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SEPTEMBER-OCTOBER 2021

THE MAGAZINE OF THE AMERICAN-HELLENIC CHAMBER OF COMMERCE
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WITH AN EYE TO THE FUTURE

AMCHAMGR @ TIF 2021

THOUGHT LEADERS
URBAN
SUSTAINABILITY

HEALTHWORLD - 20 YEARS
OF HEALTHCARE EXCELLENCE
STRENGTHENING THE EU'S CYBERSECURITY
BY DESPINA SPANOU
SUSTAINABILITY: THE GAME CHANGER
BY KLEOPATRA KALOGEROPOULOU

Μία ομάδα, έναν προορισμό: ο άνθρωπος.

Η δύναμή μας ξεκινάει από μέσα. Από τους ανθρώπους μας, τους οποίους στηρίζουμε με πάθος, σ' ένα περιβάλλον ασφαλές και αισιόδοξο. Φέτος, η **AbbVie** κατέκτησε την 7^η θέση, στην κατηγορία της, στον διαγωνισμό **Best Workplaces**. Για 7^η συνεχή χρονιά, συγκαταλέγεται στις 10 καλύτερες εταιρείες του διαγωνισμού. Κι αυτό το οφείλουμε στους εργαζόμενούς μας, που νιώθοντας σιγουριά και αισιοδοξία, δίνουν τον καλύτερο εαυτό τους, για την υγεία όλων των ανθρώπων. Τους ευχαριστούμε.



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Despina Spanou talks about how cybersecurity certification is part and parcel of the European commission's work towards a genuine security union

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Left Sikalidis says in this world in which we live and operate, every business is directly or indirectly involved in real estate

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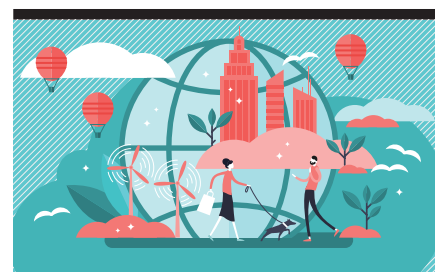
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A Light That Never Goes Out



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20 Years of Healthcare Excellence



After a hopefully good and restful summer break, autumn has arrived, signaling the beginning of a new season for us all — entrepreneurs and employees, academics and students, state administrators, and of course the Chamber. The latest news on our economy is very positive, with Greece achieving an impressive growth rate that exceeded predictions. The tourism sector performed remarkably well given the circumstances, well above the forecasts set at the end of spring and laying the foundations for a spectacular recovery in 2022, when the coronavirus pandemic is expected to end. Based on all indications, the prerequisites are in place for a high growth course in the coming years — given normal conditions. Yet the significant increases in energy costs and raw materials give cause for concern, as these are leading to inflationary trends that could trigger a rise of capital borrowing costs and restrict the monetary easing programs that have helped the global economy cope financially with the pandemic crisis.

Fortunately for Greece, in addition to higher revenues in tourism, investment interest remains very high, as evidenced by the important agreements that have been concluded regarding both private placements and state infrastructure, such as HEDNO. Continued investments are essential, as are reforms that will ensure a functioning and equitable framework that will guarantee healthy competition, meritocratic development, inclusive and equitable access to work, and sustainable growth for all, with respect for the environment.

On the international front, recent developments—including events in Afghanistan, the AUKUS pact, and the German federal election—could signal a new era for both the European Union and transatlantic relations. Nonetheless, Greece's bilateral relations with the United States continue to strengthen, as demonstrated by the resumption of the strategic dialogue in which our Chamber participates as an observer in the areas of economy and trade as well as the imminent signing of the upgraded MDCA. Alongside increasing regional cooperation in the Mediterranean and the Balkans, these co-operations are particularly crucial in today's volatile world, where shifting conditions and balances require insightful and realistic strategies.

All this and more will be examined and discussed in a series of key events organized by our Chamber for the last quarter of 2021. Institutions in their respective fields, these events will once again bring together numerous distinguished speakers from across the board to exchange views and proposals on important issues, including issues related to corporate responsibility, women's entrepreneurship, health policies, exports to the United States, tax policy, agrotechnology, regional cooperations, and the Greek economy in general. We invite you all to stay tuned and join us as we work to forge a path for our country toward an inclusive and sustainable future.

ELIAS SPIRTOUNIAS
Executive Director

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE

A DYNAMIC, PROACTIVE CHAMBER

The American-Hellenic Chamber of Commerce was established in 1932 and is one of the largest, most active, and dynamic American Chambers in Europe. Virtually all American companies that do business in Greece and Greek companies that engage in trade with the United States are members of the Chamber.

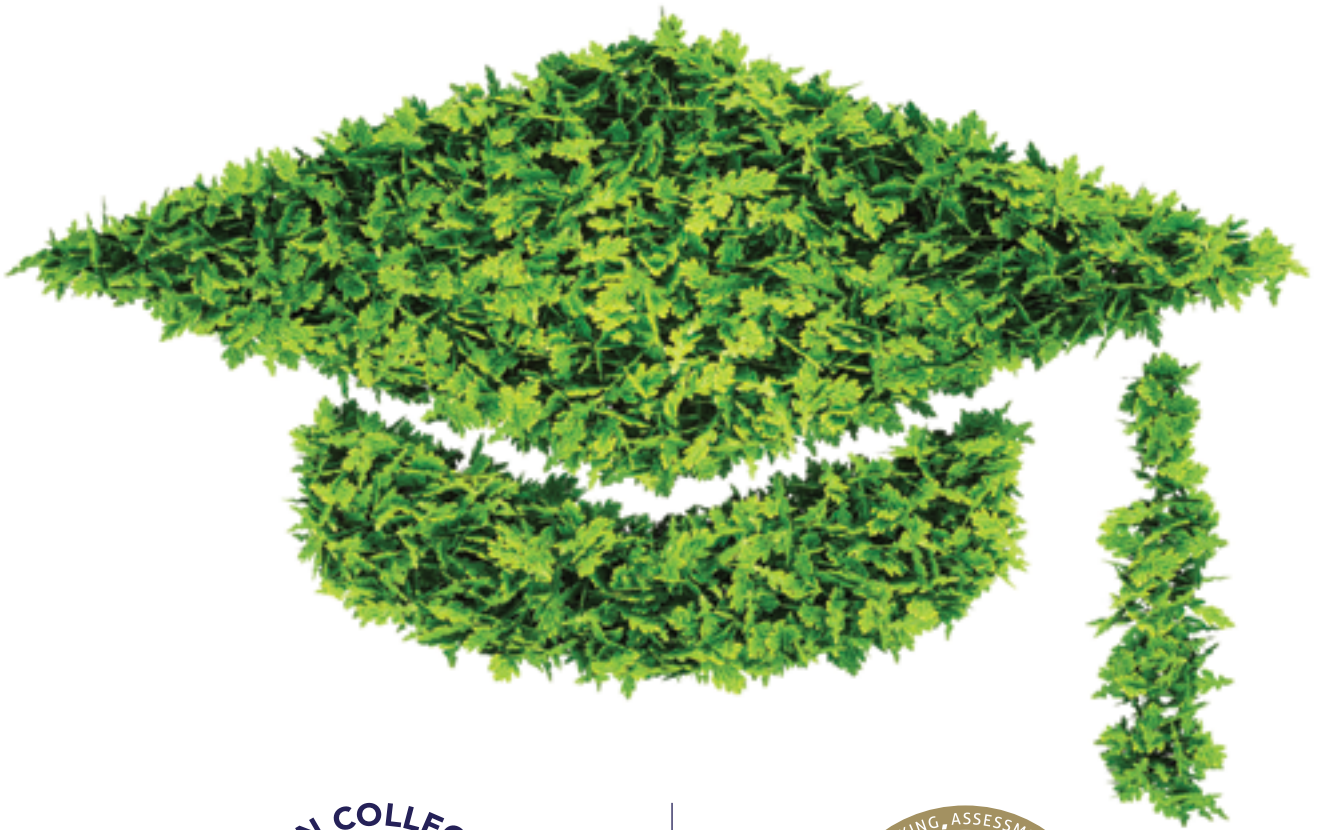
The Chamber's membership is comprised of more than 1,000 proactive companies that seek to expand business horizons, create new business partnerships, and take advantage of trade and investment opportunities in today's global economy.

The American-Hellenic Chamber of Commerce is an active mem-

ber of the U.S. Chamber of Commerce in Washington D.C. and the European Council of American Chambers of Commerce (ECACC).

MISSION STATEMENT

The American-Hellenic Chamber of Commerce strives for continuous improvement of American-Hellenic commercial and financial relations, through increased membership and through the organization of top-quality events, exhibitions, fora, seminars, and congresses on both sides of the Atlantic.



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για την οικογένεια

Σε 30 χρόνια
τα παιδιά στην
Ελλάδα θα είναι έως
και 38% λιγότερα
Πηγή: διαΝΕΟσας

Αναγνωρίζουμε
την εθνική διάσταση
του δημογραφικού
και αναλαμβάνουμε
δράσεις για νέους και
μελλοντικούς γονείς.

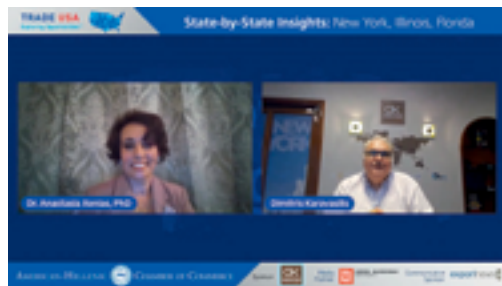
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TradeUSA State-by-State Insights: NY, IL, FL



DR. ANASTASIA XENIAS, DIMITRIS KARAVASILIS

Focusing on the states of New York, Illinois and Florida, the latest installment of the TradeUSA State by State Insights series took place online on September 22, 2021. Featuring opening remarks by AmChamGR President Nikolaos Bakatselos and Executive Director Elias Spirtounias and an introduction by TradeUSA Head Dina Athanasiou, the webinar

featured a presentation of key trade insights into the three states by Dimitris Karavasilis, AmChamGR international trade advisor and CEO of DK Marketing and Idea Monkeys LLC. This was followed by a Deep Dive dialogue on the impact of Covid-19 on the apparel, beauty/cosmetics and textile fabrics sectors in New York between Dr. Anastasia Xenias, Senior International Trade Specialist and Global Team leader (Europe) for the U.S. Commercial Service New York at the U.S. Department of Commerce - International Trade Administration and Dimitris Karavasilis.

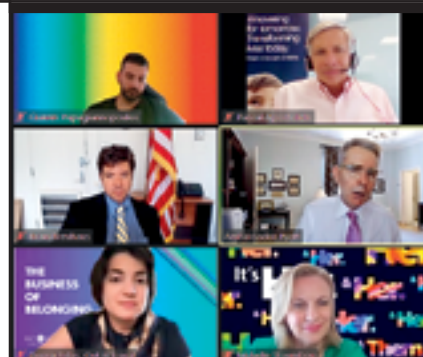
The event closed with a SelectUSA: Invest in the United States segment featuring Nikos Papachryssanthopoulos, Commercial Specialist at the U.S. Embassy in Athens, Greece, U.S. Commercial Service at the U.S. Department of Commerce International Trade Administration, and a final round of closing remarks. Sponsored by DK Marketing, with Athens-Macedonian News Agency as media partner and ExportNews.gr as communication sponsor, the event is part of a new series of webinars organized by TradeUSA, the international trade department of the American-Hellenic Chamber of Commerce, that aim to provide useful insights per state to help exporting companies in their business endeavors. Focusing on just three states at a time, the series showcases the US market as the largest, most dynamic and diverse market in the world, comprising 325 million consumers and presenting the highest household spending globally, helps new entrants to the market recognize that every US state is different and has its own unique profile, and provides in-depth information on the US market on the specific market characteristics of each state.

AmChamGR Treasurer and Executive Director meet with the Ministry of Development



LITSA PANAYOTOPOULOS, CHRISTOS DIMAS, MICHAEL DRITSAS, ELIAS SPIRTOUNIAS

American-Hellenic Chamber of Commerce Treasurer Litsa Panayotopoulos and Executive Director Elias Spirtounias had a fruitful and constructive meeting with Deputy Minister of Development Christos Dimas and Michael Dritsas, Head of the office of Deputy Minister of Development and Investment, during which lay down the groundwork for future collaborations on specific projects aiming to support the country's growing startup community.



DIVERSITY, EQUITY, AND INCLUSION IN THE WORKPLACE:

BEST PRACTICES FOR SUPPORTING LGBTQI+ PROFESSIONALS

The U.S. Embassy in Athens in cooperation with the American-Hellenic Chamber of Commerce hosted a discussion on diversity, equity and inclusion (DEI) in the workplace on July 20, 2021. The virtual event brought together a diverse panel of professionals from Greek and American organizations to examine and outline the best practices they have implemented to ensure their workplaces support inclusivity, with the discussion centering on how more corporations can integrate DEI working groups into their company culture.

AGENDA

Hellenic Pavilion @ AUSA 2021
October 11-13, Washington DC, USA

HealthWorld 2021 October 25-26,
Athenaeum InterContinental

6th ExportUSA Forum November 11

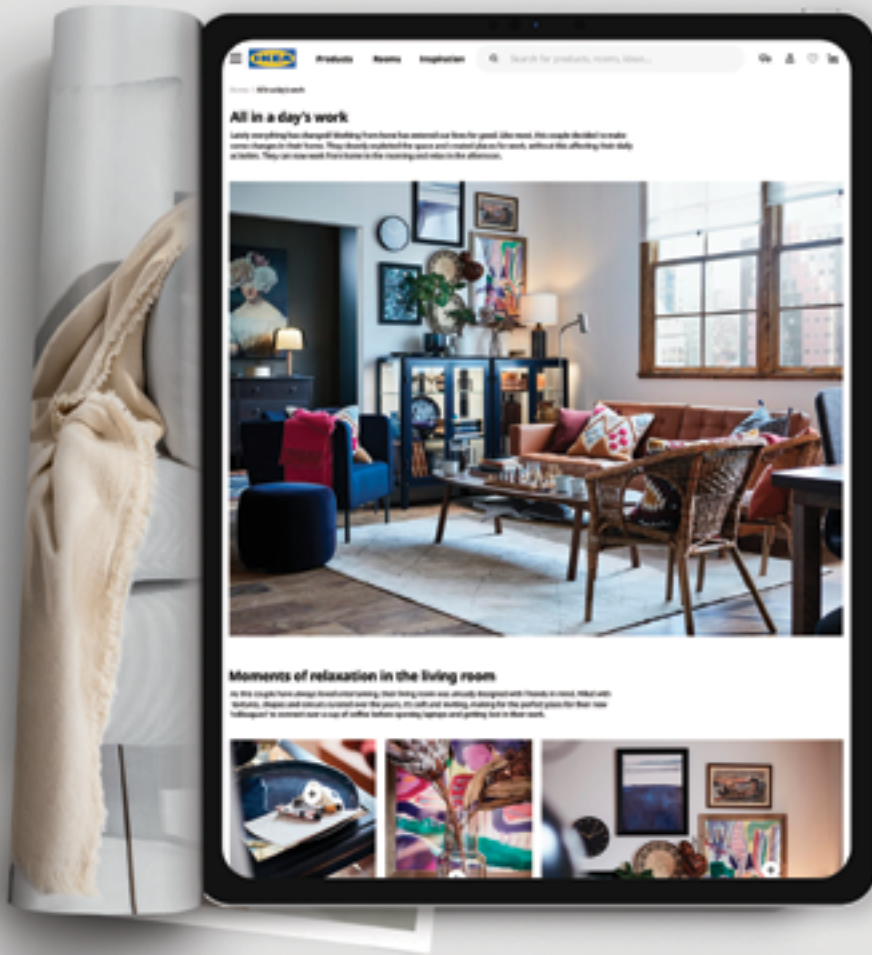
Tax Forum 2021 November 15-16,
Athens-Thessaloniki

Trade Mission to North Macedonia
November 22-23

5th WIB Forum November 24

Greek Economic Summit 2021
December 6-8

Cultural Tribute to Liberty digital festival
December 2021



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Pandemic and Telework

OPPORTUNITIES AND CHALLENGES

Since the outbreak of the Covid-19 pandemic, employees and enterprises in Greece were forced to shift to telework aka remote working.

While in some EU countries, over 30% of employees worked outside their employers' premises before the pandemic, in Greece the percentage was one of the lowest (5.3%), comprising mainly self-employed individuals and exhibiting discrepancies depending on industry and profession. Although the forced shift to teleworking caught employers and employees by surprise, it served as a first-class opportunity for the acquisition of relevant skills and experience, as well as the realization of its advantages and disadvantages. Research on the perceptions of employees about teleworking shows that a significant percentage of them would like to continue working remotely to some extent even after the pandemic. In our country, in a recent study by Pulse RC on behalf of Socialdoo, 30% of respondents mentioned that they would prefer to continue working from home even after the pandemic has ended. Considering the advantages of telework for employees, enterprises, and society (e.g. work flexibility, work-life balance, reduced commuting time and costs, recruiting and retention of talented employees, uninterrupted operation, reduction in fixed operation and maintenance costs, increased employment opportunities for special population groups,

reduction in traffic and air pollution), it is estimated that increased percentages of telework will persist after the pandemic. Research indicates that has a positive impact on employee productivity and satisfaction, while offering employees flexibility of location may be highly beneficial for enterprises in the post-pandemic era.

Because shifting to telework happened abruptly and without the required preparation, enterprises and employees need to be aware of the potential negative consequences of telework, which include:

- Social/working isolation of employees due to the lack of contact and informal relations with their coworkers, especially for those teleworking regularly.
- Inability to control the location and duration of work, which may lead to doubts as to the legal character of telework as a form of permanent employment or result in the encroachment on employees' rights (e.g. leaves, holidays, overtime).
- Confusion and blurring of the limits between professional and private life, with consequences on mental and physical health.
- Burdening of employees with their enterprises' operational costs (e.g. utility costs, etc.)
- Managerial control with the use of new technologies may end up in a form of electronic surveillance, which can violate the limits of employees' private lives.

- Working conditions outside the work environment, which may be inappropriate for work (presence of family members, lack of resources, means and suitable work conditions in general).

Enterprises can maximize the benefits and minimize the possible negative consequences of telework, by investing in the necessary technologies and equipment, data security, and the acquisition of relevant skills.

It is also suggested that telework is on a volunteer basis and not imposed on employees, while an important prerequisite for productive teleworking is the appropriate supervisor training. Research shows that telework requires different supervision skills from those that apply to the traditional work environment, with emphasis on building trustful employee-supervisor relationships, on control and frequent feedback based on measurable results, and on respecting employees' autonomy and flexibility. Lastly, alternating telework (partly at home, partly at the office) significantly reduces the possibility of employees experiencing social and work isolation and reinforces the enterprises' efforts to create and maintain their corporate culture. 🐼



— BY —

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An innovative composition of lactobacilli

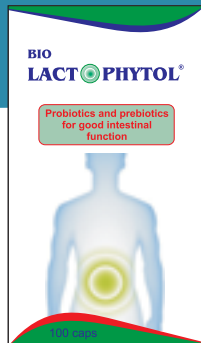
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For good gastrointestinal health

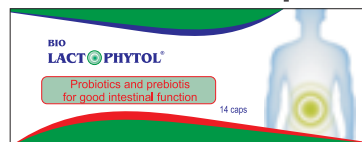
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- Immediate restoration of the normal intestinal microflora
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Dedicated to showcasing the AmChamGR community

This summer, as fires ravaged swathes of the Greek countryside and even lapped the outskirts of Athens, the private sector stepped up to support firefighting efforts and help address the needs of those most affected by the disaster. In this month's Members' Corner, Business Partners showcases a selection of American-Hellenic Chamber of Commerce members who contributed in this time of need and extends heartfelt gratitude to all those, companies and individuals, who did their part to support Greece in this challenging time.

HELPING COMMUNITIES AND NATURE



Aiming to address the fallout of the wildfires that devastated much of Evia, and in the context of its corporate responsibility program, KPMG in Greece reached out to the Municipality of Chalkida to identify the island's most pressing needs and determine a course of action.

With a clear overview of the situation, the company immediately set in motion a plan to support and offer vital goods to those residents of Evia who were most affected by the wildfires, while simultaneously collaborating with the We4all NGO to lay out plans to plant 1,000 trees in support of reforestation efforts in Evia and Attica. Alongside these first-line efforts, this year the company also plans to focus the efforts of its longstanding partnership with the Hellenic Book Club on enriching the school libraries of the affected areas.

CONTROLLING AND PREVENTING WILDFIRES

To help cover the immense need to expand the country's firefighting capabilities that arose with the spread of the wildfires, Mytilineos S.A. collaborated with the Greek government and the General Secretariat for Civil Protection to identify, locate, and source four firefighting helicopters to assist in controlling the fires. Following meticulous research and preparations, four Bell 214 BI helicopters along with a 20-strong crew of pilots, engineers and translators were flown in from Australia, to remain for 60 days in order to help minimize the risk of resurgence of

new wildfires. The cost, amounting to a total of €3.3 million, was fully undertaken by Mytilineos.

In a statement outlining the procurement of the four helicopters, the company underlined its commitment to contribute to sustainability and minimize its carbon footprint—a goal towards which Mytilineos has already set clear targets.

“Our commitments are being matched by deeds, and every time our homeland calls us, we try to be useful, in a crucial and effective way. We also pledge to assist in any effort of rebuilding the burned areas and

NEW MEMBERS

The American-Hellenic Chamber of Commerce welcomes its newest members

JACOBS ENGINEERING GROUP INC.

technical, professional, construction services, scientific and technical consulting
jacobs.com

MOBIAC S.A.

firefighting equipment and medical equipment
mobiak.com

THEOCHARIS TSENIS

corporate liquidity advisor
nanelec.com

VANOS S.A.

trading company
vanos.gr



of reforestation of the woods. Together we will succeed!” the announcement said.

KEEPING PEOPLE CONNECTED



At the peak of the wildfires, the country's foremost mobile network carriers took action to ensure ongoing connectivity for those in affected areas.

Cosmote took action for subscribers in the areas of Attica, Evia, Messinia, Achaia, Lakonia, Rhodes and Kos, offering 1,500 minutes for calls within Greece as well as 15GB of mobile data, all free of charge and valid for a total of 15 days. It also temporarily suspended deactivation procedures for subscribers in these areas whose accounts were in arrears.

Vodafone Greece similarly took steps to facilitate communication for subscribers in Attica, Evia and Messinia affected by the wildfires, offering 1,500 minutes for calls within Greece and 20GB of mobile data, free of charge and valid for a total of 15 days, and temporarily suspending collection processes and call barring for subscribers in the affected areas whose accounts were in arrears.

Wind Hellas also took action to support subscribers in the affected areas in Attica, Messinia, Evia, Achaia, Rhodes and Kos, offering 1,500 minutes for calls within Greece as well as 20GB of mobile data, free of charge and valid for a total of 15 days, while also suspending call barring for subscribers in the affected areas whose accounts were in arrears.

The companies also closely monitored the affected areas, working with local and national authorities to ensure continued and stable access to communication networks.



MOBILIZING FOR RECOVERY

Vianex Group and its President and CEO Dimitrios P. Giannakopoulos responded swiftly to the devastation of Varibobi by launching the Varibopi-Reset initiative. Working with the Agricultural University of Athens and the BEYOND Center of Excellence at the National Observatory of Athens, Vianex set out to develop a comprehensive plan on how best to support the area's swift and sustainable recovery. To this end, the company also donated a sum of €100,000 to the Agricultural University of Athens. As part of the initiative, Vianex issued a call to all companies and organizations that wish to contribute to restoring the area's nature to register their interest through the varibopi-reset.gr platform, with the aim of coordinating efforts and best allocating resources and capabilities. Noting that it wanted to take a leading role in efforts to help the area recover, starting with planting the first 1,300 trees of the area's new era, the company alluded to further initiatives to be announced in the coming time. "We call on the other companies operating in the area to join us in working together on joint initiatives so that united we can restore the environment in which we live and work," Vianex said in a statement. "The initiatives we develop will show the way to the future we want for our children."

EXPEDITING SUPPORT



The country's insurance heavyweights stepped up to throw their weight behind national efforts to fight the wildfires and support the communities and areas most affected.

MetLife activated a dedicated helpline for emergencies and urgent needs, allowing clients, partners and employees affected by the

fires to submit claims, while also coordinating and streamlining procedures in order to process these claims as quickly as possible. "With a heightened sense of responsibility, MetLife continues to live up to the trust of its policyholders, providing them with immediate assistance and high-level service, whenever this is needed," the company said in a statement.

Interamerican made available a selection of its health facilities and fleet to support those affected by the fires in Attica. The company's two MediFirst health centers, in Marousi and Argiroupoli, as well its Athinaiki Mediclinic general clinic opened their doors to offer first aid and care for those experiencing health issues as a result of the fires, including burns and respiratory problems. For those experiencing such health problems but unable to attend its clinics, the company also made available, free of charge, its urgent response services and 1010 health hotline.

Europa Insurance took steps to support its clients in affected areas by activating a dedicated 24/7 helpline to allow policyholders to submit their claims for expedited processing, aiming to minimize payout time.

Salonica Restaurant Brings Home Greek Cuisine Award for Makedonia Palace



Thessaloniki's most iconic hotel can add another distinction to its list of accolades thanks to its renowned Salonica Restaurant & Bar, which was once again named first amongst Thessaloniki's restaurants by the Greek Cuisine Awards 2021. Honored for the exquisite culinary creations of chef Sotiris Evangelou — the man behind the gastronomic philosophy of some of the top hotels and restaurants

in the country and beyond — Salonica Restaurant & Bar achieved a score of 15/20, the highest among the city's restaurants and second only to Varoulko Seaside — chef Lefteris Lazarou's restaurant — in Piraeus, Athens, which achieved a score of 16/20.

Salonica Restaurant & Bar is known for its impeccably curated seasonal menus that feature elevated dishes showcasing the country's flavors, with an emphasis on northern Greece, as well as its striking modern décor and stunning views over Thermaikos Gulf. Organized by Athinorama and Alpha Guide, the Greek Cuisine Awards ceremony took place on July 14, 2021, at Makedonia Palace in Thessaloniki, presenting awards to a total of 49 restaurants across Greece.

Culinary Tourism Recognition for Epirus Initiative



The World Food Travel Association (WFTA) has announced the winners of its prestigious annual FoodTrekking Awards, with a Greek contestant among those named. The Gastronomy Club of Epirus was

named runner-up, behind award-winner Tourism Saskatoon, in Canada, in the Best Culinary Storyteller category, for a storyteller who has made the most of the pandemic period to publish photographs, produce videos and tell fascinating new stories about their local culinary culture. Awards in the other three categories were: The Best Culinary Destination award was bestowed on Comune di Buccheri, in Sicily, Italy. The Best "Hustle" Award, for a business that went above and beyond to survive and stay relevant, went to Preidlhof Resort in Merano, Italy. The Best Virtual Experience award went to Local Food Adventures in Oakland, CA, in the United States.

Founded in 2008, the Gastronomy Club of Epirus works to showcase and promote the region's culinary heritage and traditions and to nurture the growth of a strong culinary tourism industry in northwestern Greece and around the country.

Speaking at the FoodTrekking Awards, Erik Wolf, Executive Director of the World Food Travel Association, congratulated the winners stating, "It is businesses and destinations like these that help to propel our industry forward, especially in these trying times. We are so glad that these entrepreneurs and leaders did not give up hope, and they found a way to survive and forge their paths to future success."

The FoodTrekking Awards are an annual recognition program for the culinary tourism industry, started in 2016 by the WFTA as a way to recognize leadership and innovation in food and beverage tourism. So far, 65 businesses and destinations in 28 countries have won an award.

DID YOU KNOW

WTC Then and Now

■ ■ ■

The original World Trade Center, located in NYC's Lower Manhattan area, opened on April 4, 1973 and was destroyed during the September 11 attacks in 2001 — it comprised seven buildings, including the Twin Towers, which were the tallest buildings in the world at the time of their completion

■ ■ ■

Cleanup efforts took eight months, with 108,342 truckloads needed to remove 1.8 million tons of debris

■ ■ ■

Twenty years on, four of the six planned buildings of the new World Trade Center are complete, including the iconic One World Trade Center, which rises to 541 m — 124 m taller than the original towers

■ ■ ■

Also part of the new WTC, the National September 11 Memorial and Museum is located on the site of the former Twin Towers, featuring a main museum building, a memorial glade, and two square reflecting pools that each lie on the approximate footprint of each of the two former towers

■ ■ ■

The museum's Memorial Hall features a large wall installation with a quote by Roman poet Virgil: "No day shall erase you from the memory of time"



PROJECT ARCHYTAS: THE FIRST GREEK VTOL UAV

Three top Greek universities are teaming up with Hellenic Aerospace Industry (HAI) to develop the first-ever “made in Greece” drone. Under the name Archytas — a nod to the famed Ancient Greek philosopher, mathematician, astronomer, statesman and strategist — the Aristotle University of Thessaloniki (AUTH), the Democritus University of Thrace (DUTH) and the University of Thessaly (UTH) will join forces with HAI to design and produce a large vertical take-off and landing unmanned aerial vehicle (VTOL UAV) for defense and security applications, such as border surveillance, as well as civil applications, such as forest monitoring and wildfire prevention, and commercial uses. Meeting cutting edge specifications, the drone will be capable of operating under adverse weather conditions, in winds of up to 31 mph (6 Beaufort scale) at the minimum, conditions that are often seen over the Aegean Sea.

Financed by the Greek Ministry of Finance, the project for the development and production of two VTOL UAV prototypes launched in September, following the signing of a memorandum of cooperation between the five parties on August 27, 2021. “Synergy between industry and academia is becoming reality through this program,” said HAI CEO Dimitrios Papakostas commenting during the ceremony.



Greek Island Love

The votes are in, and once again Greek islands top the lists of travelers’ favorite destinations. According to Travel + Leisure’s World’s Best Awards 2021, travelers voted a total of eight Greek islands into the Top 20 Islands in Europe List, with Milos in first place, followed by Folegandros in second, Santorini in third, Paros in tenth, Mykonos in thirteenth, Crete in fourteenth, Corfu and the Ionian Islands in fifteenth, and Rhodes in seventeenth place. Even facing global competition, Greek island topped the list of traveler favorites, with Milos voted first amongst the Top 25 Islands in the World, Folegandros second and Santorini thirteenth — alongside destinations including St. Vincent and the Grenadines (third place), Sicily, Thailand’s Koh Samui, Bali, Hawaii, Aruba, the Galapagos, and the Maldives. Meanwhile, Grace Hotel in Santorini, part of the Auberger Resorts Collection, was voted top amongst both the Top 10 Greece Resort Hotels and the Top 15 European Resort Hotels, with three more Greek resorts — Canaves Oia Epitome in Santorini (third place), Katikies Mykonos in Mykonos (fifth place) and Canaves Oia Boutique Hotel in Santorini (ninth place) — named amongst Europe’s best resorts.

Eleftherios Venizelos AIA Among Best in Region

Eleftherios Venizelos Athens International Airport has been named among the region’s top airports, ranking fifth on the Skytrax World Airport Awards list of Best Airport in Southern Europe 2021. Istanbul Airport placed first, followed by Madrid Barajas and Rome Fiumicino, and Barcelona Airport in fourth place. AIA also ranked ninth in the list of Europe’s Cleanest Airports — a category topped by Zurich Airport, Munich Airport and London Heathrow. At the international level, Athens Airport ranked 47th, down two places from 45th the previous year, with Qatar’s Hamad International Airport in Doha named World’s Best Airport for 2021.

The World Airport Awards began in 1999 when Skytrax launched its first global, airport customer satisfaction survey. Today, they are regarded as a quality benchmark for the world airport industry, assessing customer service and facilities across more than 500 airports.

WITH AN EYE TO THE FUTURE

AmChamGR's Key Contributions to TIF 2021

Upholding the legacy of its hugely successful U.S. Pavilion at TIF 2018, the American-Hellenic Chamber of Commerce once again returned to Thessaloniki International Fair with a strong presence. Through a series of events and participations, AmChamGR shone a spotlight on Greece's ever-growing potential as a major regional and international player in energy, technology, commerce and innovation and highlighting key role of major Greek and U.S. companies in forging the way forward to Greece's future.



Greece's 85th Thessaloniki International Fair was held from September 11 to September 19, 2021, at the Thessaloniki International Exhibition Center. Despite limitations brought on by the ongoing Covid-19 pandemic, TIF 2021 was a resounding success and sent a clear message to visitors as well as the world: The Greek economy is restarting. With a slew of health and safety measures and precautions to ensure a safe and Covid-free environment for all guests and participants, the Fair opened its doors to the public featuring an impressive program that included more than 900 exhibitors from 15 countries as well as a wealth of thematic events.

Paying homage to Greece's bicentennial, celebrating 200 years since the beginning of the Greek War of Independence, this year's theme focused on the country's heritage and prospects under the titled: "Greece: Past – Present – Future." During the course of the week, special events and features showcased a range of key topics of interest including the historical evolution of Greece's 13 regions alongside their traditional strengths and current productive ca-

capacity, the country's startup landscape and developments in entrepreneurship, its road ahead into the digital future, and green growth and sustainability initiatives.

Remembering Greece's past and the numerous and significant challenges it triumphantly overcame, and looking to the future and the new challenges and opportunities ahead, it is clear that today Greece is once again going through a watershed moment. The choices we now make, and the planning and effort we put into realizing our decisions as effectively and efficiently as possible, will set the foundations that will determine Greece's path and role in the years to come. In the context of this crucial effort, the American-Hellenic Chamber of Commerce once again participated in Thessaloniki International Fair, organizing and participating in a series of panel discussions and events that brought together key stakeholders, policymakers and opinion leaders to discuss, examine, and showcase opportunities that will foster growth — nationally, regionally and internationally — and bolster the strong ties between Greece and the United States, its longstanding ally across the Atlantic.



SEPTEMBER 10 Working Breakfast with Deputy Minister Petsas

The American-Hellenic Chamber of Commerce kicked off its TIF 2021 program with a working breakfast with Deputy Minister of Interior Stelios Petsas. Attended by AmChamGR members and members of the AmChamGR board of directors, the meeting focused on investments, recycling, innovation and digital transformation, with an emphasis on how local government can serve as a key driver of sustainable development, promoting environmental protection and contributing to an improved quality of life for citizens.

NIKOLAOS BAKATSELOS, STELIOS PETSAS



ELIAS SPIRTOUNIAS, ALEXANDROS COSTOPOULOS, NIKOLAOS BAKATSELOS, STELIOS PETSAS, VASSILIS KAFATOS





KOSTAS ANDRIOSOPOULOS, ANDREAS SHIAMISHIS



KIRIAKI KOSMIDOU, GEORGE PECHLIVANOGLU, NEKTARIA KARAKATSANI, ANASTASIOS TOSIOS

SEPTEMBER 10 Southeast Europe Energy Forum 2021

For the fifth year running, the American-Hellenic Chamber of Commerce convened its annual Southeast Europe Energy Forum (SEEF). Organized by AmChamGR in partnership with the Hellenic Association for Energy Economics, in cooperation with the United States Embassy in Greece, and with the Atlantic Council and the United States Chamber of Commerce as strategic partners, SEEF 2021 took place on September

10, at the MET Hotel in Thessaloniki. Featuring a full-day program of panel discussions and speeches, the Forum focused on Greece's role as a key regional player, investment opportunities in Greece's energy sector, and plans and initiatives for the development and optimal utilization of green energy. The event also focused on new partnerships and collaborations throughout the region and beyond, the development of green innovation, developments in materials and processes in the energy field, smart energy management tools, the impact and challenges of climate change, sustainable development and the energy sector, as well

as tools and infrastructure that can facilitate a response to climate change and ecosystem preservation.

Thanks to the American-Hellenic Chamber of Commerce's close ties with the United States government and business ecosystem, and thanks to the participation of prominent business leaders, key policymakers,

Greece puts itself at the center of a network of relationships in which Greece is helping to build European standards, helping to build resiliency.

GEOFFREY R. PYATT, AMBASSADOR OF THE UNITED STATES OF AMERICA TO THE HELLENIC REPUBLIC

SNAPSHOT FROM THE SIGNATURE CEREMONY OF THE AGREEMENT BETWEEN DESFA-NER WITH THE PRESENCE OF MR. KOSTAS SKREKAS, MINISTER OF ENVIRONMENT AND ENERGY AND MR. KONSTANTINOS FRAGOIANNIS, DEPUTY MINISTER FOR ECONOMIC DIPLOMACY AND OPENNESS



and top academics from Greece and across Europe, SEEF 2021 featured a series of insightful, meaningful and productive discussions that will doubtlessly contribute to shaping the roadmap for Greece, and the region, as it moves forward into its future. For their part, the United States Ambassadors to Greece, Albania, Bulgaria, North Macedonia, and Serbia underlined the significance to the US of Southeast Europe's energy sector, highlighting future investment opportunities and developments in the region.

In the context of the 5th annual Southeast Europe Energy Forum, and true to the spir-



KOSTAS ANDRIOSOPOULOS, MARIA RITA GALLI, MARIA SPYRAKI, VLADIMIR MALINOV, KOSTIS SIFNAIOS



GEOFFREY R. PYATT, YURI KIM, HERRO MUSTAFA, KATE MARY BYRNES

it of the event, Greece's Hellenic Gas Transmission System Operator (DESFA) and North Macedonia's Joint Stock Company for performing energy activities National Energy Resources Skopje in state ownership (NER JSC Skopje) also signed a Co-operation Agreement for the development and construction of the Greece-North

dra Sdoukou, and United States Ambassador to Greece Geoffrey R. Pyatt.

SEEF 2021 was sponsored by Eunice Energy Group (Platinum Sponsor); Hellenic Gas Transmission System Operator (DESFA), Energy Exchange Group, Gastrade, and the National Bank of Greece (Gold Sponsors); and Hellenic Electricity Distribution Net-

work Operator (HEDNO), Hellenic Petroleum, and Invenergy (Silver Sponsors). The Athens-Macedonian News Agency served as the event's media partner, with EnergyIn.gr, "Ενεργεια και Οικονομία", EnergyPress.gr, Energy-World.gr, EnergyWorldMag.gr, and WorldEnergyNews.gr as communication sponsors.

The Greece-North Macedonia gas interconnector will further upgrade the geopolitical role of Greece, which is steadily emerging as an energy crossroads and natural gas hub in southeast Europe.

KOSTAS SKREKAS, MINISTER OF ENVIRONMENT AND ENERGY, HELLENIC REPUBLIC

Macedonia Gas Interconnector. The agreement, which established the cooperation principles, respective commitments and key milestones for the project's development, was signed by Maria Rita Galli, CEO of DESFA, and Bajram Rexhepi, Executive Director of NER JSC Skopje, in the presence of Greek Minister of Environment and Energy Kostas Skrekas, General Secretary for Energy and Mineral Resources Alexan-

The improvement of infrastructure in the region and in the energy sector is a prerequisite for the deepening of economic cooperation between the countries; this process has longterm results, creates new supply chains, new jobs, improvement of social prosperity.

ANDREY ZHIVKOV – MINISTER OF ENERGY, THE REPUBLIC OF BULGARIA



NIKOLAOS BAKATSELOS, KOSTAS SKREKAS, ANDREY ZHIVKOV AND HIS INTERPRETER

SEEF 2021 SPEAKERS

Dr. Kostas Andriopoulos – Professor of Finance and Energy Economics, Audencia Business School; Chair of AmChamGR's Energy Committee

Nikolaos Bakatselos – President, American-Hellenic Chamber of Commerce

Neil Robert Brown – Managing Director, KKR Global Institute (New York); Nonresident Senior Fellow, Atlantic Council (USA)

Dan Byers – Vice President, Climate and Technology, Global Energy Institute, U.S. Chamber of Commerce

Kate Mary Byrnes – Ambassador of the United States of America to the Republic of North Macedonia

Fatmir Bytyki – Deputy Prime Minister, Republic of North Macedonia

Maria Digiulian – Acting Deputy Assistant Secretary for Europe, Eurasia, Africa and the Middle East, U.S. Department of Energy

Kurt Donnelly – Senior Bureau Official (SBO), Bureau of Energy Resources; Deputy Assistant Secretary for Energy Diplomacy, U.S. Department of State

Konstantinos Fragogiannis – Deputy Minister for Economic Diplomacy and Openness, Ministry of Foreign Affairs, Greece

Maria Rita Galli – CEO, Hellenic Gas Transmission System Operator (DESA)

Anthony F. Godfrey – Ambassador of the United States of America to the Republic of Serbia

Benjamin Haddad – Director, Europe Center, Atlantic Council (USA)

George Ioannou – CEO, Energy Exchange

Olga Khakova – Deputy Director, European Energy Security, Atlantic Council

Nektaria Karakatsani – Advisor to the Minister of Environment and Energy; expert in energy regulation and EU funding

The role of Greece and its investment potential have been upgraded, giving the country's economy a significant boost. Greece is called upon to face new challenges and use its geopolitical advantage to regain steady growth.

NIKOLAOS BAKATSELOS – PRESIDENT, AMERICAN-HELLENIC CHAMBER OF COMMERCE

Yuri Kim – Ambassador of the United States of America to the Republic of Albania

Konstantin Konstantinov – CEO, Independent Bulgarian Energy Exchange EAD (IBEX)

Kyriaki Kosmidou – Professor in Banking Finance and Head of the School of Economics, Aristotle University of Thessaloniki (AUTH); Vice President of the Hellenic Association for Energy Economics (HAEE)

Vassiliki Lazarakou – Chair, Hellenic Capital Market Commission (HCMC); Member, Management Board of the European Securities and Markets Authority (ESMA); Chair, ESAs Joint Committee Securitization Committee

David Livingston – Senior Advisor, U.S. Special Presidential Envoy for Climate

Vladimir Malinov – CEO, Bulgartransgaz

Yannis Maniatis – Former Minister of Environment, Energy and Climate Change; Associate Professor, University of Piraeus, Greece

Zorana Mihajlović – Deputy Prime Minister and Minister of Energy and Mining, Serbia

Milos Mladenovic – Managing Director, SEEPEX, Serbia

Herro Mustafa – Ambassador of the United States of America to the Republic of Bulgaria

Pavlos Mylonas – CEO, National Bank of Greece

Naser Nuredini – Minister of Environment and Physical Planning, North Macedonia

Dr.-Ing. George Pechlivanoglou – Vice President, Eunice Energy Group (EEG); Former Chair, Wind Energy Committee ASME (Greece)

Natasa Pilides – Minister of Energy Commerce, Industry and Tourism, Cyprus

Geoffrey R. Pyatt – Ambassador of the United States of America to the Hellenic Republic

Alexandra Sdoukou – Secretary General for Energy and Mineral Resources, Ministry of Environment and Energy, Greece

Andreas Shiamishis – CEO, Hellenic Petroleum

Kostis Sifnaios – Vice President and Project Director, Gastrade

Kostas Skrekas, Minister of Environment and Energy, Greece

Katerina Sokou – Report Lead Author and Nonresident Senior Fellow, Atlantic Council; Washington DC Correspondent, Kathimerini and Skai TV

Elias Spirtounias – Executive Director, American-Hellenic Chamber of Commerce

Maria Spyraiki – MEP, Member of the Industry, Research and Energy (ITRE) and Environment, Public Health and Food Safety (ENVI) Committees

Anastasios Tosios – Deputy CEO, Athens Water Supply and Sewerage Company (EYDAP)

Yiannis Yiarentis – Chairman and CEO, Renewable Energy Sources operator and Guarantees of Origin (DAPEEP SA)

Andrey Zhivkov – Minister of Energy (Bulgaria)

SEPTEMBER 11

AmChamGR Treasurer Participates in Elevate Greece Awards

Litsa Panayotopoulos, Treasurer of the American-Hellenic Chamber of Commerce and Chair of the AmChamGR Education, Innovation, Entrepreneurship (EIE) Committee, participated in the Elevate Greece National Awards for Young Entrepreneurs ceremony which took place on September 11, 2021, at the Emilios Riadis Conference

Center, in the context of the 85th Thessaloniki International Fair. The Awards named winners across ten key categories: Startup of the year; Fastest emerging startup; Spin-off of the year; Social contribution; Environmental impact; Women entrepreneurship; Business development and extroversion; utilization of 4th Industrial Revolution tech; Startup Hero: solving challenges created by Covid-19 crisis; and Best ecosystem choice. Treasurer Panayotopoulos presented the award in the Business Development and Extroversion category, honoring Metis Cyberspace Technology, an Athens-based com-

pany that uses machine learning and AI technologies to develop innovative solutions that shape the future of global shipping.

LITSA PANAYOTOPOULOS GIVING THE AWARD TO METIS CYBERSPACE TECHNOLOGY



SEPTEMBER 12

WIB Committee Chair Participates in TechCamp Thessaloniki

Chair of AmChamGR's Women in Business (WIB) Committee Myladié Stoumbou joined a lineup of distinguished speakers that participated in this year's TechCamp

Thessaloniki: Empowering Women Entrepreneurs at TIF 2021. Stoumbou, Regional Director for Partner Business Development at Microsoft, shared her insights and industry expertise in the panel discussion titled "The Challenges and Opportunities of Digital Transformation," alongside senior regional executives from Amazon (Cameron Brooks, General Manager, Europe Public Sector, Amazon Web Service) and Cisco

(Nikolaos Lambrogeorgos, Senior Account Manager Public Sector, Greece and Cyprus, Cisco) and Dr. Robbie K Melton, Associate Vice President for the National SMART Technology Innovation Center at Tennessee State University. TechCamp Thessaloniki was organized, under the auspices of the Ministry of Digital Governance, by the United States Embassy in partnership with Foundation and Socialinnov.

SEPTEMBER 16

Thessaloniki Future Thinking Dialogues

In the wake of its first ever Thessaloniki Future Thinking Dialogues (TFTD): A Hub of Talent Innovation and Technology in the Making event, which took place in Thessaloniki in June 2021, the American-Hellenic Chamber of Commerce organized a panel discussion titled "TFTD: Transforming Education and Reskilling as a Foundation of Growth" which was held on September 16, in the context of the Thessaloniki Helexpo Forum at this year's Thessaloniki International Fair.

The speakers at the event were Dr. Georgios Iordanidis, Vice Rector for Finance, Management and Development at the University of Western Macedonia (UOWM); Dr. Efstratios Stylianidis, Vice Rector for Research and Lifelong Learning at the Aristotle University of Thessaloniki (AUTH); Athanasia Theodoridou, Deputy General Director of Vocational Education and Training at the Greek Manpower Employment Organization (OAED); and Dr. Loukas Zahilas, Head of the Department for VET Systems and Institutions (DSI) at Cedefop. Vassilis Kafatos, Vice President of the board of directors and Chair of the Northern Greece Committee at the American-Hellenic Chamber of Commerce – Deloitte Partner, moderated the event.

The discussion built on the core themes of the TFTD conference in June, particularly the importance of talent and adequately trained and skilled human resources as a crucial fac-

tor for the development of Thessaloniki into an international technology and innovation hub. In a rapidly changing world, education is being transformed, reskilling and upskilling is becoming a priority while talent is evolving into the rarest and most valuable asset for businesses and consequently for cities and countries. All speakers expressed their deep concern towards what seems to be a weakness in understanding future market needs as far as qualifications are concerned which is exacerbated by rapid changes in the job market. The speakers also acknowledged the importance of current support tools whilst recognizing significant opportunities that lie ahead.

The panel looked at education and lifelong professional training and upskilling as key elements of any national strategic plan for the development of the Greek economy and the importance of effective collaboration between academia, business and state in order to ensure the country's competitive advantage moving forward. Dr. Stylianidis spoke on the importance of improving skill matching, noting that Greece currently ranks last among EU countries, underlined the importance of making the most of relationships between universities and businesses, and pointed to AUTH's ongoing work to map and better understand the current job needs of local businesses. Theodoridou pointed to figures indicating that despite 17% unemployment, one in three businesses still report difficulties in finding appropriately skilled labor and underlined OAED's efforts to provide reskilling through key partnerships with business organizations and universities, in-

cluding joint efforts with the American-Hellenic Chamber of Commerce. Dr. Iordanidis further emphasized the crucial importance of efficient coordination between collaborating parties, noting that patience and persistence are warranted and particular care is required when undertaking reskilling and upskilling tasks, and describing UOWM's efforts to retrain the local workforce. Pointing out that two thirds of children of school age today will be employed in jobs that do not yet exist, Dr. Zahilas stressed the need to reimagine educational and vocational training systems and to tackle continued training programs not as extensions of existing initial programs but as new, streamlined and flexible endeavors reflecting the rapidly evolving needs and demands of the ever-changing job market. Thanking panel participants, AmChamGR Vice President Kafatos acknowledged the many challenges and opportunities ahead, noting that "Today, we all recognize the opportunity that Greece has to modernize its education system, to focus on training and to emerge as an international knowledge and talent hub."

GEORGIOS IORDANIDIS, VASSILIS KAFATOS, EFSTRATIOS STYLIANIDIS



Real Estate in Business and Country Growth

In this world in which we live and operate, every business is directly or indirectly involved in real estate. Each company needs space to create, store, sell and distribute its products and services.

Decisionmaking for a commercial property is a demanding task. Companies face several challenges during such longterm plans in current dynamic environments. An asset that is illiquid and inelastic is a hard-to-solve exercise with several what-ifs. Topics related to the purpose of the investment, the company's strategic direction, and the duration of the use of the asset may also need input from several departments within the company. Other queries are equally important, including favorable market conditions, the right way to secure available space (direct investments vs flexibility), potential business disruptions, technological advancements, and property cycle. Thus, strategy based on reliable information and professional advice is of the essence.

Furthermore, feasibility and execution are two equally essential parameters when it comes to efficient strategic plans. During the process of strategy formulation, the market data will examine and verify its feasibility and efficiency. But the availability of information does not constitute advice. Overall, the "location, location, location" slogan does not apply in most cases anymore. Successful execution heavily

relies on effective project management: Prices, materials, associates, documentation, and different people with different skills and backgrounds can either produce something extraordinary or lose themselves in translation. Coordination is key.

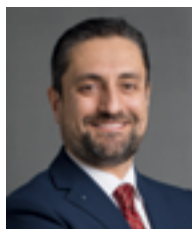
The quality of a real estate asset in business creates advantages that cannot be directly measured. It regulates productivity, directly and indirectly (e.g. modern environment, amenities, circulation of people and goods), and creates room for business growth in products, revenues, cashflows, and profits. All the above build satisfaction to workers, managers and top management/board of directors and generate better performance. At the same time, it is reassuring to the shareholders and potential investors about the company's longterm sustainability and growth.

The Greek real estate market has undergone a tremendous transformation since 2008. The crisis made us rethink fundamentals, evaluate how we used to make decisions in business, and establish new methods and processes on how we approach the industry. As a result, people are open to advice and guidance; the market has matured and shows signs of diversity. Furthermore, a data-driven decisionmaking system seems

IN 2019, 33% OF TOTAL FDI WAS DIVERTED INTO REAL ESTATE IN THE COUNTRY

more reliable since complexity has also increased. More foreign players have entered the market, forcing locals to upgrade their views and processes on real estate. But there is always room for improvement.

As a result, in 2019, 33% of total FDI was diverted into real estate in the country, according to Enterprise Greece. Of course, the market has further potential, but it has become sophisticated, excluding companies and individuals with different mindsets and opportunistic behaviors. On top of that, not every submarket grows simultaneously and evenly, and longterm views always pay back. 🐼



— BY —

LEFT SIKALIDIS, MRICS

founder and CEO of Sikalidis.com; Chair of AmChamGR's Real Estate and Development Committee

The Real Estate & Development Committee was established at the end of 2019 to inform the chambers' members, to advocate, and to promote the market abroad, primarily to the USA. The members of this Committee, all distinguished market professionals, and I, intend to regularly communicate our views on market intelligence and drivers, to address critical improvements, and other related material via a series of articles, events, and other actions. Besides our two online events we've launched so far, we have recently decided to circulate a newsletter about the market and its trends every quarter as exclusive content for the members of AmCham. You may visit our page on the AmCham website to learn more about us. Stay tuned and stay safe!



OF HEALTHCARE EXCELLENCE

HEALTHWORLD

20 Years of HealthWorld

In October 2021, the American-Hellenic Chamber of Commerce will convene its 20th HealthWorld conference, marking two decades of important contributions to shaping and advancing the country's healthcare sector.

“**T**he physician must be able to tell the antecedents, know the present and foretell the future,” wrote Hippocrates in his work on epidemics, and his words are as relevant today as they were when he first wrote them almost two and a half millennia ago. On the heels of an unprecedented global health event, we understand now more than ever the importance to healthcare of knowing and

SINCE ITS LAUNCH IN 2001, HEALTHWORLD HAS SET OUT TO BE A DRIVING FORCE IN ADVANCING HEALTHCARE IN GREECE, WORKING CLOSELY WITH THE PUBLIC AND PRIVATE SECTOR TO IDENTIFY AND ADDRESS KEY AREAS FOR REFORM AND IMPROVEMENT

reflecting on the past, truly examining and understanding the present, and boldly planning for the future. And while for many, the motivation to act on this knowledge might be newfound, the American-Hellenic Chamber of Commerce has been at the forefront of the effort to apply this thinking in Greece for the past two decades. Since its launch in 2001, HealthWorld has set out

to be a driving force in advancing healthcare in Greece, working closely with the public and private sector to identify and address key areas for reform and improvement. Every year, it brings together top government and public officials, political leaders, senior healthcare and medical professionals, industry leaders, distinguished academics and representatives of the scientific community, and other policymakers and stakeholders to review important events and developments, examine key trends, and contribute actionable solutions and policy points on a number of important issues facing healthcare in Greece today.

Today, HealthWorld is rightfully considered to be one of the foremost platforms for constructive dialogue and idea exchange on healthcare policy in the country. Held annually under the auspices of the Hellenic Ministry of Health, the European Federation of Pharmaceutical Industries and Associations (EFPIA), MedTech Europe, the Hellenic Association of Pharmaceutical Companies (SFEE), the Association of Health Research and Biotechnology Industry (SEIV), and PhRMA Innovation Forum, it is actively supported and sponsored by some of the top healthcare, pharmaceuticals, and medical innovation companies operating in Greece.

In the following pages, our longstanding sponsors, leading companies that are driving cutting edge developments in their respective fields, share a few words on their missions and achievements in Greece and the world, accomplishments that have influenced and have been influenced by HealthWorld over the past two decades.

The Pandemic as a Catalyst for Healthcare Reform

The financial crisis of 2008-2019 caused a significant reduction in human and financial resources in the public health sector, which, combined with the outbreak of the pandemic in 2020, put considerable stress on the country's social and economic life, exacerbating existing distortions and threatening the viability of the healthcare system.



YIANNIS KYRIOPOULOS

Professor Emeritus of
Health Economics, National
Public Health School,
University of West Attica

**DESPITE THE
CHALLENGES OF THE
CURRENT SITUATION,
IT SEEMS THE TIME
IS NOW RIGHT**

The Covid-19 pandemic crisis revealed major gaps in public health and primary healthcare, highlighting the operational difficulties of the hospital branch of the National Health System (ESY) in shouldering the overall burden of increased demand for healthcare services. The pandemic laid bare on the one hand the limits of the healthcare system and on the other the need for structural change, as healthcare services are unable to adequately meet citizen expectations under current conditions. This is evidenced by the stagnancy of critical population health measurement indexes, the considerable inequalities in access to medical care and healthcare results, and the high levels of private, and catastrophic, household spending on health.

Despite the challenges of the current situation, it seems the time is now right; the need for reform has become a pressing issue for much of the country's political world as well as an expectation in public opinion. Additionally, the increase of investment resources in healthcare through the Development Plan for the Greek Economy improves the likelihood of an introduction of structural changes and, therefore, of an improvement in healthcare services, constituting a solid basis for social and political support for reform. Yet despite being necessary, these interventions do not constitute adequate reform for the sustainability of the public health sector. It is clear that the problem is not limited to organizational and operational improvements but extends to the overall architecture of health services as well as to the exchanges between suppliers and users.

As such, it is necessary to gradually increase public expenditure to the average of EU countries and to integrate private household expenditure to ancillary insurance agencies so that health insurance — through the National Organization for the Provision of Health Services (EOPYY) and supporting schemes — can exercise its due oligopolistic authority in the face of healthcare services in quasi markets under the supervision of the state. In this context, the restructuring of public health services in the form of a unified state public health service based on the support of a properly trained force of public health officials is an effective solution to this problem. The establishment of primary healthcare networks also constitutes a practicable response to access issues and to the lack of responsiveness in this area. Both of these interventions are essential in order to achieve sustainable changes to the complex field of hospital care. In this light, a restructuring of the country's hospital map is a precondition in the quest for efficient allocation of resources and ensuring free choice that allows all citizens equal access to available services.

Achieving this requires political daring and a substantiated program that can be implemented when the crucial decision is made that public healthcare reform starts with strengthening the demand and funding side in order to weaken the monopolist dominance of the supply side. This necessitates the introduction of regulated competition under the supervision of hospital complexes that may result from mergers, collaborations and partnerships among various types of hospitals to ensure equal access for citizens, effective medical care, and full utilization of scarce public health resources. But a productive healthcare policy is acceptable when it is founded on values and principles that guarantee the credibility of reforms.



AbbVie

AbbVie is a global research-driven biopharmaceutical company. We are committed to developing innovative advanced therapies for some of the world's most complex and serious health issues. AbbVie's mission is to leverage our experience, dedicated people, and unique approach to innovation to significantly improve treatments across five therapeutic areas: immunology, hematology, eye care, neuroscience, and aesthetics. More than 47,000 AbbVie employees around the world work daily to develop therapeutic options for patients worldwide.

AbbVie has a long history in healthcare dating back to 1888 with Abbott. In 2013, we became a separate company from Abbott, though we share a common legacy and strong prospects for future success. With the acquisition of Allergan in 2020, AbbVie is among the top five global pharmaceutical companies in terms of revenue with an emphasis in R&D to drive tomorrow's breakthroughs, while helping people live better lives today.

In Greece, AbbVie since its inception in 2013, has been operating, apart from the commercial branch, an international clinical research hub. The Greek Clinical Site Management and Medical Affairs team employs more than 40 scientists from different fields and has been expanded as of 2018. This allows AbbVie to conduct more than 45 clinical studies in Greece in a total local investment in R&D of approximately €6.5 million on an annual basis, establishing AbbVie as a leading company in this field.



Janssen

At Janssen, the Pharmaceutical Companies of Johnson & Johnson, we never stop working to create a future where disease is a thing of the past. We tackle society's most pressing health challenges, connecting big ideas to the resources we need to make them a reality. Our goal is to advance access to good health for all. By seeking out medical breakthroughs wherever they occur, leveraging internal expertise and embracing external science, we aim to bring the best solutions to the people who need them.

Concentrating on areas such as cardiovascular and metabolism, immunology, infectious diseases and vaccines, neuroscience, oncology, and pulmonary hypertension, we focus our efforts and resources where the need is high, the science is compelling and where we have the greatest opportunity to save and improve lives. We must work together – across business, academia, governments and society – to lead healthcare's ongoing reinvention. At Janssen, we collaborate with the world for the health of everyone in it.

For Janssen, it is not just about leading innovation and driving medical breakthroughs. We go beyond the medicine by working with patients through the entire process to ensure the best possible experience and health outcomes. We are driven by our belief that "patients are waiting" and there is no time to waste.



Johnson & Johnson Medical Devices

The Medical Devices Companies of Johnson & Johnson have a history of delivering breakthrough innovations providing technologically advanced products, services and solutions to treat more patients and achieve standardization, better outcomes, improve doctors' and patients' experience while reducing complications, length of stay and total cost of care.

Working with the Medical Devices Trade Association, patient and healthcare associations we align with the authorities to shape healthcare improvements, bridging different stakeholders and facilitating for sustainable solutions. Leading the AmCham MD&D committee, we have evolved into a strong partner, promoting win-win solutions for the healthcare system. The Committee offers positions and proposals to healthcare decisionmakers, through roundtable and panel discussions, conferences including HealthWorld.

We continuously support numerous initiatives in the communities where we live and work: We have offered over 120,000 check-ups to 70,000 children, "nutrition and wellbeing" school program, 3,600 refugee medical examinations, 31,000 consumer products and our ongoing support to the "Operation Smile" program. During the pandemic, the company made a significant donation of medical equipment to the Greek Ministry of Health. Furthermore, we are sponsoring the lung health campaign "Anasa Zois," raising awareness across Greece and promoting smoking cessation and early cancer screening. Driving innovation, improvement, and overall health advancement, Johnson & Johnson Medical Devices is very proud to be one of the contributing pillars for a better healthcare system in Greece.

**GOLD
SPONSORS**



Alcon

Alcon is the global leader in eye care with a seven-decade history of success that rests on a foundation of industry expertise, leading brands and a winning mindset. We aspire to lead the world in innovating life-changing vision products, having complementary businesses in surgical and vision care. Being a truly global company, we work in over 70 countries and serve patients in more than 140 countries, having a long history of industry firsts. We are an innovation leader with 1,400 dedicated research and development employees, more than 100 projects in our development pipeline, and one of the largest R&D commitments in the market. In 2020, we invested over \$673 million in R&D. Our leadership is grounded in cutting-edge innovation and breakthrough technology, transforming the way we treat eye diseases and eye conditions, also addressing via our product portfolio new indications such as refractive lens exchange. We have a broad ophthalmic product portfolio including cataract, refractive and vitreoretinal surgical solutions with a focus on presbyopia correction and contact lens and ocular health portfolio of products. We aspire to lead the world in innovating life-changing vision products because when people see brilliantly, they live brilliantly.



AstraZeneca

AstraZeneca is responding to a changing world by accelerating the delivery of life-changing medicines that create enduring value for patients and society. Between 2013 and 2020 we launched 13 new medicines. We are continuing to push the boundaries of science in search of solutions that prevent, treat, and even cure, some of the world's most serious health challenges: cancer, diabetes, heart, kidney, respiratory and immunological diseases.

In 2019, we developed our vaccine against Covid-19 in collaboration with the University of Oxford. Committed to making the vaccine available at no profit during the pandemic and to providing the broad and equitable supply of billions of doses, AstraZeneca and our partners have supplied more than 1.2 billion doses to over 170 countries, with approximately two thirds of doses going to low- and lower-middle-income countries.

Our focus is on driving growth by supplying medicines that can transform care and ensuring that they reach patients who need them in a way that brings wider benefits to society and the planet. We are harnessing unprecedented advances in science as well as the convergence of data and digital technology to develop better medicines, faster, with clearer benefits for patients. These technologies also help us demonstrate the value of our medicines to those who buy them and put more control into the hands of the patients who use them.

Bard



BD is one of the largest global medical technology companies in the world and is advancing the world of health by improving medical discovery, diagnostics and the delivery of care. The company supports the heroes on the frontlines of healthcare by developing innovative technology, services and solutions that help advance both clinical therapy for patients and clinical process for healthcare providers. BD and its 70,000 employees have a passion and commitment to help enhance the safety and efficiency of clinicians' care delivery process, enable laboratory scientists to accurately detect disease and advance researchers' capabilities to develop the next generation of diagnostics and therapeutics. BD has a presence in virtually every country and partners with organizations around the world to address some of the most challenging global health issues. By working in close collaboration with customers, BD can help enhance outcomes, lower costs, increase efficiencies, improve safety and expand access to health care.

Medtronic

Medtronic

Medtronic is one of the world's market leaders in medical technology. Active in Greece since 1997, we now have more than 130 employees at two locations (Athens and Thessaloniki). MDT Hellas is a pivotal company in the Greek healthcare industry and a leader in the transformation of healthcare delivery through unique innovative therapies and with a focus on new business and services models. Our goal is to create outstanding innovations and to be a partner in healthcare, always with a focus on improving patient care.

In recent years, we have invested significantly in the Greek healthcare system, including donating to hospitals, organizing congresses, training doctors and nurses, and conducting clinical trials. During the Covid-19 pandemic, it has been a matter of course for us to support healthcare with product donations and, for example, the provision of telemonitoring solutions. We are currently working on various initiatives including a value-based healthcare program for diabetes patients, solutions for hospitals to improve infrastructure and services like cath labs and ORs, and improved care for patients with implants through remote monitoring solutions. We are also focusing on the development of market access procedures and the introduction of a health technology assessment (HTA) for medical devices.

Medtronic in Greece has been committed to improving the country's healthcare system for many years now, and we look forward to continuing this commitment.



Pfizer

As one of the world's premier innovative biopharmaceutical companies, Pfizer brings therapies to patients in Greece that extend and significantly improve their lives, while actively contributing to the country's growth and investing heavily in research and innovation.

Pfizer provides innovative medicines and vaccines which advance wellness, prevention, treatments, and cures that challenge the most feared diseases of our time. At the same time, Pfizer has been supporting the country in the crises and emergencies of the past decade. With significant donations for the support of patients and vulnerable population groups, Pfizer has constantly been by the side of society and people in need. Furthermore, Pfizer has contributed to the effort to restart the Greek economy in the wake of the health crisis by investing in innovation and the country's invaluable scientific potential. Our brand-new site in Thessaloniki is one of six global strategic sites bringing together multiple functions with expertise to collaborate and generate new ideas. Pfizer in Thessaloniki is home to the Center for Digital Innovation and we are now expanding operations to provide multi-disciplinary global professional services.

For more than 60 years, we have worked to make a difference for all who rely on us. We continue our journey in Greece inspired by our purpose: Breakthroughs that change patient lives.



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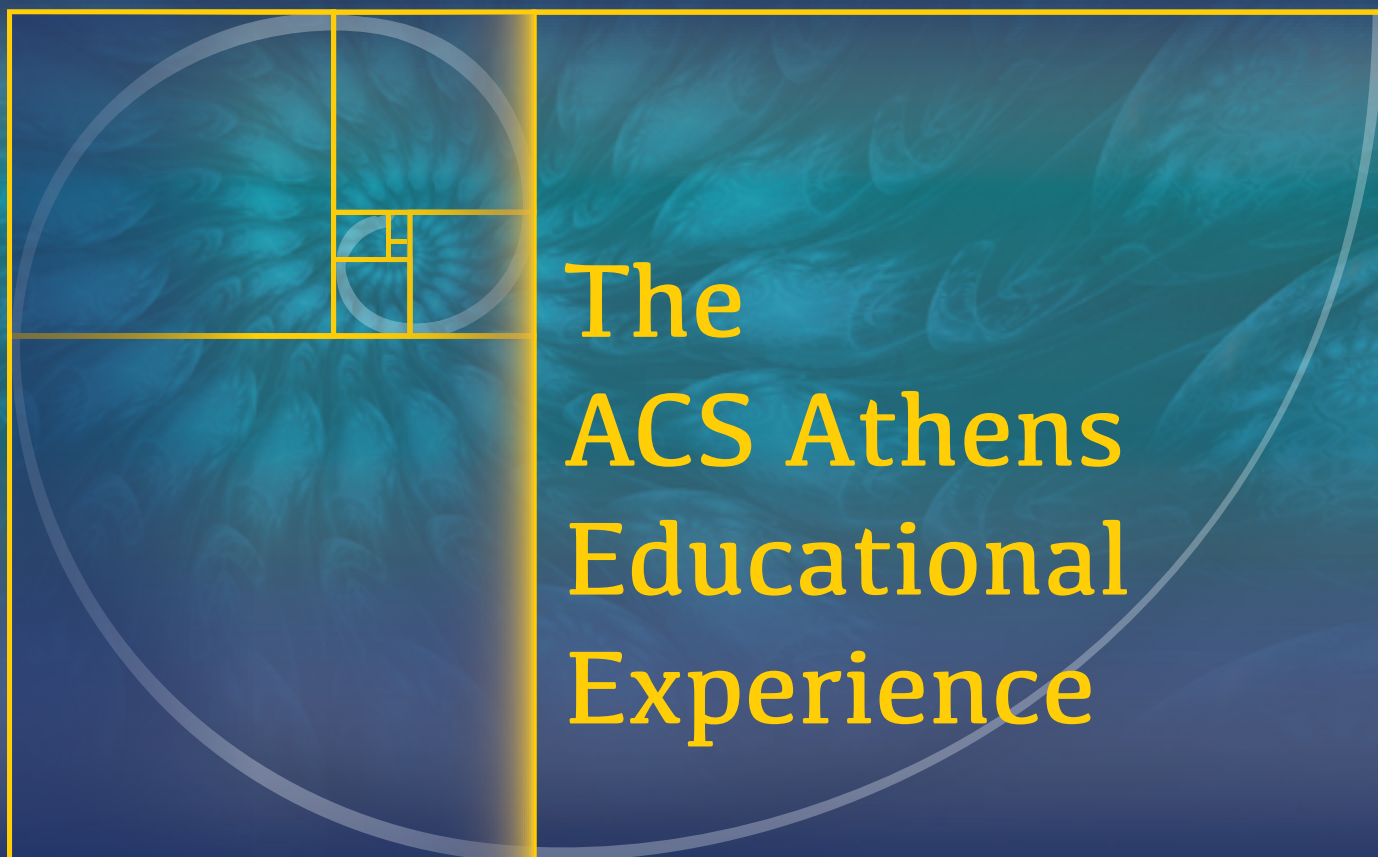
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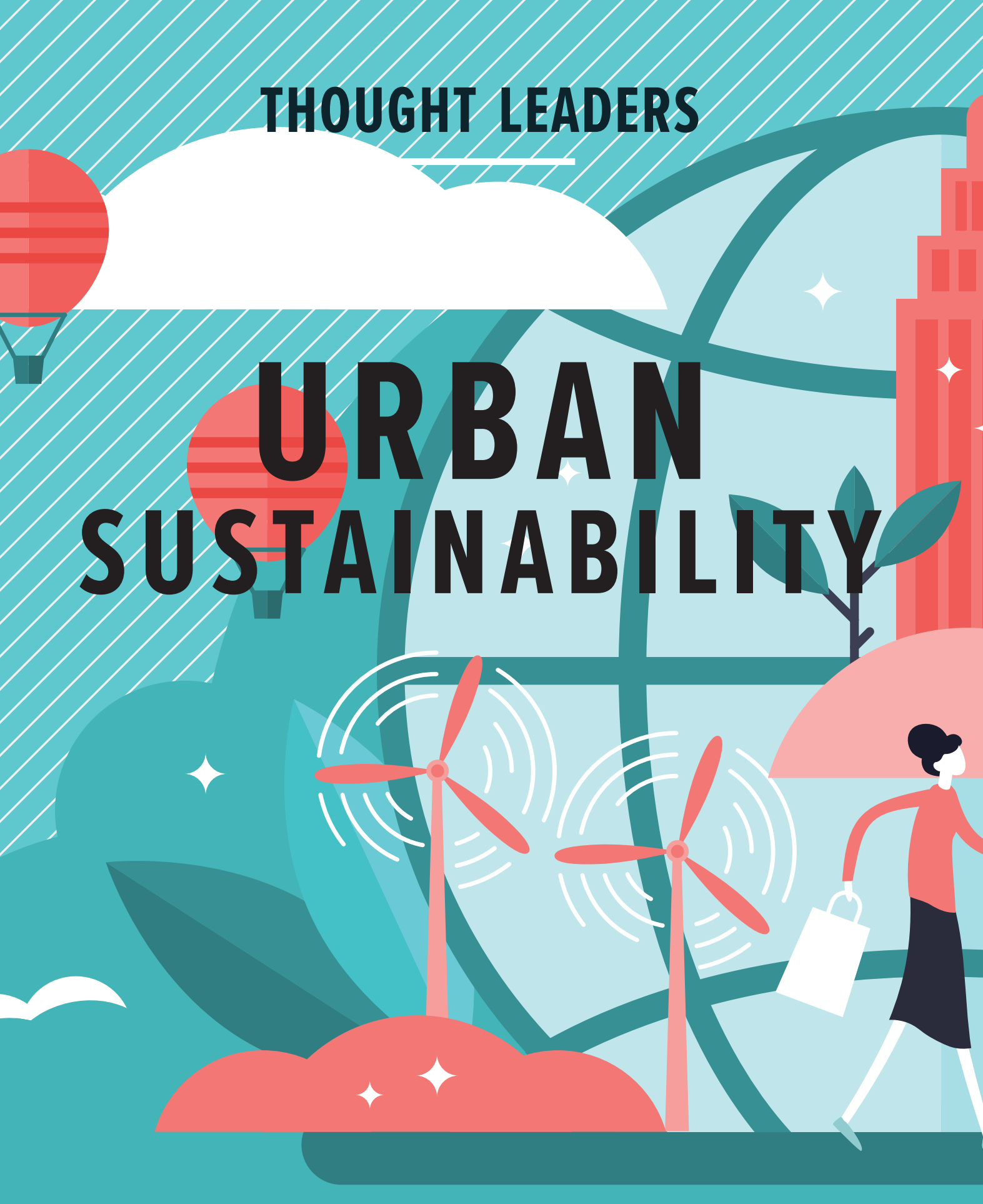
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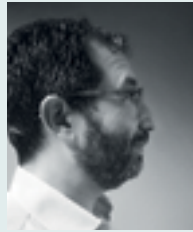
Many knew it was coming, yet the Covid-19 pandemic imposed a rather violent shift to our daily routines. The current urban conditions for business and citizens alike are drastically different from what we were used to a mere year and a half ago—and optimists argue that this new reality presents opportunities for sustainable and purpose-driven growth towards societal prosperity. In this issue of Business Partners, we have asked our

Thought Leaders to discuss the shift we have been experiencing from a human-centric perspective to an inclusive collaboration between the state, city authorities, business, and civil society. In the following pages, they examine issues such as social resilience, diversity and inclusion from a corporate, government and civil society perspective in the post-pandemic urban scene, and look at key issues including urban mobility transformation and the changes to the urban natural environment, as well as to e-governance and tech life.

—ALEXANDRA LOLI, PHD

The Pursuit of Rosebud

“I don't think any word can explain a man's life,” says one of the men wandering through the warehouse full of treasures left behind by Charles Foster Kane. But right then we see the word “Rosebud” on Kane's childhood sled as it's engulfed by the incinerator's flames, a symbol of the childhood safety and hope one can spend a lifetime trying to regain. In *Citizen Kane*, it is clear to everyone what Rosebud is, but it is not clear what Rosebud *means*. The film is a testament to the short-lived vanity of our path, survived only by the impact we create in the roles we play.



— BY —
**PAKIS
PAPADEMETRIOU**
Head, ESG Division,
Eurobank

development policies as the two sides of the same coin, a catalyst for systemic change towards a purpose of colossal proportions. These same sustainability vulnerabilities pose an astonishing business opportunity, driving the global alignment and the financial resources allocated.

The post-pandemic Next Generation EU era is all about recovery and resilience (RRF), with €750 billion channeled into a changing society over the coming years. It is through sustainable finance and impact investing that the world can pursue the better. The ESG side of the fiduciary duty reduces investment risk, responds to client expectations, gains reputational benefits, and improves financial returns.

The one thing certain about sustainability is the frenzied pace of its evolution. Alongside global efforts against climate change, previously neglected issues are becoming pressingly mainstream: biodiversity protection as a financially material priority refocuses the agenda towards nature positive outcomes; diversity and inclusion are evolving into strategic priorities for business worldwide; sustainable mobility is driven by the need for energy efficiency as well as the existential threat of overcrowded public transport amid a pandemic; remote learning and working are driving digitization as a crucial social priority—and the list is rapidly growing.

AmChamGR's 19th annual CR Conference puts Citizen Sustain centerstage in building a better urban future. If sustainability is the Rosebud of our generation, we'd better make sure we know what it means for the impact we create in the roles we play.

THE ONE THING CERTAIN ABOUT SUSTAINABILITY IS THE FRENZIED PACE OF ITS EVOLUTION

Sustainability has always been about the generations ahead, about decisions made today affecting lives tomorrow. The decisions to listen, adapt, change and improve rather than stay the dead-end course are the imperative components of the realism dictated by the planetary and societal truth of our age.

The pandemic changed the way we live, work, move and interact with each other, magnifying the focus on sustainability vulnerabilities, setting climate and de-

Time to Commit to the Future



— BY —

DIMITRIS AGRAFIOTIS

Manager M&A Project,
Corporate and Government
Affairs, Mondelez
International

In this trying period, as our world deals with unprecedented challenges, businesses and brands have the power to bring people together and take a stand on important issues. Our responsibility as corporate citizens is to create local and global opportunities to further equity and economic and social empowerment by expanding diversity, equity and inclusion. We are confident that we all can make a true and meaningful impact over the short and long-term, driving positive, lasting and much-needed change on the issues

of equity and inclusion. It's time for all of us to pledge that DE&I is not just a declaration of intentions or an aspiration but a commitment that we should fulfill. To achieve that, the corporate world has to commit to a culture that embraces diversity, backs equity and champions inclusion.

A Resilient Future for All



— BY —

RANIA ASSARIOTAKI

Senior Manager,
Sustainability, Office of
Public Affairs, The American
College of Greece

What is the one lesson we should have already learned from the Covid-19 experience? What is the most heard word during this period? Resilience. We all talk about innovation, sustainable solutions, environmental protection, environmental justice, equity and diversity, wellbeing, health and safety. But what is the key to unlocking this potential? We must start by making SDG 17 our number one goal. Without collaboration and empathy, nothing is really going to change.

To make our society more resilient and sustainable for the current and future generations, all key actors must collaborate: The private and public sector, governments, NGOs, networks, fora, and academia. As a global community, we need to commit to connecting the

dots and—through shared knowledge, empathy and a more species-egalitarian mindset—to safeguarding our planet for all living beings. Let's believe in the power of many and let's not throw away the key.

WITHOUT COLLABORATION AND EMPATHY, NOTHING IS REALLY GOING TO CHANGE

Embracing Social Responsibility



— BY —

DIMITRA DASKALAKI

Organizational Development
and Communications
Director, METRO SA

The era of the pandemic has already had a significant impact on how both business and people function within urban areas. During the lockdowns, the retail sector—as one of the very few industries that remained open—faced a critical dilemma: to continue its operations in a “business as usual” fashion or to use the crisis as an opportunity to adopt a more inclusive, sustainable, collaborative and socially responsible *modus operandi*.

In the endeavor to best serve the interests of society under these circumstances, METRO SA decided to support the initiatives of Be-Live, a new NGO that focuses on the demographic decline problem that Greece faces and helps young couples without the necessary financial means to overcome reproductive issues and have a child via free IVF treatments. Be-Live has already helped over 10 families across the country to have children.

Creating a New and Sustainable World of Work



— BY —
CHRYSOULA DIAKATOU
Head of Risesmart,
Ranstad Hellas

Recovery in the post-pandemic world requires a reorientation of business activities toward a sustainable and innovative digitally accelerated economy. Sustainable development goals such as decent work and economic growth, gender equality and quality education underpin an inclusive and prosperous labor market. Moving forward, we must strengthen employment by bridging the widening skills gap and fostering workplace innovation.

The shift to a hybrid work style presents a unique opportunity for a learning and skilling boom. Surveys show that development opportunities are not inclusive, and organizations that don't encourage or require employees to participate in developmental initiatives are missing out on this opportunity. Businesses that prioritize democratized learning and development make a sustainable investment in engagement and retention and will benefit from developing an inclusive and agile workforce. Creating a sustainable world of work requires organizations to support their employees in developing a growth mindset and a learning culture.

ESG Banking Products Enabling Urban Sustainability

Today, 55% of the world's population lives in urban areas, a proportion that is expected to increase by almost 70% by 2050. Climate change is the defining challenge of our time, posing an urgent threat to the lives and livelihoods of people across the globe. Making urban areas livable and sustainable is and will remain a pressing issue. The OECD and World Bank estimate that \$7 trillion investment a year is required up to 2030 to meet climate and development objectives, but



— BY —
DIMITRIOS DIMOPOULOS
Head of ESG, Piraeus
Financial Holdings

current spending on infrastructure is only around \$4 trillion. Governments alone are constrained in filling the gap and private financing will be required. Financial institutions can contribute to financing new sustainable infrastructure, smart buildings and smart cities, and to addressing societal challenges such as aging populations, disadvantaged groups, health, and education. Creating an array of smart and ESG nuanced financial and core banking products will

render financial institutions key players in making urban areas better to live in.

Change Is Happening— But Are We Ready?



— BY —
ADA GIANNESKIS
Communications Director
Greece, Cyprus, Bulgaria,
IKEA

The post-lockdown social mindset seems to linger in limbo—especially when the discussion focuses on heavily populated urban areas—ricocheting from collective joy to preemptive caution in the light of new Covid-19 mutations. Mixed feelings also rule over the average digital experience. True, technology can bring us closer, yet more often than not it will do it in a heartless, clinical way.

It is in such a flux of feelings, attitudes, and circumstances that societies revisit such social issues as inclusion and diversity, on their path to the global post-Covid era. And while we don't know yet which trends and social practices will stick around as part of the new way of life, the game-changing population to keep an eye on in the years ahead are the millennials, who along with Gen Zs are as resilient as none other and have been the driving force for social change for years. The question is, Is the world ready?

Embracing DEI in the Workplace



— BY —

VASILIKI KAPARI

HR Manager,
Wella Company

Implementing diversity, equity, and inclusion (DEI) in the workplace has been a top priority in the past year, coinciding with organizations' need to become purpose-driven and incorporate socially conscious practices. For some, this was crucial to their growth plans (diversity ignites performance acceleration) and for others, it was a matter of compliance (i.e. meeting the quotas). But we cannot ignore the boiling urge around gender equity, LGBTQI+ issues, and representation of the un-

derrepresented as a cultural swift around the globe. Generation Zers are a surge force for societies and businesses that want to reevaluate their cultures and redesign their brands and to properly address diversity issues with an eye to structural change. The Covid-19 crisis has forced us to acknowledge our freedoms and move ourselves towards greater authenticity, while automation, robotics, and artificial intelligence are already formulating the workplace landscape, making it vital to be firm on the diverse representation ensuring a fair and inclusive future for all.

Urban Culture Is Vital for Post Pandemic Sustainable Cities



— BY —

MARTHA KESISOGLU

Marketing and Sustainability
Advisor

The Covid-19 pandemic and its successive lockdowns made us realize that the lack of social interaction and the consequent pause of collective cultural expression, grassroots or mainstream, negatively affects society in multiple ways. A vibrant and dynamic cultural life shapes the soul of each sustainable city and its citizens. To nurture and support it is directly related to the UN's inclusive agen-

da, as it addresses the challenges of promoting wellbeing, equality, inclusion and mental health.

For our cities to be sustainable, we need social interaction and culture generation as much as we need key urban sustainability components such as green energy, natural environment preservation, acceleration of tech evolution, encouragement of building renovation and reuse.

As we gradually emerge from lockdown's urban hibernation, cities bounce back with renewed resilience and energy, and we realize the paramount importance of urban culture for driving sustainability awareness and for connecting emotional wellbeing with societal growth. Urban culture is a boundless canvas for painting the ideals of our common future.

Will the Road to Recovery Lead to an Economy that's Revived or Reimagined?



— BY —

KIARA KONTI

Associate Partner, Climate
Change and Sustainability
Services, EY Greece

If Europe's "man on the moon" moment was the announcement of the Commission's Green Deal in December 2019, we must brace for the aftermath of the COP26 UN Climate Change Conference, to be held in November 2021 in Glasgow, UK.

With the global momentum of the fight against climate change more promising than ever, we can only hope that action following COP26 will not only revive our planet but also push for a change in the way

that economies and societies prosper.

Nations, societies, and businesses around the world must accelerate the pace of change before it is too late. The EY report on a European green recovery, commissioned by the European Climate Foundation, identifies numerous projects with a positive social and environmental impact that could be launched within two years if they were to receive funding—and there are much more to follow. The question remains: Will the road to recovery lead to an economy that's revived or reimagined?

Brewing Change



— BY —
MARILENA KOUIDOU
Partner, Cafe Femenino
Greece & Cyprus

From seed to cup, coffee is a vast and complex global ecosystem of vital economic, social and cultural significance. Yet the coffee value chain's environmental footprint is significantly negative. Coffee is one of the major crops contributing to tropical deforestation, its production is water intensive and only a fraction of the billions of disposable cups used every year to serve it is recyclable.

Given the projected 50-150% global increase in demand by 2050, the fu-

ture of the coffee value chain depends urgently on integrating sustainability into every aspect of the supply chain: from improving conditions at origin to developing ecofriendly roasting machinery and recyclable packaging materials. However, the true question is whether the social meaning of coffee and its popularity can be used to promote sustainability among consumers, instigating social, political and environmental change. Could meaningful consumption or a 'just cup' contribute to a more sustainable, eco-friendly, ethical and inclusive, prosperous world? The answer is bold: It could and it should.

Sustainable Smart Mobility



— BY —
PANOS KOUVALIS
Tribe Leader, Mobility
and Convenience Tribe,
Interamerican

New technologies like autonomous driving and ADAS, evolving customer trends around seamless mobility-as-a-service solutions, stricter legislation on emissions as well shifting value chains in the motor industry are creating a new world with many opportunities but also challenges. The certainty is that mobility is changing drastically to improve the quality of life, in relation to the urban environment, health and safety of commuters. Modern daily commuting habits and the digital revolution in every-

day life will be decisive factors in shaping these changes. Aiming to make a quality difference in people's lives, Interamerican actively supports, enables and promotes the adoption of smart and eco-friendly mobility. The first step was to offer insurance solutions for electric cars and bikes, which are readily available through our site and networks. Nevertheless, we went beyond insurance through collaborating with likeminded startups. Charging stations, urban micro-mobility and the use of telematics are the first pillars towards creating a seamless and sustainable mobility experience for people.

Working As One



— BY —
ALEXIA MACHERAS
Sustainable Retail &
Corporate Communication
Manager, AB Vassilopoulos

This past year, the world we live in has transformed in an unprecedented way. The pandemic created both a health and economic crisis. In our urbanized and globalized world, cities—and the companies operating within them—have been at the epicenter of all this.

Sustainable urbanization is important for the wellbeing of all. Well-planned and managed cities create value that can help improve quality of life and address key issues such as poverty, inequality, unemploy-

ment, and climate change.

At AB, we have implemented changes and found innovative solutions and new ways to meet customer and societal needs. We've learned to be adaptable and move forward. The pandemic has given us a legacy of experiences, and we are now implementing our development plan that will benefit our clients, partners and employees, as well as the cities in which we operate and the Greek economy as a whole. We must work together as one, as there is only one future—our common future.

SUSTAINABLE URBANIZATION IS IMPORTANT FOR THE WELLBEING OF ALL

Building a Better Urban Future



— BY —

OLGA MANOU

Corporate Communications
and Sustainability Director,
Loulis Mills

Realizing the importance of our daily choices, we must seek the point that touches on our responsibility as citizens of a society called upon to make collective reforms. From this perspective, personal responsibility requires being aware of the phenomenon of climate change and pursuing the most comprehensive information possible. We are at the beginning of a new era, one in which global challenges such as global warming, resource crises and food waste, as

well as growing pollution have all added to the uncertainties of the world. We are faced with ever rising challenges and obstacles. Despite the emergence of new technologies, old business patterns persist and are becoming increasingly harmful to our economy and environment. We need urgent change. This can mean forming groups and communities that build on the collective awakening effort for an urban redesign. Through innovation we can stop destroying the environment and increase sustainability and development. Only then, we can create the future that we want.

Doing the Right Thing



— BY —

MELINA THOMAÏDOU

Communications and
Patient Relations Manager,
AbbVie

Are there any missing dots towards sustainability and societal prosperity in this fast-changing world under crisis and reevaluation? The dots that connect all ends are ensuring inclusiveness for all people and respecting the traits and characteristics that make each individual unique. In other words, diversity and inclusion! It is undeniable that both emerge as the most essential values in our interconnected society and business community since

they nurture empowerment, respect, empathy, innovation—

driving forces for any contemporary business and society looking towards the future.

For AbbVie, diversity and inclusion are a mindset. An effort to fight unconscious bias. A bold culture going beyond stereotypes and doing the right thing, for our society, our company, our own people, and for our patients to have access to innovative life-changing medicines. We will never stop stepping up for what we believe in, being a driving force for change for a sustainable future for all generations.

DIVERSITY AND INCLUSION ARE A MINDSET

Empowering Potential



— BY —

ANGELIKA TZEMOU

BoD Member and Head
of HR, Bayer Hellas AG

As a global company with leading businesses in health and nutrition, we address fundamental human needs that are essential for a sustainable and inclusive world. Bayer is committed to creating sustainable solutions while helping to take care of our planet, our people, and the communities where we live and work. Diversity and inclusion is a huge asset to our sustainability efforts and to creating influence, engaging employees, and driving meaningful change. Bayer is committed to fostering, cultivating and preserving a culture of inclusion and diversity. The collective sum of our individual differences, life experiences, knowledge, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture and reputation, but Bayer's achievement as well. At Bayer, one can bring their authentic self to work and reach their fullest potential to achieve our vision of 'Health for all, Hunger for none'.

🌱

STRENGTHENING THE EU'S CYBERSECURITY

THE NEW EU CYBERSECURITY CERTIFICATION FRAMEWORK
FOR CLOUD SERVICES

Usually required in sensitive marketplace areas or industries where a failure could have serious consequences, such as negatively impacting the welfare or health of the people using that product, product certification is a clear sign of a well-regulated and mature economy and society and creates trust between sellers/manufacturers and end users/consumers.

European consumers know that products available in the European Union either are certified or of high quality, safety and security standards because they comply with the EU's legislative framework. The necessity to ensure high safety and security standards and create trust towards products available in the EU internal market is the approach we also took when we started shaping the Cybersecurity Act. At that time, I was part of the team responsible for drafting the Act as well as negotiating this file with the EU co-legislators, the Council and the European Parliament.

The Cybersecurity Act, which entered into force in 2019, introduced an EU-wide cybersecurity certification framework, along with a new mandate for ENISA, the EU Agency for Cybersecurity. The idea behind this cybersecurity framework was to apply the EU approach on the safety of products to a possible certification framework for digital products, but starting

**CYBERSECURITY CERTIFICATION IS PART AND
PARCEL OF THE EUROPEAN COMMISSION'S WORK
TOWARDS A GENUINE SECURITY UNION**

with a voluntary approach. We decided to go for a voluntary approach because on the one hand, we knew that cybersecurity was a dynamic and constantly evolving sector, and on the other hand, because we wanted to test this approach and, if successful, to gradually evolve it. Today, the EU is already working on developing three cybersecurity certification schemes: the EU Common Criteria certification scheme (EUCC), the EU Cloud Services certification scheme (EUCS), and a scheme for 5G security.

Cloud security has always been one of the priority areas we had in mind while we were drafting the Cybersecurity Act. The increasing role cloud services play in our socioeconomic life is evident. Businesses and government entities rely more and more on cloud services for on-demand storage, processing power and computing resources. The Covid-19 pandemic accelerated even further the shift to cloud solutions. According to some studies, the enterprise use of cloud solutions increased by 50% between January and April 2020, notably during the time that we were adapting to the pandemic reality. The Covid-19 pandemic changed our lives in many ways; among these changes was also the fast digitalisation of our life, either professional or personal. We had to rely on digital infrastructure to meet the needs of a remote life. The pandemic illustrated how cloud infrastructure could support our digital life and how critical cloud solutions proved to be for specific sectors such as education, to enable moving to distance learning. I read that in a recent survey with global IT leaders, 82% said they had increased their use of cloud in direct response to the pandemic. This makes cloud certification even more pertinent as we have to ensure the security of the cloud solutions we use and especially for critical areas of our economy and society. The idea behind the EU certification scheme on cloud services is not only to provide cybersecurity assurance throughout the cloud supply chain, but also to use it as a lead example of how certification schemes should be and can actually work in market terms. The EU certification candidate scheme on cloud services meets perfectly the criteria we had



— BY —

DESPINA SPANO

Head of Cabinet for
European Commission
Vice President Margaritis
Schinas

EUROPEAN CYBERSECURITY SCHEMES HAVE THE POTENTIAL TO BECOME GLOBAL REFERENCE SCHEMES

set as European Commission: It is a voluntary scheme, it covers the three levels of assurance provided in the Cybersecurity Act—as different services might require different levels of assurance against cybersecurity risks (basic, substantial and high)—and it embodies the national schemes and international standards that already exist, in order to not duplicate, discard them or start from scratch when there is work that has already been done.

The European Union Cybersecurity Certification Scheme on Cloud Services (EUCS) candidate scheme is based on input by experts, which includes members from industry, and participants from Member States and European Institutions. The Certification scheme is currently under development. The resulting certificate will be recognised in all EU Member States, making it easier for cloud providers to offer their services across the EU as well as eliminating any market-entry barrier for SMEs and new businesses in this sector, and for users to understand the security features of the services they use. Overall, such a certification will also enhance the EU's cybersecurity.

The European Commission has an ambitious vision for cybersecurity, and cybersecurity certification is part of this vision. Cybersecurity certification is also part and parcel of the European

Commission's work towards a genuine Security Union. As you will notice in our Security Union Strategy 2020-2025, we have shifted our approach to security. As it is impossible today to cover all sectors of our economy and society and products, our approach to security is based on the threat landscape. In this context, in December 2020, we proposed a review of the legislation on critical infrastructure as well as the review of the Network Information Systems Directive (the so-called NIS) that we presented. NIS2 is adapting the current NIS Directive to the current threat landscape, by expanding its scope to all critical infrastructure, such as manufacturing or public administration. As all these sectors depend largely on cloud systems, the EU certification scheme on cloud service will be instrumental in ensuring the

highest level of protection of our critical infrastructure.

Recently we even proposed a new Regulation on general product safety, which takes into account evolving risks for consumer safety linked to digital technologies, including the extension of the concept of safety to cybersecurity features.

We believe that Europe will become a leading force in cybersecurity certification. European cybersecurity schemes have the potential to become global reference schemes; they will be a key element of our transatlantic agenda. They enable a globalised market—a market that we do not exclude ourselves from, but that we open Europe to through these schemes. 🇪🇺



Forward for the Family

A EUROBANK INITIATIVE TO ADDRESS DEMOGRAPHIC DECLINE

Looking to the future, and linking Greece's bicentennial milestone—200 years since the beginning of the Greek War of Independence—with the challenges facing the country today, Eurobank is highlighting the crucial need to take urgent action to tackle Greece's demographic decline.

Aiming to take a leading role in reversing Greece's declining birth rate, Eurobank launched its "Forward for the Family" initiative this summer, at a special event that took place on June 3 at the Stavros Niarchos Foundation Cultural Center in Athens and which was graced by the attendance of H.E. Katerina Sakellariopoulou, President of the Hellenic Republic.

The initiative focuses on the country's remote and frontier regions, particularly in the border areas of Evros, the Northeastern Aegean Islands and the Dodecanese, and all the way to Kastellorizo. It comprises a broad range of corporate social responsibility actions designed around five core pillars, informed by a percipient approach and a sense of social responsibility to support families and reverse the declining birth rate. The aim is to imple-

ment a series of actions characterized by longterm commitment, consistency and positive impact. The initiative's five core pillars are: (1) Corporate social responsibility actions to support families, in collaboration with the Archbishopric of Athens NGO 'Apostoli', Be-Live NGO and Together for the Children NGO (Mazi gia to Paidi); (2) socially targeted preferential banking products for existing and potential customers; (3) collaborations with companies that have implemented or are planning to implement initiatives to tackle demographic decline; (4) development of a public dialogue on demographic decline, with funding for the creation of a white book with the participation of specialized scientists, in order to shape national policy on the demographic issue; and (5) a multifaceted support program for the families of Eurobank employees.

The initiative's first local actions took place

on June 26 in Kastellorizo, Greece's easternmost populated island. These included (1) a presentation by the founders of Be-Live, reproductive specialists Dr. Vasilis D. Kellaris and Dr. Harris H. Chiniadis, on infertility, IVF treatments and the ways in which Be-Live can provide these services free of charge in the context of the initiative; and (2) an educational seminar for parents titled "Using Limits for Functional Communication in the Family," with speakers Alexandra Papacostas and Maria Alexiadou, psychologist with Together for the Children NGO (Mazi gia to Paidi). Mental support for parents/guardians, educators and teenagers is provided through Mazi gia to Paidi NGO's 11525 helpline, which is supported by the initiative.

Emilia Tsoulfa, Olympic gold medalist in sailing at the Athens 2004 Olympic Games who once more made her dream come true this year by competing at the Tokyo Olympics as a mother of three, is the initiative's Ambassador. It has been Eurobank's great honor, then as much as now, 17 years on, to stand by her side as proud sponsors. 🇬🇷

For more information on Eurobank's "Forward for the Family" initiative to address demographic decline visit www.eurobank.gr/el/lp/mprosta-gia-tin-oikogeneia

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SUSTAINABILITY: THE GAME CHANGER

Sustainability n. 1. The ability to be maintained at a certain rate or level;
1.1. Avoidance of the depletion of natural resources in order to maintain an ecological balance.

Sustainability presents a challenge due to its breadth and complexity. The very terminology and even the meaning of sustainability have changed over time. In business, we have seen it evolve from “corporate social responsibility”, which generally refers to the practices and policies that a company adopts to promote positive impact, to ESG (Environmental, Social, Governance) which is a metric-based reporting process that promotes ongoing assessment, monitoring and improvement. Right now there is a growing business imperative to address sustainability for most companies. The material risks they face are broadening and becoming more complex with the realities of climate change, global health pandemics and rising industrialization. These mounting risks are seeing a global movement emerge, driven by capital markets, governments, community and various

stakeholders calling for transparency and accountability across ESG to better understand the impact of business and industry on the environment and our societies. To date, business has not fully accounted for the true cost of doing business, and as such, those costs have at times been unduly passed on to others. A number of external market drivers are evolving at light-speed and challenging organizations to remain agile, presenting an urgent need to embed continuous consideration and improvement processes. First of all, investor and stakeholder appetites are increasingly moving away from short term gains to longer term purpose, followed by an enormous reallocation of capital toward the green economy. The international network of investors founded in 2005 by then UN Secretary-General Kofi Annan, has developed six Principles for Responsible Investment (PRI), promoting a fuller consideration of ESG factors by institutional investors. At the beginning of 2020, more than 2,000 PRI signatories, from over 50 countries, representing approximately \$80 trillion assets under management had signed up to the Principles: from rating agencies looking at integrating ESG factors into their credit assessments and overall rating processes to professional investors regarding ESG factors as being integral to assessing the quality of a company. Secondly, businesses will need to focus on adequate risk management, since most of them seem already being challenged to provide adequate solutions: as a result of climate change and energy transition, there are physical (extreme weather), tran-

**IT IS IMPERATIVE THAT WE RETHINK HOW OUR
BUSINESSES OPERATE AND BEHAVE**

sition (technology, market shifts) and regulatory (government policy/ carbon tax) risks that will see many companies under pressure to operate. Along with these, social risks including diversity and inclusion, talent and workforce considerations, can no longer be ignored.

Thirdly, regulation and government, industry and institutions are waking to the costs of inaction. The EU taxonomy comes into force in January 2022, requiring listed companies with more than 500 employees to disclose that proportion of their sales and capital expenditures to comply with the taxonomy's definition of sustainability. Many other countries are similarly looking to enforce new compliance and disclosure measures in the near future.

Last but definitely not least, customers, vendors and employees require more transparency and better action: as markets are being disrupted and new markets rapidly emerge, organizations that integrate sustainability into their business stand to realize benefits as consumers and stakeholders reward those that demonstrate the social license to operate. With nature loss and climate risk continuing to accelerate at unprecedented rates and the costs of inaction increasing, a more rigid and challenging policy environment is expected. Business as usual is no longer an option with more acute economic, environmental and health crisis events likely. Companies will need to stay informed around industry and government policy that may impact their business, both locally and globally.

It is imperative that we rethink how our businesses operate and behave if we are to ensure our systems and foundations are resilient and fit for a sustainable future. Right now, it is not a question of whether a company *should* do anything — doing nothing today is not an option — the question is *how* companies will respond. The pandemic and extreme climate events remind us how interconnected economies, environment and societies are, and that anyone's individual success is largely driven by society's success. In addition to being the right thing to do, a variety of research and studies show that



— BY —

**KLEOPATRA
KALOGEROPOULOU**

International Liaison
Partner, CPA, ACA,
at BDO Greece and
Member of the Supervisory
Council of the Institute of
Certified Public Accountants
of Greece

sustainability creates value for businesses. It suggests sustainability improves financial performance, builds customer loyalty and attracts and engages employees.

Businesses nevertheless are overwhelmed by all there is to do, and a great part of the challenge is understanding where to start. The roadmap is not meant to be linear, and the adoption and execution of sustainability will not be the same in any two businesses. But what is important, is realising that it is an ongoing journey that will increase in value and importance. In our firm, for example, we have developed a five-stage maturity roadmap that helps illustrate the sustainability integration journey. It aims to help simplify the complexities of sustainability and to promote the value that sustainability integration can create for a business.

ACTIVATING – A business at this stage is looking to *activate* its sustainability agenda by assessing and prioritizing its materiality risks and opportunities through the lens of various stakeholders. The process involves education, training and a review of the business operations and governance.

COMPLIANT – A business at this stage has elements of a sustainability program in place, albeit on an ad hoc basis as a result of being *reactive* and narrowly focusing on responding to regulatory and stakeholder requirements.

PROACTIVE – A business at this stage has approached its

SUSTAINABILITY IMPROVES FINANCIAL PERFORMANCE, BUILDS CUSTOMER LOYALTY AND ATTRACTS AND ENGAGES EMPLOYEES

sustainability program in a systematic, whole-of-business approach, looking to boost value creation opportunities internally as well as externally.

STRATEGIC – A business at this stage has embedded sustainability across most parts of the business and is developing products and services, with a focus on circularity and technology, and ensuring they have a positive impact in the markets they operate in.

PURPOSE DRIVEN – A business at this stage has embedded sustainability across all parts of their business and is using social, economic and environmental criteria beyond what is required by law to positively impact those in their value chain.

Change is upon us. The better we are prepared, the most likely we will be successful in this imperative transformation journey. 🌱



ARCHITECTURAL TOUR WITH ANASTASIS PAPADAKIS AT ECOWEEK 2021 – © ECOWEEK 2021

A Week of History, Tourism and Sustainable Design

Sustainability and innovation took center stage at EcoWeek 2021, which was held as a hybrid event on the island of Aegina from August 29 to September 4, this year. Featuring expert speakers from Greece and abroad, the event included numerous presentations and workshops that examined and analyzed contemporary challenges and opportunities in historic heritage, sustainable tourism, circular economy practices and sustainable design solutions. Contextualizing and focusing these discussions on actual sites, the event aimed to engage experts, young professionals and students in real-site projects and raise awareness locally and internationally.

“EcoWeek’s message at the Aegina events was a message of sustainability and innovation... We promoted the cultural heritage of Aegina, the protection of the natural environment, the utilization of natural resources, sustainable tourism and we developed in the online workshops ideas and proposals for sustainable practices with zero pollution,” said Elias Messinas, founder and president of EcoWeek.

The event was held under the auspices of the Ministries of Culture, Tourism, Rural Development and Island Policy, and the Municipality of Aegina.



A WANDERLIST FAVORITE

As industry experts closely monitor Greece’s post-Covid tourism landscape and note a clear trend in rising demand for luxury tourism, Virtuoso, a leading global network of agencies specializing in luxury and experiential travel, has included Greece in its Virtuoso Wanderlist Most-Saved Destinations, noting “a huge increase in private yacht inquiries.” The full list included Italy, France, Australia, Greece, Japan, South Africa, the United Kingdom, Iceland, Spain, and New Zealand.

ERGON Agora

A JOURNEY INTO GREEK GASTRONOMY CELEBRATING GREEK CULINARY CULTURE

A food concept store that redefines the essence of traditional Greek cuisine, Ergon Agora certainly lives up to its name. *Agora* is Greek for “market” and this impressive contemporary closed market cleverly combines a restaurant and café while also serving as a greengrocer, butcher, fishmonger, and bakery. From national favorites to local delicacies, Ergon Agora celebrates Greek culinary culture with a menu prepared from premium and artisanal Greek products that you can also pick up from the store at the end of your meal! The kitchen is open 09:00 – 00:00 every day, with brunch served until 14:00.

Make sure to call ahead for reservations.



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GREEK MYTHS

A NEW RETELLING

BY CHARLOTTE HIGGINS, VINTAGE PUBLISHING



In this spellbinding new collection, Charlotte Higgins revisits and reinterprets some of the most enduring stories of all time—the stories that set her on the path of studying classics and becoming a writer. Here are myths of the creation, of Heracles and Theseus and Perseus, the Trojan war and its origins and aftermaths, tales of Thebes and Argos and Athens. There are stories of love and desire, adventure and magic, destructive gods, helpless humans, fantastical creatures, resourceful witches, and the origins of birds and animals. This is a world of extremes, and one that resonates deeply with our own: mysterious diseases devastate cities; environmental disasters tear

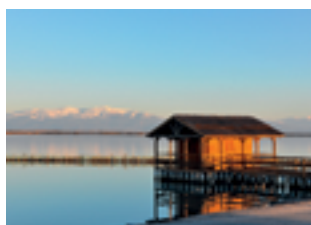
lives apart; women habitually suffer violence at the hands of men.

Unlike in many previous collected myths, female experience takes center stage. Using a successful framing device of women weaving storied tapestries—the goddess Athena, silenced Philomela, hubristic Arachne, Helen, and unraveling Penelope—Higgins recounts creation myths, and tales of love, war, transformation and woe, in tales that come together to form a dazzling, sweeping epic of storytelling, and a magnificent work of scholarship and imagination.

Charlotte Higgins's previous books include the acclaimed *Under Another Sky: Journeys in Roman Britain* and *Red Thread*, which won the Arnold Bennett Prize 2019. She is chief culture writer of the Guardian, a past winner of the Classical Association prize, and a fellow of the Society of Antiquaries.

TRAVELOGUE

MESOLONGI



Situated on the northern shores of the Gulf of Patras and looking out towards the Ionian Sea, Mesolongi is an off-the-beaten-path destination for history buffs and nature lovers. Known as the site of the dramatic Siege of Mesolongi (1825-1826) during the Greek War of Independence and of the death of

Philhellene poet Lord Byron, Mesolongi is a picturesque, traditional Greek town that is surrounded by stunning lagoons and backed by the densely forested Mount Arakynthos.

What to do: Wander through the town to discover its numerous historic landmarks; stroll through the Garden of Heroes; visit the Folklore Museum, “Diexodos” Museum and the Museum of History and Art; head north to Etoliko; tour the Natura 2000-listed Mesolongi-Etoliko lagoons complex to discover its landscapes, wildlife and iconic islets; drop by the Salt Museum; savor local delicacies; explore Mt Arakynthos.

Where to stay: Socrates Organic Village – Wild Olive; Island Apartments on Tourlida islet; various independently let properties in town

Where to eat: Alatiara, Arhontiko tis Persefonis; Eliobasilema Tourlida Fish Restaurant; Monomatos in Etoliko

Art & Culture

WOMEN IN THE REVOLUTION

Hosted at the B&M Theocharakis Foundation and featuring significant pieces from the collection of Michalis and Dimitra Varkarakis, “Women in the Revolution of 1821” is a stunning thematic exhibition that honors the trials and tribulations of Greek women who took part in the Greek War of Independence. The fighting spirit of these women is depicted in a carefully curated selection of 100 paintings and decorative objects from the 19th century. The exhibition is part of Protovoulia '21 (Initiative '21), a collaboration between 16 institutions to celebrate the bicentennial of the Greek Revolution.

Where:

B&M Theocharakis Foundation
for the Fine Arts and Music
9 Vasilissis Sofias Avenue & 1 Merlin Str.
Athens

When:

March 23 – October 31
10:00 – 18:00

Info:

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A Light That Never Goes Out

When its exterior was illuminated on September 11, 2021, Saint Nicholas once again became a beacon of community, faith and remembrance.



When the original building on 155 Cedar Street was first erected in the 1830s, no one could have imagined the immense cultural, spiritual and historic significance that it would go on to acquire. Beginning its life as a modest row house and then tavern, the building became home to the congregation of Saint Nicholas Orthodox Church in 1919, thanks to the efforts of five Greek families that raised \$25,000 to buy the property and convert it into a church. Modest by any account, it steadfastly served as a place of worship for the

local community as well as for travelers, sailors and even shipping magnates passing through New York for decades, while the urban landscape around it changed dramatically. At the dawn of the 21st century, and having resisted years of pressure to sell to developers, the church stood surrounded by a parking lot, standing as a humble bastion of community and faith among the skyscrapers of Manhattan's Financial District.

Everything changed on September 11, 2001, when Saint Nicholas was buried under tons of debris in the collapse of 2 World

Trade Center, the South Tower, with decades of history and numerous invaluable religious relics, including items donated by Russian tsar Nicholas II, lost forever under the rubble. But much like the rest of New York and indeed America, the congregation didn't give up. Donations started pouring in from around the world — from the Greek government and the Ecumenical Patriarchate to local parishes across the US and Greece and from collection box donations to major private gifts — and planning began to commence rebuilding.

Today, with construction in its final stretch, the new Saint Nicholas stands on 130 Liberty Street, just 45 meters east of the original site. On September 11, 2021, it illuminated its façade and joined NYC and the world in observing the 20th anniversary of that tragic day. Three times larger than the original and clad in brilliantly white Pentelic marble, Saint Nicholas Greek Orthodox Church and National

Shrine is set to open for the public in spring 2022. Notably, it will also include a non-denominational ecumenical remembrance room

where people of all faiths and backgrounds will be welcome to come together to pray, remember and reflect — a reminder to us all that our shared humanity truly is a light that never goes out. 🕯️

— BY —
T.C. LOWRIE

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