEPING THINGS ON TRACK

At the same time, the Act has certain safeguards against "derailing" the proceedings before the antitrust authority by the concurrent civil suit. For instance, the "whistleblower" is protected against having the statements made before the antitrust authority disclosed in the civil suit. This hinders seeking damages from the "whistleblower".. However, the "super purpose", which the legislator had in mind, was to issue certain guarantees to the individual bringing the breach to the antitrust authority's attention, such as price fixing, which would not have seen the light of day without such an informant. Despite the Act having been in

effect for many years, the number of proceedings instigated under the Act seems negligible. According to court statistics five were pending in 2023. This may indicate that the Act has not landed well with the Polish entrepreneurs.

Without allowing the courts the time to construe and apply the Act in the Polish legal framework, drawing on their expertise and experience gained from resolving unfair competition disputes, it will be difficult to find authoritative answers to the questions.

EXPANDING ENFORCEMENT

A question arises, how to expand private enforcement under the Act?

The solution seems to be raising entrepreneurs' awareness of whether they can use such an option. The Act, coupled with the possibility of seeking claims in class-action suits may be a useful instrument for pursuing claims.

Another problem appears to be the need to determine the damage amount. An average entrepreneur may find it difficult, as it boils down to speculating "what would have happened if the competition law had not been breached" when such speculation must be backed by evidence. Such calculations are usually complicated and largely unreliable. That said, enlisting the help of private experts is rather costly. The President of UOKiK may step in and lend a hand to both the injured parties and the courts.

Regardless of its flaws, the Act opens up avenues for the development of the so-called private enforcement in the Polish legal framework, which may translate into better protection of Polish entrepreneurs.

AMCHAM EVENTS

THE SEPTEMBER MONTHLY MEETING WAS DEVOTED TO DISCUSSING THE TOP ISSUES FOR BUSINESS ON THE AGENDA DURING THE 33RD ECONOMIC FORUM IN KARPACZ, WITH GUEST SPEAKERS MARCIN KRASUSKI, CEE GOVERNMENT AFFAIRS AND PUBLIC POLICY LEAD, GOOGLE POLAND; ANNA BORYS, SENIOR DIRECTOR, GOVERNMENT RELATIONS EUROPE, MCDONALD'S, POLSKA;

MARIUSZ WAWER, GOVERNMENT AND ESG RELATIONS DIRECTOR, CEE, 3M POLAND; AND MAREK ŻÓŁTOWSKI, SENIOR REGULATORY MANAGER AT BAT. TONY HOUSH, AMCHAM CHAIRMAN AND MODERATOR OF THE DISCUSSION. **IN PICTURES:** 1. MARCIN KRASUSKI; ANNA BORYS; TONY HOUSH; MARIUSZ WAWER; MAREK ŻÓŁTOWSKI. 2. THE MEETING IN PROGRESS.



IN SEPTEMBER, AMCHAM KRAKÓW AND KATOWICE HELD A US-POLAND BUSINESS ROUNDTABLE WITH RICHARD VERMA, US SECRETARY OF STATE, AND PAWEŁ KOWAL, CHAIRMAN OF THE COUNCIL FOR COOPERATION WITH UKRAINE. AMCHAM WAS REPRESENTED BY JOLANTA JAWORSKA, IBM; WOJCIECH ARSZEWSKI, UPS; JACEK DRABIK, MOTOROLA SOLUTIONS;

PAWEŁ ZEGARŁOWICZ, CITI HANDLOWY; CHRISTIAN KNUTSON, RICHARD ROBERTSON, JACOBS; BARTOSZ KSIĄŻKOWSKI, VOLUMETRIC BUILDING COMPANIES; AND PIOTR STOLARCZYK, BANK PEKAO S.A. THE VENUE WAS STRADOM HOUSE HOTEL IN KRAKÓW. **IN PICTURE:** THE PARTICIPANTS OF THE MEETING.



IN SEPTEMBER, AMCHAM KRAKÓW AND KATOWICE HOSTED THE BACK TO BUSINESS MIXER. THE GUEST OF HONOR WAS SHARAYAH HEIDENHAIN, POLITICAL-ECONOMIC OFFICER AT US CONSULATE KRAKÓW. THE VENUE WAS LEONARDO BOUTIQUE HOTEL KRAKÓW OLD TOWN. **IN PICTURES:** 1. MAGDALENA MEYNARCZYK, LEONARDO HOTELS, MATEUSZ JURCZYK, AMCHAM KRAKÓW & KATOWICE DIRECTOR; SHARAYAH HEIDENHAIN. 2. THE MIXER IN PROGRESS.



IN SEPTEMBER, AMCHAM OPENED THE 2024 EDITION OF THE 30 UNDER 30 MENTORING PROGRAM. THE SPEAKER AT THE OPENING SESSION WAS TONY HOUSH, AMCHAM CHAIRMAN. THE SESSION TOOK PLACE AT THE AMCHAM WARSAW HEAD OFFICE.

IN PICTURES: 1. TONY HOUSH. 2. AMCHAM'S GABRIELA STANGRECIAK, TONY HOUSH AND MATEUSZ JURCZYK, AND THE PARTICIPANTS OF THE 2024 EDITION OF 30 UNDER 30.



IN SEPTEMBER, AMCHAM HOSTED ITS FIRST BUSINESS MIXER AFTER SUMMER BREAK. THE VENUE WAS NOBU HOTEL WARSAW. **IN PICTURES:** 1. TONY HOUSH, AMCHAM CHAIRMAN; STEFAN BAUER,

GENERAL MANAGER NOBU HOTEL WARSAW. 2. AGATA STASIEWICZ-SZELIŃSKA, NOBU HOTEL WARSAW; TONY HOUSH; STEFAN BAUER; ANITA KOWALSKA, AMCHAM. 3. THE MIXER IN PROGRESS.



CELEBRATING DEMOCRACY

IN OCTOBER, AMCHAM AND THE US EMBASSY IN POLAND HELD THE ELECTION BREAKFAST TO CELEBRATE THE DEMOCRATIC PROCESS IN THE US. THE VENUE WAS THE PRESIDENTIAL HOTEL WARSAW. IN THE OPENING PART OF THE EVENT, THE CO-HOSTS, US AMBASSADOR TO POLAND MARK BRZEZINSKI, AND AMCHAM CHAIRMAN TONY HOUSH, DELIVERED SHORT SPEECHES.

REFERRING TO THE FACT THAT AS THE BREAKFAST HAD TAKEN OFF THE VOTES WERE STILL BEING COUNTED IN THE US, THE AMBASSADOR SAID THAT ONE OF THE STAPLES OF DEMOCRACY IS THAT EACH VOTE COUNTS AND EACH CITIZEN HAS HIS OR HER SAY IN THE ELECTION PROCESS. AMBASSADOR BRZEZINSKI NOTED THAT BOTH POLAND AND US SHARE THEIR DEDICATION TO UPHOLDING DEMOCRACY AND THANKED THE CROWD FOR SHOWING INTEREST IN THE US DEMOCRATIC PROCESS. "IT IS ALWAYS TO ME INCREDIBLE TO SEE HOW MUCH ATTENTION AROUND THE WORLD THERE IS IN OUR ELECTIONS," HE SAID.

THE AMBASSADOR SAID THAT WHILE VOTES WERE STILL BEING COUNTED IN SOME STATES, FORMER US PRESIDENT DONALD TRUMP HAD WON ENOUGH ELECTORAL COLLEGE VOTES TO BE THE NEXT PRESIDENT OF THE UNITED STATES. HE SAID THAT THE SPECIAL RELATIONSHIP BETWEEN POLAND AND THE US WILL CONTINUE UNDER THE TRUMP PRESIDENCY BECAUSE "PRESIDENT TRUMP IS A FRIEND OF POLAND AND OF POLES," AMBASSADOR BRZEZINSKI SAID. "IN 2017, IN HIS FIRST TERM IN OFFICE, HE VISITED POLAND AND GAVE A LANDMARK SPEECH IN WARSAW. HE TALKED ABOUT EXTENDING OUR BILATERAL RELATIONS AND TALKED ABOUT POLAND AS A LEADER AND EXAMPLE, AND PRAISED THE POLISH PEOPLE FOR THEIR COMMITMENT TO THE SECURITY OF EUROPE FROM ANY TENABLE THREATS. OVER THE COURSE OF THE PAST YEAR, FORMER PRESIDENT TRUMP MET WITH PRESIDENT DUDA AND SAID THAT POLAND'S DEFENSE SPENDING WAS THE GOLD STANDARD AMONG NATO COUNTRIES," THE AMBASSADOR SAID.

THE AMBASSADOR NOTED THAT THE SPECIAL RELATIONSHIP BETWEEN US-POLAND IS BASED ON SHARED VALUES AND INTERESTS IN BUSINESS, DEFENSE, ENERGY SECURITY, AND INTERPERSONAL RELATIONSHIPS. "IT HAS NEVER BEEN STRONGER AND WILL REMAIN SO," HE SAID.

TONY HOUSH THANKED THE AMBASSADOR FOR THE COOPERATION THE CHAMBER HAD WITH THE EMBASSY IN THE LAST TWO YEARS AND SAID THAT US INVESTMENT IN POLAND HAS BEEN GROWING YEAR AFTER YEAR SINCE 1990.

HOUSH NOTED THAT US INVESTORS IN POLAND WORK TO CREATE OPPORTUNITIES FOR STRONG TRANSATLANTIC RELATIONS. "THE PERSPECTIVES FOR US INVESTORS IN POLAND WILL CONTINUE TO GROW," HOUSH SAID ADDING THAT "WE ARE STRONGER TOGETHER."

IN PICTURES: 1. MARK BRZEZINSKI. 2. TONY HOUSH. 3. MARK BRZEZINSKI; OLGA LEONOWICZ. 4. MAŁGORZATA SKONIECZNE PEPSICO POLSKA; KATARZYNA OBUCHOWICZ, BROWN-FORMAN POLSKA; DAGMARA PIASECKA RAMOS, PEPSICO POLSKA. 5. MIROSLAW KOWALIK, WESTINGHOUSE; MARTA PAWLAK, AMCHAM; LESZEK HOŁDA, BECHTEL. 6. MAŁGORZATA ROZENEK-MAJDAN; ANITA WERNER, TVN24. 7. JOANNA BEKKER, POLITYKA INSIGHT; MICHAŁ KOCZAŁSKI CEC GROUP. 8. MARTA POŚLAD, GOOGLE; BOGUSŁAW CHRABOTA, RZECZPOSPOLITA. 9. BARBARA STEPNOWSKA, AMCHAM; JÓZEF WANCER, BNP PARIBAS BANK; ANNA JAROS, US AMBASSY. 10. KRZYSZTOF KWIATKOWSKI, SENATOR, CIVIL PLATFORM. 11. AGATA FOKS, GE AEROSPACE; MARTA PAWLAK. 12. MARCI MOCZYRÓG, UBER; ANITA KOWALSKA. 13. KASIA KIELI, WARNER BROS. DISCOVERY POLAND; OLGA LEONOWICZ; MARK BRZEZINSKI. 14. THE AMCHAM TEAM. 15. JIM LINDLEY, STEPHANIE BOLES, US COMMERCIAL SERVICE, US EMBASSY; JOHN LYNCH, AMCHAM BOARD MEMBER (LYNKA). 16. THE TVN24 CREW. 17. THE BREAKFAST IN PROGRESS.





AMCHAM EVENTS

IN OCTOBER, REPRESENTATIVES OF AMERICAN INVESTORS ASSOCIATED WITH THE AMERICAN CHAMBER OF COMMERCE IN POLAND MET WITH MINISTER JAN GRABIEC, THE HEAD OF THE CHANCELLERY, AND HIS TEAM, AND MINISTER MICHAŁ JAROS, DEPUTY MINISTER OF DEVELOPMENT AND TECHNOLOGY. US INVESTORS WERE REPRESENTED BY ELŻBIETA CZETWERTYŃSKA, CITI HANDLOWY; WOJCIECH WIĘCŁAWIK, CMC; ZBIGNIEW J. TRACZYK MSC, MBA, PMP, KYNDRYL; KATARZYNA CHOJĘCKA, PhD, CISCO; JOANNA MIROS, BD; MARCIN BODIO, PhD, EMBA, MSD; BARTOSZ

STEBNICKI, MICROSOFT; KRYSZTOF OCHEŃSKI, MASTERCARD; MIROSLAW KOWALIK, WESTINGHOUSE ELECTRIC COMPANY; LESZEK HOŁDA, BECHTEL CORPORATION; KATARZYNA KUCISZ-ROŚŁOŃ, McDONALD'S POLSKA; SŁAWOMIR KUMKA, IBM; MALGORZATA SKONIECZNA, PEPSICO; SYLWIA PALMOWSKA-STUSINSKA, PROCTER & GAMBLE; MARCIN KRASUSKI, GOOGLE; KONRAD ŚLUSARCYK, VISA; KATARZYNA BORUCKA, COCA-COLA HBC; MARIUSZ MIELCZAREK, AMAZON; AND TONY HOUSH AND MARTA PAWLAK, AMCHAM. IN PICTURE: THE MEETING IN PROGRESS.



Photo courtesy of KRPM—the Chancellery of Prime Minister.

THE OCTOBER MONTHLY MEETING WAS DEVOTED TO DISCUSSING "POLAND'S EU PRESIDENCY AND THE U.S. PRESIDENTIAL ELECTION" WITH GUEST SPEAKERS MAGDALENA SOBKOVIK, UNDERSECRETARY OF STATE, EUROPEAN UNION AFFAIRS DIVISION AT THE CHANCELLERY OF THE PRIME MINISTER OF POLAND; SUSAN DANGER, CEO OF THE AMERICAN CHAMBER OF COMMERCE TO THE EUROPEAN

UNION (AMCHAM EU), AND PAUL JONES, FORMER US AMBASSADOR TO POLAND, CURRENTLY AN INTERNATIONAL AFFAIRS ADVISOR IN SQUIRE PATTON BOGGS PUBLIC POLICY PRACTICE. THE DISCUSSION WAS MODERATED BY TONY HOUSH, AMCHAM CHAIRMAN. IN PICTURES: 1. SUSAN DANGER; MAGDALENA SOBKOVIK; TONY HOUSH; PAUL JONES. 2. THE MEETING IN PROGRESS.



IN OCTOBER, THE AMCHAM BOARD OF DIRECTORS AND THE AMCHAM ADVISORY COUNCIL HELD A MEETING WITH ANDRZEJ DOMAŃSKI, MINISTER OF FINANCE. THE REPRESENTATIVES OF AMCHAM AT THE MEETING WERE MARCIN BODIO, PhD, EMBA, MSD POLSKA; ELŻBIETA CZETWERTYŃSKA, CITI HANDLOWY; DOROTA DABROWSKI-WINTERSCHIED, MAREK MATRASZEK, CEC GROUP; C. DAVID DEBENEDETTI, DEBENEDETTI MAJEWSKI SZCZĘŚNIAK; AGATA FOKS, GE AEROSPACE; DR AGNIESZKA JANKOWSKA, T-MOBILE POLSKA; JOLANTA JAWORSKA, IBM; RAFAŁ OGRODNIK,

WARNER BROS. DISCOVERY; SIEKIERSKI ADAM, PHILIP MORRIS INTERNATIONAL; JACEK SIWICKI, ENTERPRISE INVESTORS; JAGODA ZAKRZEWSKA, GOOGLE; AND MAREK ŻÓŁTOWSKI, BAT POLAND. AMCHAM CHAIRMAN TONY HOUSH MODERATED THE DISCUSSION. THE MEETING WAS OPEN TO ALL AMCHAM MEMBERS. THE VENUE WAS THE WARSAW PRESIDENTIAL HOTEL. IN PICTURES: 1. TONY HOUSH; ANDRZEJ DOMAŃSKI. 2. TONY HOUSH; JOLANTA JAWORSKA; ANDRZEJ DOMAŃSKI; MARTA PAWLAK, AMCHAM; ELŻBIETA CZETWERTYŃSKA; DOROTA DABROWSKI-WINTERSCHIED.



IN OCTOBER, AMCHAM WROCLAW HELD A ROUNDTABLE DISCUSSION ENTITLED "HARNESSING THE POWER OF EMPLOYEE RESOURCE GROUPS FOR SUSTAINABLE DEVELOPMENT: CASE STUDIES AND BEST PRACTICES." THE DISCUSSION WAS MODERATED BY MONIKA CIESIELSKA-MRÓZ, AMCHAM WROCLAW DIRECTOR. THE VENUE WAS KYNDRYL WROCLAW CENTRE. IN PICTURE: MAGDA WISZNIEWSKA-TOMASZEWSKA, WROCLAW UNIVERSITY OF ECONOMICS AND BUSINESS; BEATA

PNIAK, ING BANK ŚLĄSKI; AGATA SIUDY, KYNDRYL; ALICJA ZAWADZKA AND EWA JAXA-JANKOWSKA, SOLVENTUM; ALCIA ZAŁEWSKA-CHOMA, KYNDRYL; MARTYNA ZIEMBA-ZIĘBA, 3M; MONIKA CIESIELSKA-MRÓZ, AMCHAM (TSL); IZABELLA RUCHNIAK, PM GROUP; ANITA BRZESKA, CANPACK; AGNIESZKA DYBIZBAŃSKA, ROCKWELL AUTOMATION; KATARZYNA KROKOŚNIAKA, JLL; JAROSŁAW JACKOWIAK, KYNDRYL; IRINA LEDYAEVA, INTEL; PAULINA GORTAT, MERCK.



IN OCTOBER, AMCHAM GDAŃSK HELD A DISCUSSION ENTITLED "SUSTAINABILITY IN ACTION: STRATEGIC INSIGHTS FOR BUSINESS LEADERS", WITH REPRESENTATIVES FROM LEADING US COMPANIES IN POMERANIA. THE PANELISTS WERE MAŁGORZATA SKONIECZNA, PEPSICO; MONIKA

MIKULSKA-GUŹNICZAK, IHG; AND MARIUSZ WAWER, 3M POLAND. DR. BARBARA STEPNOWSKA, AMCHAM GDAŃSK DIRECTOR MODERATED THE DISCUSSION. THE VENUE WAS THE HOLIDAY INN GDAŃSK CITY CENTRE. IN PICTURE: THE PARTICIPANTS OF THE MEETING.



IN OCTOBER, AMCHAM KRAKÓW AND KATOWICE HELD THE NORTH AMERICAN NETWORKING NIGHT IN RZESZÓW WITH SPEAKERS KONRAD FIJOLEK, MAYOR OF RZESZÓW; ERIN NICKERSON, US CONSUL GENERAL TO KRAKÓW; AND CATHERINE GODIN, THE AMBASSADOR OF CANADA TO POLAND. THE VENUE WAS LORD JACK RESTAURANT IN RZESZÓW.

IN PICTURES: 1. KONRAD FIJOLEK, MAYOR OF RZESZÓW; CATHERINE GODIN, CANADIAN

AMBASSADOR TO POLAND; ERIN NICKERSON, US CONSUL GENERAL TO KRAKÓW; GEORGE HAVARIS, POLISH-CANADIAN CHAMBER OF COMMERCE, MATEUSZ JURCZYK, AMCHAM KRAKÓW & KATOWICE DIRECTOR. 2. KAMIL CZYŻ, RZESZÓW MUNICIPAL OFFICE; ANNA MALEC-WĄS, MARIA LEW, ADMARADO; ERIN NICKERSON; RAFAŁ KUT, ADMARADO. 3. THE MEETING IN PROGRESS.



IN OCTOBER, DR. BARBARA STEPNOWSKA, AMCHAM BRANCH DIRECTOR, AMCHAM GDAŃSK DIRECTOR, LED A ROUNDTABLE DISCUSSION ENTITLED "DIGITAL TRANSFORMATION, ECOLOGY, EDUCATION, AND UKRAINE'S PLACE IN THE EU" AT THE EUROPEAN FORUM FOR NEW IDEAS. IN PICTURE: DR. BARBARA STEPNOWSKA WITH THE PANELISTS: ZUZANNA ŻYGADŁO (UNIVERSITY OF GDAŃSK); VALERIJA KOTSAK (SGH WARSAW SCHOOL OF ECONOMICS); TYMON MARKIEWICZ (UNIVERSITY OF GDAŃSK); JULIA METALNIKOVA (SGH WARSAW SCHOOL OF ECONOMICS); SVIATOSLAV HRAMMA (WARSAW SCHOOL OF ECONOMICS); PRZEMYSŁAW SADOWSKI (UNIVERSITY OF GDAŃSK).



IN OCTOBER, DR. BARBARA STEPNOWSKA, AMCHAM GDAŃSK DIRECTOR, MODERATED A PANEL DISCUSSION ON THE ROLE OF TECHNICAL AND HIGH SCHOOLS IN TEACHING INNOVATIVE THINKING, DURING THE EUROPEAN FORUM FOR NEW IDEAS IN Sopot. THE PANELISTS WERE BARBARA NOWACKA, MINISTER OF EDUCATION; MAGDALENA CZARZYŃSKA-JACHIM, MAYOR OF Sopot;

DOMINIKA BETTMAN FROM MICROSOFT POLAND; DARIUSZ MARZEC, PRESIDENT OF PGE POLSKA; BLANKA FIJOLEK, AMAZON; EWA SZCZEPKOWSKA, DYNATRACE; AND MICHAŁ DŻOGA FROM INTEL. IN PICTURES: 1. BARBARA NOWACKA, MAGDALENA CZARZYŃSKA-JACHIM, DARIUSZ MARZEC. 2. BLANKA FIJOLEK, MICHAŁ DŻOGA. 3. DR. BARBARA STEPNOWSKA.



Photos by Anna Rezulak.

IN OCTOBER, AMCHAM KRAKÓW & KATOWICE JOINED FORCES WITH THE KATOWICE MAYOR OFFICE TO HOLD A MIXER FOR AMERICAN INVESTORS IN UPPER SILESIA, ENTITLED "AMERICAN BUSINESS LOVES KATOWICE 2024". THE SPEAKERS WERE MACIEJ BISKUPSKI, DEPUTY MAYOR OF KATOWICE, AND SHARAYAH HEIDENHAIN, POLITICAL-ECONOMIC OFFICER AT THE US CONSULATE KRAKÓW. THE VENUE WAS COURTYARD BY MARRIOTT KATOWICE.

IN PICTURES: 1. MACIEJ BISKUPSKI; SHARAYAH HEIDENHAIN. 2. SEBASTIAŃ NOWAK, L3HARRIS; SHARAYAH HEIDENHAIN; MACIEJ BISKUPSKI; MAGDALENA KOLKA, KATOWICE MUNICIPAL OFFICE. 3. STAN CIEŚLA, KYNDRYL; SZYMON PUDLIK, HONEYWELL; MARCIN NOWAK, KATOWICE GAMING AND TECHNOLOGY HUB, KATOWICE MUNICIPAL OFFICE; SHARAYAH HEIDENHAIN, MATEUSZ JURCZYK, AMCHAM KRAKÓW & KATOWICE DIRECTOR.



AMCHAM EVENTS

IN OCTOBER, AMCHAM HOSTED A HALLOWEEN BUSINESS MIXER AT THE CASINO POLAND AT THE WARSAW PRESIDENTIAL HOTEL. THE EVENT FEATURED A RAFFLE THAT INCLUDED VALUABLE PRIZES BY RAFFLE SPONSORS: AC HOTEL BY MARRIOTT KRAKOW, CASINO POLAND AT THE WARSAW PRESIDENTIAL HOTEL, MARY KAY GLOBAL, MARS WRIGLEY, PERŁA—BROWARY LUBELSKIE S.A., AND WYBOROWA PERNOD RICARD. THE MAIN PRIZE—A VOUCHER

FOR SIGHTSEEING AROUND WARSAW BY PLAN—WAS SPONSORED BY CALL&FLY.

IN PICTURES: 1. TONY HOUSH, AMCHAM CHAIRMAN; BARBARA GÓRZYŃSKA, CASINOS POLAND. 2. JOSEPH WANCER, BNP PARIBAS; MARTA PAWLAK, AMCHAM; TONY HOUSH; ELŻBIETA CZETWERTYŃSKA, CITI HANDLOWY. 3. THE CALL&FLY CORNER.



IN NOVEMBER, AMCHAM POLAND, IN COLLABORATION WITH THE AMERICAN CHAMBER OF COMMERCE IN UKRAINE, HELD A MEETING WITH RICHARD VERMA, US DEPUTY SECRETARY OF STATE, AND REPRESENTATIVES OF US COMPANIES BASED IN POLAND AND UKRAINE. THE

VENUE WAS HOTEL VERTE, WARSAW, AUTOGRAPH COLLECTION.

IN PICTURE: THE PARTICIPANTS OF THE MEETING.



IN NOVEMBER, AMCHAM GDAŃSK HELD A DISCUSSION ON THE POTENTIAL IMPACTS OF US PRESIDENTIAL ELECTIONS ON POLISH-AMERICAN BUSINESS RELATIONS. THE SPEAKERS WERE PROF. ARKADIUSZ MODRZEJEWSKI AND PROF. ANNA DZIADKIEWICZ FROM THE UNIVERSITY OF GDAŃSK. TV JOURNALIST MONIKA RICHARDSON MODERATED THE DISCUSSION. THE VENUE WAS THE SHERATON Sopot.

IN PICTURES: 1. PROF. ANNA DZIADKIEWICZ; PROF. ARKADIUSZ MODRZEJEWSKI. 2. MARIUSZ PASZKIEL, SHERATON Sopot; DR. BARBARA STEPNOWSKA, AMCHAM GDAŃSK DIRECTOR; MONIKA RICHARDSON; BARTOSZ KSIĄŻKOWSKI, VOLUMETRIC.



IN NOVEMBER, AMCHAM KRAKÓW AND KATOWICE, TOGETHER WITH GE HEALTHCARE AND FUNDACJA ZDROWEGO POSTĘPU (FZP), HELD A WORKSHOP ON HOW COMPANIES MAY SUPPORT THEIR EMPLOYEES IN DISTRESS. IN PICTURES: 1. OLA NADJECKA, KAROL GULATOWSKI,

JOANNA BOGADNOWICZ—ANTOS, FZP; MATEUSZ JURCZYK, AMCHAM; ANNA ZEMŁA, GE HEALTHCARE. 2. THE WORKSHOP IN PROGRESS.



IN NOVEMBER, AT THE FEMINATYWA FESTIVAL, HOSTED BY THE UNIVERSITY COVENTRY WROCLAW, MONIKA CIESIELSKA-MRÓZ, AMCHAM WROCLAW DIRECTOR MODERATED A PANEL DISCUSSION, WHICH EXPLORED HOW FEMINISM IS PERCEIVED BY WOMEN FROM DIFFERENT AGE GROUPS. IN PICTURES: 1. THE DISCUSSION IN PROGRESS. 2. MONIKA CIESIELSKA-MRÓZ.





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