

BUSINESS Partners

NOVEMBER-DECEMBER 2023

THE MAGAZINE OF THE AMERICAN-HELLENIC CHAMBER OF COMMERCE
www.amcham.gr



AMCHAM GREECE MAKES HISTORY WITH AMCHAMS IN EUROPE

THOUGHT LEADERS
EMBRACING CHANGE FOR
A SUSTAINABLE FUTURE

STRONGER THAN EVER

GEORGE JAMES TSUNIS, UNITED STATES
AMBASSADOR TO THE HELLENIC REPUBLIC

Accounting Solutions

Making Business Better

ACCOUNTING | PAYROLL | TAX

www.accountingsolutions.gr



member of

wts global



Accounting Solutions, established in 2000, has vast experience and high level of expertise in the field of financial, accounting, payroll, tax and advisory services, with extensive clientele and know-how.

As such, we are trusted by some of the largest companies of both the public and private sector as well as by several small and medium-sized businesses operating in Greece.

350
Multinational &
Greek Clients

Managing
> 20.000
Payroll Accounts

120
Highly Experienced
Professionals

High Operating Standards and Quality Certifications

ISO 9001 | ISO 27001 | ISO 22301



ACS Athens
American Community Schools

EDUCATION //ACTION



ACS Athens, a "Sustaining Excellence" School.
(Middle States Association of Colleges and Schools)



@acs1945



@acsathens



@acsathens



@acsathens

acs.gr

28



US Ambassador George Tsunis talks about Greece as an investment destination and how to really tap into the country's potential

18



Dr. Venetia Koyssia kicks off the new BP employment column dedicated to employment and the labor market in Greece

20



Dr. Christos Koritos says quiet quitting provides companies with the opportunity to rethink HRM practices

BUSINESS Partners

THE BIMONTHLY MAGAZINE OF THE
AMERICAN-HELLENIC CHAMBER OF COMMERCE

VOLUME XXII | NUMBER 129
ISSN 1109-4990 CODE: 6526

CHAMBER.PRESS

DIRECTOR
Elias Spirtounias
e.spiritounias@amcham.gr

PUBLISHER
Alexandra Loli
a.loli@amcham.gr

EDITOR
T.C. Lowrie

DESIGN
snack•

PRINTING & BINDING
Queue Print LTD

OWNER
American-Hellenic Chamber of Commerce
Politia Business Center
109-111 Messoghion Avenue
115 26 Athens
Tel: +30 210 699 3559
Fax: +30 210 698 5686-7
E-mail: info@amcham.gr

BRANCH OFFICE
123 Tsimiski Street
546 21 Thessaloniki
Tel: +30 2310 286 453
Fax: +30 2310 225 162
E-mail: n.tsavdaroglou@amcham.gr



www.amcham.gr

4 THE BOARD

6 CHAMBER NEWS AND EVENTS

10 AMCHAMS IN EUROPE

Shaping a Resilient Tomorrow:
The ACE 2023 Best Practice Sharing
Conference

16 MEMBERS' CORNER

Dedicated to showcasing
the AmChamGR community

18 EMPLOYING POTENTIAL

Employment Is Changing ...Are We?
BY DR. VENETIA KOUSSIA

20 ALBA BUSINESS REVIEW

Quiet Quitting: What, Why, and How
to Deal With It
BY CHRISTOS KORITOS PH.D.

22 HEALTHWORLD 2023

Making Healthcare Reform a Political
and Investment Priority

26 THE NEW WORK

The Destination Office:
Creating Spaces Employees
Are Eager to Be In
BY PANTELIS KOUZIS

27 MEMBER TO MEMBER OFFERS

The Art of Corporate Gifting:
May This Holiday Season Be
as Scented as Can Be!

28 THE INTERVIEW

Stronger than Ever
WITH GEORGE J. TSUNIS

31 DIRECTORY 2024

Better Together

32 THOUGHT LEADERS

Embracing Change
for a Sustainable Future

40 ART & CULTURE

Giorgos Seferis: Celebrating 60
Years Since the Poet's Nobel Prize

42 AMCHAM @ AUSA 2023 AME

The 10th Hellenic Pavilion at AUSA
2023 Annual Meeting and Exposition

46 CORPORATE RESPONSIBILITY CONFERENCE

Links: Pivoting the Human Right
to Nature into Business Reality

50 TAX FORUM 2023

Tackling Tax Evasion: Thinking
Out-of-the-Box for Future Shifts

56 VIEWPOINT

Let's Agree to Disagree
BY ALEXANDRA LOLI



32 THOUGHT LEADERS

Embracing Change
for a Sustainable Future



As I compose this, my last editorial for 2023, I find myself contemplating this past year, all it brought and the lasting impact it will leave behind, and as much as I am an optimist, I can't deny a sense of apprehension at the events unfolding all around.

Directly or indirectly, developments across the planet impact our political, economic and social reality and, not least, our individual and collective psychology. Rising geopolitical tensions, an increasingly urgent climate crisis and staggering technological advancements are accompanied by a steady erosion of the universal values and principles that have long served as the foundations of stability, cooperation and safety in our world. Tragically, as we witness incredible scientific and technological achievements unlock unprecedented potential for creating a better world, we are also seeing a rise in fanaticism, polarization, greed, violence, and lawlessness.

Each day brings fresh ideas and new trends, but also new risks and challenges, and everyone—states, societies, businesses, and individuals—is searching for the steps that must be taken on the path to a more stable future. Navigating such uncharted waters demands strong values and principles: patience, perseverance, cooperation, solidarity, open-mindedness, and the constant pursuit of progress and innovation. In a connected world of diverse yet shared interests, alliances based on these core values are vital to our collective ability to successfully overcome challenges. Communication, understanding, and collaboration are imperative; none of us can thrive in isolation on our interconnected planet.

In this volatile environment, businesses are always searching for key organizations to collaborate with in their quest to identify best practices and address pressing issues, forming crucial partnerships that can help them learn, network, and grow. The American-Hellenic Chamber of Commerce is one such organization, an influential business body committed to promoting a stronger business environment and fostering business partnerships and opportunities. In 2023, we launched many important initiatives and organized numerous highly successful events, maintaining a strong international presence with actions that included the US Pavilions at DEFEA and Thessaloniki International Book Fair, the Hellenic Pavilion at AUSA 2023 in Washington DC, our business mission to Egypt, and our hosting of the American Chambers in Europe (ACE) annual Best Practices Sharing Conference, which included a spectacular 60th-anniversary celebration. Stronger every year, our vibrant portfolio of events and initiatives underscores our Chamber's commitment to supporting innovation and forward-looking strategies, strengthening bilateral relations and building on our international network—and always, we continue to forge ahead, broadening horizons and exploring new frontiers.

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.

Χρειάζεται να στείλετε μεγάλα φορτία γρηγορότερα;



Εμπιστευτείτε το δίκτυο της FedEx για τις αποστολές σας.



Where now meets next

FedEx[®]
Express



AMERICAN-HELLENIC CHAMBER OF COMMERCE

EXECUTIVE COMMITTEE

Nikolaos Bakatselos, *President* | PYRAMIS METALLOURGIA
Vassilis Kafatos, *Vice President* | DELOITTE BUSINESS SOLUTIONS
John D. Saracakis, *Vice President* | SARACAKIS BROTHERS
Alexandros Costopoulos, *Secretary General* | FORESIGHT Strategy & Communications
Litsa Panayotopoulos, *Treasurer* | EVIA-IP
Paul Canellopoulos, *Counselor* | CANELLOPOULOS
ADAMANTIADIS HOLDINGS
John Kyriakides, *Counselor* | KYRIAKIDES GEORGOPOULOS
LAW FIRM
Athanasios Papadopoulos, *Counselor* | NAUTICAL CARRIERS
INCORPORATED
Despina Passaris, *Counselor* | PROCTER & GAMBLE HELLAS
Spirotounias Elias, *Executive Director*

BOARD OF DIRECTORS

George Alexopoulos | HELLENiQ ENERGY
Yanna Andronopoulou | MICROSOFT HELLAS
Labrina Barbetaki | ABBVIE PHARMACEUTICALS
Claudia Carydis | THE AMERICAN COLLEGE OF GREECE
Sophie Daskalaki-Mytilineos | MYTILINEOS
John Enepekides | EFFECTUS GOVERNMENT RELATIONS &
STRATEGIC COMMUNICATIONS
Christos Harpantidis | PAPASTRATOS
Michalis Kassimiotis | HEWLETT PACKARD ENTERPRISE HELLAS
Chryssos Kavounides | BOSTON CONSULTING GROUP (BCG)
Yiannos Kontopoulos | ATHENS EXCHANGE GROUP
Athanasios Kouimtzis | KOUIMTZIS GROUP
Venetia Koussia | VENETIA KOUSSIA
Emilios Kyriacou | CITIBANK EUROPE - Greece Branch
Siana Kyriacou | ISO HELLAS
Christos Megalou | PIRAEUS BANK
Stavros Mourelatos | THE COCA-COLA COMPANY
Paul Mylonas | NATIONAL BANK OF GREECE
Georgios Papadimitriou | EY
Costas Papadopoulos | Lockheed Martin Corporation
Panos Pitsillides | JOHNSON & JOHNSON MEDTech
Spyros Poulidas | IBM HELLAS, IMB EMEA
Marios Psaltis | PwC
Zachary Ragousis | PFIZER HELLAS
Kyriacos Sabatakakis | ACCENTURE
George Stassis | PUBLIC POWER CORPORATION
Ioannis Stavropoulos | STAVROPOULOS & PARTNERS LAW OFFICE
Andreas Stylianopoulos | NAVIGATOR TRAVEL & TOURIST
SERVICES
Michael Tsamaz | OTE GROUP
Antonis Tsiboukis | CISCO SYSTEMS HELLAS
Sofoklis Yiannacou

COMMITTEES

AGROTECHNOLOGY COMMITTEE Chair: Athanasios Kouimtzis | Alkis Alexandrou, Notis Argiriou, Stella Bezergiannis, Dimitrios Chriss, Constantinos Constantinidis, Thymis Efthymiadis, Iatridis Angelos, Nikolaos Karagiorgos, Georgios Katsaros, Effie Lazaridou, Aini Michailides, Olga Mitsilidou, Ioannis Nakas, Theocharidis Kostas, Athanasios Tsaftaris, Evangelos Vergos | Coordinator: Nikos Tsavdaroglou
AUDITORS COMMITTEE Stavros Gigantes, Athanasios Felonis, George Kerameus | Coordinator: Andriana Hadjianagnostou
CIRCULAR ECONOMY COMMITTEE Chair: George Kremlis | Stavroula Aggelopoulou, Evangelos Baltas, George Kalavrouziotis, Kiara Konti, Apostolos Mourgos, Eleni Providi, Antonios Sagris, Ioanna Sapountzi, Panagiotis Skiadas, Ioanna Skondra | Coordinators: Sofia Chaidogiannou, Frosso Paneta
CORPORATE GOVERNANCE COMMITTEE Chair: Maria Theodoulidou | John Apsouris, Xenofon Avlonitis, Leda Condoyanni, Aris Dimitriadis, Irini Ioannidou, Vassilios Kaminaris, Christy Kozoboli, Vassilis Monogios, Eirini Poithou, George Samothrakis, Eleftheria Spyridonos, Michalis Tsibris, Georgios Venieris, George Vlachos | Coordinator: Daphne Constantinidou
CORPORATE RESPONSIBILITY COMMITTEE Chair: Pakis Papademetriou | Dimitris Agrafiotis, Nickolas Angelopoulos, Rania Assariotaki, Rouli Christopoulou, Chrysoula Diakatou, Dimitrios Dimopoulos, Chryssa Eleftheriou, Ada Gianneskis, Manos Iatrelis, Vasiliki Kapari, Martha Kesiosoglou, Elina Konstantinou, Kiara Konti, Siana Kyriacou, Alexia Macheras, Nikolaos Melios, Manina Menidiati, Sotiris Pastras, Sevi Sfakianaki, Alcibiades Siaravas, Melina Thomaidou | Coordinator: Angela Boyatzis
CULTURE COMMITTEE Chair: Zozo Lidoriki | Eugenia Arsenis, Sophie Daskalaki-Mytilineou, Sofia Dimtsa, Xenia Kaldara, Eva Karaitidi, Vassilis Karamitsanis, Vicky Marangopoulou, Efi Nestoridi, Anna Pataki, John D. Saracakis, Stavros Stavropoulos, Panagiotis Tsougrianis, Leonidas Tzonis, Nikos Ververidis, Artemis Zenetou, Yannis Zirinis | Coordinator: Katerina Tzagaroulaki
EDUCATION, INNOVATION & ENTREPRENEURSHIP COMMITTEE Chair: Litsa Panayotopoulos | Spyros Arsenis, Babis Bakolias, Claudia Carydis, Nikos Christakis, Alexandros Costopoulos, George Ioannou, Michael Kassimiotis, Panagiotis Ketikidis, Nikos Konstakis, Vassilis Makios, Barbara Mergou, Constantinos Moros, Sonia Mousavere, George Papadakis, Archontoula Papapanagiotou, Peggy Felonis, Thanasis Politis, Nikolaos Porfyrus, Elena Prassaki, Michael Printzos, Yannis Rizopoulos, Nondas Syrrakos, Katerina Triviza, Alex Tsoukalis, Nely Tzakou, Konstantinos Zanetopoulos | Coordinator: Katerina Tzagaroulaki
EMPLOYMENT COMMITTEE Chair: Venetia Koussia | Eleni Drakopoulou, Irene Gioni, Vassilis Karayannis, Gerasimos Karmiris, Konstantinos Kintzios, Giorgis Kritsotakis, Eugenia Melea, Iro Melliou, Manos Panorios, Maria Patakioti, Manto Patsaura, Constantinos Tsalikis | Coordinator: Sofia Chaidogiannou
ENERGY COMMITTEE Chair: Prof. Dr. Kostas Andriopoulos | Aristotelis Chantavas, Stavros Charitos, Minas Diacakis, Konstantinos Eleftheriadis, George Ioannou, Georgios Kalavrouziotis, Fernando Kalligas, George Kouvaris, Panagiotis Ladakakos, Loukas Lazarakis, Anastasios Manos, Konstantinos Mavros, Evangelos Mytilineos, Yannis Papadopoulos, Gus Papamichalopoulos, Mathios Rigas, Andreas Shiamishis, Kostas Sifnaos, George Stassis, Aristofanis Stefatos, Leonidas Zaimis | Coordinator: Angeliki Dikeoulia
GES-GREEK ECONOMIC SUMMIT ORGANIZING COMMITTEE Chair: Nikolaos Bakatselos | Alexandros Costopoulos, Vassilis Kafatos, Chryssos Kavounides, Yianos Kontopoulos, George Papadimitriou, Marios Psaltis | Coordinator: Angeliki Dikeoulia
INFORMATION TECHNOLOGY & COMMUNICATIONS COMMITTEE Chair: Michalis Kassimiotis | Yanna Andronopoulou, Andrea Antoniou, Alexandros Bechrakis, Nikos Christakis, Stefanos Dionysopoulos, Apostolos Leonidopoulos, Nikos Maniatis, Kyriacos Sabatakakis, Marina Stavrakantonaki, Antonis Tsiboukis | Coordinator: Georgia Mamali
INSURANCE, SOCIAL SECURITY & LABOR AFFAIRS COMMITTEE Chair: Konstantinos Kremalis | Kostas Athanasakis, Epaminondas Atsaves, Paul Canellopoulos, Agni Christidou, Katerina Daskalaki, Irene Gioni, Tasos Hatzitheodossiou, Yiannis Katsanis, Panagiotis Kessoglou, Christos Nounis, Antouaneta Oikonomopoulou, Dimitrios Papachristou, Marianna Papamichael, Anastassios Pateris, George Plomaritis, Alkiviadis Poulias, Athanasios Stavrakos, S. Thomopoulou, Ioannis Tzanakos, Apostolos Tzotzos, Konstantinos Vrettos | Coordinator: Voula Tseritzoglou
INTELLECTUAL PROPERTY RIGHTS (IPR) COMMITTEE Chair: Yannis Mastrocostas | Elli Filipopoulou, Michalis Kosmopoulos, Yota Kremmida, George Michos, Antonios Oikonomou, Xenofon Paparrigopoulos, Nikos Prentoulis, Maria Spanou, Dora Zachou | Coordinator: Daphne Constantinidou
LEADERSHIP COMMITTEE Chair: Artemis Miroopoulos | Konstantinos Alexopoulos, Harris Broumidis, Athina Chatzipertou, Rania Ekaterinari, Spyros Filiotis, Dimitris Georgiannis, Polychronis Givreas, John Kalligeros, Antonios Kerastaris, George Kotionis, Marina Mavrommati, Nikolaos Negas, Pantelis Panos, Aristotelis Panteliadis, Efi Papadogianni, Nicolas Plakopitis, Marianna Politopoulou, Vassilis Rabbat, Lefteris Samaras, Alexander D. Saracakis, Steven Sirtis, Ilias Tsakiris, John Vassilakos, Andreas Xirocostas, Leonidas Zaimis Giuseppe Zoragno | Coordinator: Ritana Xidou
LEGISLATIVE REFORMS COMMITTEE Chair: John Kyriakides | Panayotis Bernitsas, Nikolaos Bregiannos, Vassilis Constantinidis, Stavros Georgiades, Vassilios Ikonomidis, Nikolaos Moussas, Angelike Nestorides, Spyridon Themelis, Dr. Dimitris Tsiabanoulis, Mina Zoulouvis | Coordinator: Daphne Constantinidou
MEDICAL DEVICES & DIAGNOSTICS COMMITTEE Chair: Theodore Liakopoulos | Giannis Anastasiou, Christos Barakos, Siete Braak, Martha Christopoulou, Christos Cholevas, Kostas Delakouridis, Spyridon Gkikas-Panousis, Theodoros Katsolis, Gregory Krinos, Kostas Mariakis, Iakovos Michalitsis, Panagiotis Mparas, Dimitrios Nikas, Miltiades Papadopoulos, Georgios Sofianos, Dimitris Therianios, Manolis Tripodianos, John Vrettos | Coordinator: Voula Tseritzoglou
NORTHERN GREECE COMMITTEE Chair: Vassilis Kafatos | Athanasios Kouimtzis, Konstantinos Koukountzos, Costas Malamas, Nikolaos Margaropoulos, George Milonas, Konstantinos Papadopoulos-Hatzakos, Loukia Saranti, Panos Vlachos | Coordinator: Nikolaos Tsavdaroglou
PHARMACEUTICAL COMMITTEE Chair: Labrina Barmpetaki | Ezat Azem, Christos Boukis, Antonino Biroccio, Savas Charalampidis, Elena Chouliara, Konstantinos Evripides, Spyros Filiotis, Leonidas Issopoulos, Agata Jaconic, Susan King-Barnardo, Marianna Konstantinidi, Iakovos Michalitsis, George Panagakis, Konstantinos Papagiannis, Yvoni Papastelatu Andreas Pollner, Elizabeth Prodromou, Zachary Ragousis, Christian Rodseth | Coordinator: Voula Tseritzoglou
PUBLIC AFFAIRS COMMITTEE Chair: John D. Saracakis | Paul Canellopoulos, John Kyriakides, Marios Kyriakou, Thanos Papadopoulos | Coordinator: Ritana Xidou
REAL ESTATE & DEVELOPMENT COMMITTEE Chair: Left Sikilidis | George Bersis, Nicholas Chatzitsolis, Vassilios Delikaterinis, Nikolaos – Ioannis Dimtsas, Ioannis Ganos, Marinos Giannopoulos, Sophia Grigoriadou, Ellie Kakoullou, Samantha Karra, Michael Mavroleon, Krysta Petropoulou | Coordinator: Frosso Paneta
TAXATION COMMITTEE Chair: Ioannis Stavropoulos | Evangelos Abeliotis, Effie Adamidou, Christos Altiparmakis, Ioannis Athanasiadis, Stathis Bakalis, Panagiotis Daveros, Spiros Doucas, John Dryllerakis, Stavros Gigantes, Vasilios Govaris, Ioulia Kapobasi, George Kerameus, Stavros Kostas, Antonis Kotis, Nikolaia-Anna Lepida, Aspasia Malliou, Stephanos Mitsios, George Nikolaou, Maria Nikolopoulou, Jenny Panou, Petros Pantazopoulos, Eugene Papadatos, Stavros Petridisoglou, Panagiotis Pothos, George Samothrakis, Kostas Sfakakis, Litsa Spyriouni, Georgios Stamatou, Gregory Tapinos, Maria Trakadi, Vassilios Vizas, Sofoklis Yiannacou, Maria Zoupa | Coordinator: Katerina Tzagaroulaki
TOURISM COMMITTEE Chair: Tim Ananiadis | Michael Argiri, Vicky Evangelinou, Makis Fokas, Nikolas Kelaiditis, Celia Koukoulis, George Kyvernitis, Carol Marriott, Panos Panayotopoulos, Andreas Stylianopoulos, Stephanos Theodorides, Yannis Tsakalos | Coordinator: Angeliki Dikeoulia
WIB (WOMEN IN BUSINESS) COMMITTEE Chair: Myladi Stoubou | Betty Alexandropoulou, Lia Bertsiadou, Zeta Cheimonidou, Chara Dalekou, Kelly Damalou, Despina Doxaki, Anastasia Dritsa, Sissy Iliopoulou, Betty Kazakopoulou, Alexandra Konida, Agnes Mariakaki, Zozeta Milopoulou, Martha Mylona, Penny Retse, Iphigenia Tarou, Teti Tsekoura, Katerina Tsemperlidou, Maria Tzelepi, Deppie Tzimea, Peggy Vellioti | Coordinator: Angela Boyatzis

Unlock your Business Growth

Elevate your business potential through UNISON's expert facility management. Our streamlined operations enhance efficiency and functionality, empowering you to unlock your organization's exponential growth.



UNISON
FACILITY & HUMAN SOLUTIONS

UNISON empowers you to concentrate on your core business objectives by delivering a comprehensive suite of cutting-edge facility management services, covering all aspects of your daily operations.

Facilitating Success.

Explore further at www.unison.gr

AmChamGR Support's Deloitte's Financial Crime Symposium

Deloitte Greece hosted its 1st Financial Crime Symposium on September 14, 2023, at the Athens Conservatoire in the Greek capital. Organized with the support of the American-Hellenic Chamber of Commerce, the successful event brought together a group of high profile speakers—senior representatives from top financial institutions and industry leaders, from Greece as well as the Netherlands and the United Kingdom—to exchange crucial insights into current developments in financial crime risk management in the new digital era.

Participants had the opportunity to hear talks and panel discussions on financial crime, the various forms this can take and its impact on the economy at both the national and global level, as well as on what is being and can still be done to tackle this. Elias Spirtounias, Executive Director of AmCham Greece, delivered the opening remarks, along with Konstantinos Eleftheriadis, Partner, Forensics, Financial Crime and Disputes at Deloitte Greece, while Yianos Kontopoulos, CEO of Athens Exchange Group gave the event's keynote speech. The event was structured around a number of key themes which included: global insights and developments; the regulatory framework, including local insights and European developments; the role of PPPs in combating financial crime, with the example of the Transactions Monitoring Utility; transforming the customer due diligence process; financial crime in antiquities markets; sanctions and conflicts of interest; internal auditing and financial crime; confronting challenges in pharma with innovation and integrity; and legal developments in the fight against financial crime. The symposium further featured two fireside chats, "The View of the Regulator" and "Fintech and Regtech Solutions in the Combat of Financial Crime and Fraud," as well as a networking lunch and a cocktail reception.

The 1st Financial Crime Symposium was organized under the auspices of the Association of Compliance Officers in Greece (ASCO Greece/ΣΕΚΑΣΕ), the Hellenic Association of Pharmaceutical Companies (SFEE), the Hellenic Bank Association (HBA), and Transparency International Greece.

KONSTANTINOS ELEFThERiADIS, ARGYRI KASAPAKI, SCOTT GEDDES, MICHEL MONTBERTRAND, THANASIS ATHANASOPOULOS, PANOS DASMANOGLU, XENOFON AVLONITIS



ACE LETTER OF SUPPORT TO AMCHAM ISRAEL

On October 11, 2023, AmChams in Europe (ACE) shared a letter of support for the Israel-American Chamber of Commerce, expressing ACE's solidarity with AmCham Israel during these distressing times, denouncing all forms of terrorism, and offering the organization's condolences to those impacted by the conflict. Addressed to the AmCham Israel team and board, and signed by ACE Chair Susan Danger on behalf of ACE's executive committee, the letter read: "We are deeply saddened by the recent events unfolding in Israel. We condemn terrorism in all forms and express our heartfelt condolences to those affected by the ongoing conflict. Our thoughts and prayers are with your entire team and all your loved ones during these trying times. We hope for a resolution to the situation, restoring peace and security and allowing everyone to pursue their goals and aspirations in a safe and peaceful environment. We extend the same wish for peace to all the people in the entire region. May this conflict end soon, and may all communities find the strength to rebuild and coexist. At AmChams in Europe, we remain part of your support network, as we recognize AmCham Israel as one of our community's most dynamic and creative AmChams."





CONGRESSWOMAN DINA TITUS (NV) SPEAKS TO PARTICIPANTS OF NHS'S 2023 HERITAGE WEEKEND

AmCham Greece at NHS 2023 Heritage Weekend & Classic in Las Vegas

The American-Hellenic Chamber of Commerce participated in the National Hellenic Society's 2023 Heritage Weekend & Classic event which took place on October 5-8, 2023, at the Four Seasons Hotel in Las Vegas, Nevada. Held annually, the event brings together the best and brightest of the Greek American community in a celebration of shared heritage, providing a platform for reflection on the NHS community's many accomplishments to date as well as all the achievements yet to come.

This year, AmCham Greece participated in the NHS Heritage Weekend in Las Vegas, represented by President Nikolaos Bakatselos and Executive Director Elias Spirtounias, who were both invited to talk at the event, addressing the gathering on Friday, October 6. Over the course of the event, the two had the opportunity to meet prominent members of the NHS family and the Greek American community and present to them the American-Hellenic Chamber of Commerce; they outlined the Chamber's mission and goals, discussed its broad range of activities and initiatives, and presented its considerable accomplishments to date, all while underlining the Chamber's ongoing commitment to contributing to closer and stronger economic, business, and trade relations between the United States and Greece and to promoting the shared values that underpin the ties between the two nations. AmCham's President Bakatselos and Executive Director Elias Spirtounias were joined by Claudia Carydis, Vice President of Public Affairs at The American College of Greece (ACG) and member of the board at AmCham Greece, who attended the Heritage Weekend representing ACG.

The American-Hellenic Chamber of Commerce would like to express its heartfelt gratitude and appreciation to the National Hellenic Society's Drake Behrakis, Chairman of the Board, and Art Dimopoulos, Executive Director, for their warm and exceptional hospitality— their *filoxenia*—and for the fantastic program at this year's Heritage Weekend. The Chamber is also thankful for the opportunity to meet and exchange thoughts and ideas with so many of the organization's members. The NHS family's deep appreciation and love for their heritage and for Hellenic culture made a strong impression, as did their extraordinary efforts to preserve and perpetuate the values and ideals that are embodied within the Hellenic heritage—classical ideas associated with ancient Greek democracy including the pursuit of knowledge, education, the arts and civic responsibility—and pass them on the next generations of Greek Americans. The American-Hellenic Chamber of Commerce stands by these efforts, understanding the vital role of the younger generations in initiatives and activities that foster closer and stronger Greek-US ties at all levels.



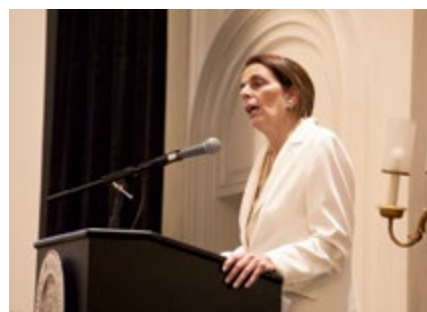
NIKOLAOS BAKATSELOS, ELIAS SPIRTOUNIAS



NIKOLAOS BAKATSELOS, CHRYSA TSAKOPOULOS



DRAKE BEHRAKIS, NIKOLAOS BAKATSELOS, ELIAS SPIRTOUNIAS



CLAUDIA CARYDIS



NIKOLAOS BAKATSELOS, YANNIS SIANIS, ELIAS SPIRTOUNIAS



EDUCATION, INNOVATION, ENTREPRENEURSHIP COMMITTEE

AmCham's Litsa Panayotopoulos Honored at Digital Transformation Awards



L. CHRISTOPOULOS, D. PAPASTERGIOU, L. PANAYOTOPOULOS, D. ANAGNOSTOPOULOS

AmCham Greece's Litsa Panayotopoulos, Chamber Treasurer and Chair of the EIE Committee, was recognized and honored for her ongoing contribution at this year's Digital Governance Awards, a Ministry of Digital Governance initiative to reward civil servants and public officials, individually or as teams, who through their actions and ideas have contributed to the digital transformation of Greek public administration and the improvement of the provision of public services for citizens. Panayotopoulos was presented the special

Honorary Distinction for a Private Individual by none other than Minister of Digital Governance Dimitris Papastergiou during the annual awards ceremony that took place on October 13, 2023, at the Miltiades Evert Auditorium at the City of Athens Technopolis. Through numerous personal initiatives, underpinned by her distinguishing determination, creativity and innovative thinking, Litsa Panayotopoulos has contributed significantly to the adoption and development of IT, technology and communications in Greek public administration and Greece in general, not least through her pivotal efforts as far back as the early 1990s to consolidate the use of databases and database management systems, which became a cornerstone for the sustainability and interconnectedness of Greek public sector services.

The second annual Digital Governance Awards, which were organized by the General Secretariat for Information Systems and Digital Governance, included an additional honorary distinction, the Honorary Distinction for a Public Servant, as well as 18 further awards presented to winners across the event's two standard categories, Best Applied Idea and Best New Idea, which each included a further five subcategories: Education and Culture; Public Administration, Local Government and Justice; Economy, Development and Entrepreneurship; Citizen Safety; and Health and Social Affairs.



STUDENT AND PROFESSOR DELEGATION FROM THE UNIVERSITY OF FLORIDA WARRINGTON COLLEGE OF BUSINESS AND RUTGERS BUSINESS SCHOOL WITH ELIAS SPIRTOUNIAS

UF WARRINGTON COLLEGE OF BUSINESS AND RUTGERS BUSINESS SCHOOL STUDENTS VISIT AMCHAM HQ

On October 16, 2023, AmCham Greece was delighted to host two groups of graduate students—one from the University of Florida Warrington College of Business and one from the Rutgers Business School MBA program—at its Athens headquarters. Both groups were visiting Greece and requested a meeting with AmCham Greece for a general briefing. Meeting with Executive Director Elias Spirtoonias, the students enjoyed the opportunity to hear about Greece's extraordinary story and find out how the country managed to overcome its historic crisis and turn around its economy. They also heard about Greece's current standing and investment climate, learned about the country's most promising sectors and its key bilateral economic and trade relations, and the work of AmCham Greece and its role in supporting and enhancing the country's business and investment environment, particularly in the context of US - Greece economic, business and trade relations.

LEADERSHIP COMMITTEE

Conversations with Young People at Piraeus Marine Club

The Leadership Committee's latest Conversations with Young People on Professional Opportunities and Entrepreneurship forum, sponsored by Hellenic Hull and The American Club, took place on November 1, 2023, at Piraeus Marine Club in Piraeus. Designed for high school seniors, university students, and young professionals aged 17-28, the event served as a platform for its young audience to come into contact with leading entrepreneurs and top executives from some of the country's foremost companies, giving them the opportunity to hear first hand about the latest developments, challenges and opportunities in the shipping and maritime industry and to learn about potential career paths and opportunities for professional development in the field. Meanwhile, a special segment of the event was dedicated to group discussions and mentoring, giving the young participants a unique opportunity to engage directly with the Leadership Committee members and event speakers and talk about their professional aspirations and concerns, share their thoughts on recent trends and key developments in the industry, ask questions and explore key topics of interest. In their welcome addresses, AmCham Greece President Nikolaos Bakatselos and Leadership Committee Chair Artemis Miropoulos underlined the importance of creating these moments of interaction between established business leaders and the country's next generation of professionals. Costis Frangoulis, President of the International Propeller Club of the United States, Port of Piraeus, noted that shipping is much more accessible than it used to be and encouraged young people to enter the industry, emphasizing that "I encourage young people to choose the shipping industry. Besides being number one in the world in shipowning, we have a strong maritime cluster, which is getting even stronger with the revival of our shipyards and the growth of the local shipbuilding equipment sector." The sentiment was reiterated by Ilias Tsakiris, Managing Director of Hellenic Hull Management, who said "The shipping industry needs young people. It needs new talent. And I am here to say that there is room for everyone." The event concluded with a networking cocktail reception.

NIKOLAOS BAKATSELOS



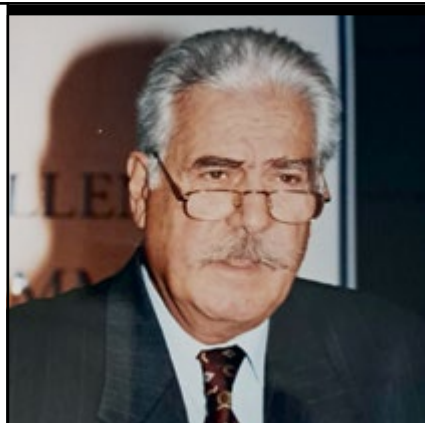
ARTEMIS MIROPOULOS



COSTIS FRANGOULIS



ILIAS TSAKIRIS



IN MEMORIAM

The American-Hellenic Chamber of Commerce mourns the passing away of Costas Papagiannacopoulos, who served as Chamber President from 1997 to 2001. He will be remembered for his significant contributions to the country's business and professional landscape and his commitment to the mission and growth of AmCham Greece. We extend our deepest condolences to his family and loved ones.



SAVE THE DATE

The American-Hellenic Chamber of Commerce is proud to host its 34th annual Greek Economic Summit—GES 2023—titled "Fostering a Sustainable Economic Future Amidst Global Challenges," which will be held on December 4-5, 2023, at the Athenaeum InterContinental Hotel in Athens.

Find out more and stay up to date with our latest and upcoming events at amcham.gr/amcham-events/

SHAPING A RESILIENT TOMORROW THE ACE 2023 BEST PRACTICE SHARING CONFERENCE

Showcasing the ACE community's unwavering dedication to business excellence and promoting a strong and positive transatlantic economy, AmChams in Europe's 2023 Best Practice Sharing Conference brought ACE representatives from across Europe and Eurasia to Athens for three days of insight, innovation, and collaboration.

ACE 2023 BPSC GROUP PHOTO AT THE ACE 60TH ANNIVERSARY EVENT AT THE ACROPOLIS MUSEUM





MARINÓS GIANNOPOULOS, CHRÝSSOS KAVOUNIDES, NIKOLAOS BAKATSEIOS



AJSA VODNIK, SUSAN DANGER, ELIAS SPIRTOUNIAS

Organized and hosted by ACE and the American-Hellenic Chamber of Commerce, the conference was a resounding success. It served as a platform for participants to share best practices and engage in meaningful exchanges through a fantastic conference program that included networking, talks, high-level meetings, workshops, and local experiences, as well as celebrations marking the organization's 60th anniversary.

On September 27-29, 2023, more than 60 representatives from over 35 AmChams gathered in Athens, the ancient cradle of democracy, to foster transatlantic relations and promote cooperation at this year's AmChams in Europe (ACE) Best Practice Sharing Conference. Proudly hosted by the American-Hellenic Chamber of Commerce, the outstanding event featured discussions, knowledge sharing, and ample opportunities to cultivate and strengthen valuable connections. The conference was jointly organized by ACE in partnership with AmCham Greece.

Established in 1963, ACE serves as the umbrella organization for 46 American Chambers of Commerce from 44 countries throughout Europe and Eurasia and strives to create partnerships and cooperative relationships and achieve shared prosperity, aiming to lead to a more dynamic and influential future for AmChams across the globe.

THREE DAYS OF INSIGHT, INNOVATION, AND COLLABORATION

Conference proceedings kicked off on Wednesday, September 27, with the Welcome and Brainstorming Session, which outlined the ACE network's perspective on the future of AmChams and highlighted its united commitment to progress and mutually beneficial growth. Breakout sessions throughout the day hosted engaging discussions on a range of issues of relevance to the AmChams network, from achieving organizational sustainability and what it means to be an accountable business to overcoming

economic challenges and ensuring member engagement. Meanwhile, a special session on Greek tourism featured Dimitris Fragakis, Secretary General of the Greek National Tourism Organization (GNTO), who focused on the development of the country's tourism industry, demonstrating its resilience and highlighting efforts to diversify and enrich the Greek tourism product. The day ended with an exclusive reception for conference delegates at Jefferson House, the United States Ambassador's Residence in Athens. Hosted by US Ambassador to Greece George J. Tsunis, the reception underscored AmChams' contribution to promoting cooperation and stronger ties between the United States and Europe. Day two, Thursday, September 28, began with talks focused on the reform of the European Union's pharmaceutical legislation, also known as the EU Pharma Package, inviting industry experts to discuss how this affects the European pharmaceutical industry, reflect on the challenges and opportunities ahead, and share their in-

It has been an honor to host our distinguished colleagues from AmChams across the European continent. Our presence here together, underscores the power of unity in diversity, showcasing the strength that comes from pooling together our knowledge, experience, and vision. Together, we can forge new partnerships and chart fresh paths to success.

— NIKOLAOS BAKATSEIOS, PRESIDENT, AMCHAM GREECE



DIMITRIS FRAGAKIS



AMCHAM PRESIDENTS MEET MINISTER KOSTIS HATZIDAKIS, MINISTER KOSTAS SKREKAS, DEPUTY MINISTER KOSTAS FRAGOGIANNIS

sights. Shifting the focus to regeneration and development, the conference agenda then featured an exclusive tour of The Ellinikon Experience Center, where through a series of interactive multimedia installations and presentations, delegates had the opportunity to learn about the ambitious sustainability-focused urban development project taking place at the site of the city's former airport, in the area often referred to as the Athens Riviera. Meanwhile, AmCham Presidents were invited to participate in an insightful roundtable discussion with senior government officials: Minister of Economy and Finance Kostis Hatzidakis, Minister of Development Kostas Skrekas, and Deputy Minister of Foreign Affairs Kostas Fragogiannis. The evening of September 28 also featured a special gala event commemorating Am-

It's a great honor for me to be here at the meeting of all the European CEOs of AmChams. This Chamber creates a lot of value for all the companies participating in it but also for all the countries. I am particularly honored and happy that this year's conference is happening in my home country, Greece.

— DR. ALBERT BOURLA, CHAIR AND CEO, PFIZER

Chams in Europe's 60th anniversary. The event took place at the award-winning Acropolis Museum and included a private tour of the exhibits, an elegant dinner under the illuminated Parthenon, and live music from a string trio, as well as inspiring addresses and a fireside chat between Susan Danger, Chair of AmChams in Europe and CEO of AmCham EU, and Dr. Albert Bourla, Chair and CEO of Pfizer. Striking a perfect balance of festive at-

mosphere, networking opportunities and reflection on AmCham collaborations, the event was an excellent celebration of ACE's six decades of operations and accomplishments.

The conference's third day, Friday, September 29, opened with a breakfast briefing for ACE presidents and CEOs, who met with local industry and investment leaders to examine promising opportunities for the future. Leading up to the Creative

ELIAS SPRITOUNIAS, AMBASSADOR GEORGE J. TSUNIS, SUSAN DANGER



NIKOLAOS BAKATSELOS, SISSY ELIOPOULOU, AMBASSADOR GEORGE J. TSUNIS, JOHN SIMMONS, HEATHER BYRNES, KEITH KIRKHAM





MARINOS GIANNOPOULOS, NIKOLAOS BAKATSELOS, MAYOR KOSTAS BAKOYANNIS, SUSAN DANGER, ELIAS SPIRTOUNIAS

Network Awards ceremony later in the day, delegates then enjoyed presentations of the top creative efforts and projects from various AmChams worldwide, which showcased innovative ideas and initiatives focused on advancing economies, improving corporate governance, fostering digital

We've had a full three days of best practice sharing meetings. ... The messages have been around standing together with a bold, united voice on calling out for transatlantic values—those of democracy, freedom, peace, and rule of law—as well as also learning and trying to do our best for the attractiveness of Europe.

— SUSAN DANGER, CHAIR, AMCHAMS IN EUROPE, AND CEO, AMCHAM EU

education, and strengthening resilience. At the ceremony itself, AmCham Ukraine was declared the winner of the 2023 Creative Network Awards for its “Continuity amid Crisis: How to Steer AmCham through Country's Hardship” project, displaying its fierce commitment to innovation and recovery in such uncertain times. The conference concluded with a dinner

hosted by Athens Mayor Kostas Bakoyannis at Athens City Hall.

In addition to the conference's main agenda and program of events, delegates also had the opportunity to enjoy a selection of informative and cultural activities—experiences that allowed them to better understand and appreciate Greece, its heritage and hospitality. These included a presentation by Enterprise Greece and Boston Consulting Group that outlined the country's incredible economic recovery and its path to emerging today as a foremost regional hub and powerhouse, a visit to the Acropolis and Parthenon, opportunities to explore the capital's wealth of antiquities, traditional dance demonstrations, encounters with the country's world-famous gastronomy, as well as a post-conference day cruise to the Saronic islands of Hydra, Poros and Aegina.

The underpinnings of vibrant countries start with great economies, and the role that chambers of commerce play is absolutely vital. When the economies are strong, the countries are safer, more opportunistic, more vibrant, and people have better lives—and this is very important.

— GEORGE J. TSUNIS, US AMBASSADOR TO GREECE

ACE 2023 BPSC KEY TOPICS

Trade · Throughout the conference, discussions explored innovative strategies for enhancing cross-border trade, underlining the importance of fostering robust economic ties across Europe and beyond, and highlighting the ACE network's commitment to collaborative initiatives.

The Global Economy · Experts and thought leaders shared valuable insights into the constantly evolving global economic landscape, with discussions covering a range of key topics from emerging market trends to the transformative impact of digitalization on businesses, outlining a roadmap for navigating today's demanding business environment.

Environmental Stewardship · Echoing ACE's shared commitment to a greener, more sustainable future and its role in advancing sustainable practices across industries, sustainability and environmental responsibility took center stage, with discussions underscoring the significance of CSR and exploring how businesses can align their operations with environmental goals.

Resilience · The conference highlighted the ACE community's inspiring collective spirit of determination and unwavering resolve, as participants discussed strategies for adapting to change, embracing innovation, and identifying opportunities even in the face of the most formidable challenges.

A Promising Tomorrow · Providing a platform for envisioning and shaping a future that gleams with promise, the conference empowered participants, reframing their role not as passive observers of today's challenges but as architects of tomorrow, forward-looking and drawing on the enduring strength and resilience of American Chambers of Commerce in Europe.



PRIVATE TOUR AT THE ACROPOLIS MUSEUM



SUSAN DANGER, DR. ALBERT BOURLA, NIKOLAOS BAKATSELOS

A RESOUNDING SUCCESS

Without a doubt, the ACE 2023 Best Practice Sharing Conference was a resounding success. Over three days of fruitful networking, learning, and collaborating, the conference sparked inspiration, offered insights, and provided motivation to participants from across the ACE community to continue strengthening transatlantic relations and promoting innovation within the business environment.

The American-Hellenic Chamber of Commerce extends sincere appreciation for their dedication and contribution to ACE Chair Susan Danger, ACE Vice-Chair Ajša Vodnik, and the ACE Secretariat team. We extend our heartfelt gratitude to all our AmCham colleagues, participants, distinguished speakers, and generous sponsors

for making this conference a transformative and unforgettable event. Let us carry the spirit of unity and resilience forward, as we continue to collectively strive for a better and more prosperous future for our members, the global business community, and the world.

All of us at AmCham Greece take immense pride in the outstanding result we have achieved in organizing the ACE 2023 Best Practice Sharing Conference. Through unwavering teamwork and dedication, we have not only met but exceeded our goals. This success stands as a testament to our collective efforts and commitment to excellence, as well as our invaluable collaboration with all teams across the ACE network.

— the AmCham Greece team

We stand united and resolute, confident in the strength and resilience of the American Chambers of Commerce in Europe as we collectively chart a path toward a bright and promising future built on the solid principles and values that have distinguished our organization throughout its 60-year course.

— ELIAS SPIRTOUNIAS, EXECUTIVE DIRECTOR, AMCHAM GREECE

A POST-CONFERENCE DAY CRUISE TOOK DELEGATES TO THE ISLANDS OF HYDRA, POROS, AND AEGINA



SPONSORS

GRAND SPONSORS

Citi, Pfizer, Public Power Corporation

SPONSORS

AbbVie, Boston Consulting Group, Enterprise Greece, GE HealthCare, Hill International, Iron Mountain, Johnson & Johnson MedTech, Lamda Development, Mondelēz International

WITH THE SUPPORT OF

Greek National Tourism Organization

THOUGHTS FROM ACROSS THE ACE COMMUNITY

Over three inspiring days in Athens, we had the privilege of engaging in discussions, looking deeply into important topics, and shaping valuable connections. With the participation of representatives from over 30 AmChams, we are super excited about the exciting opportunities on the horizon as we grow our network and create innovative partnerships.

— **AMCHAMS IN EUROPE**

I want to thank the American-Hellenic Chamber of Commerce for this beautiful journey here in Greece for the 60th anniversary of AmChams in Europe.

— **AMCHAM BELGIUM**

Over the last four days in Athens, I have spent time asking questions and learning how Chambers from across the region support their members—from CRMs in Finland to regional events in Ireland, to digital academies in Türkiye and programs for educators in Slovenia. We also had an amazing presentation on resilience from our great friends at the American Chamber of Commerce in Ukraine which inspired everyone in the room.

— **BRITISHAMERICAN BUSINESS**

I am returning to Germany with many new ideas, best practices, and insights from colleagues from all over Europe on how to further improve engagement opportunities and events to the benefit of our members.

— **AMCHAM GERMANY**

We would like to sincerely thank the ACE Secretariat and AmCham Greece for a very useful and memorable conference this year and a magnificent celebration!

— **AMCHAM ESTONIA**

This conference was a fantastic opportunity for us, as new observing members, to learn, connect, and grow as a community, and it would not have been possible without your tireless efforts. Once again, thank you for your dedication and for creating an unforgettable conference experience. I look forward to future collaborations and more successful events together.

— **AMCHAM KYRGYZSTAN**

AmCham Latvia is a proud member of AmChams in Europe and was delighted to take part in its 60th anniversary celebration in Athens, Greece, last week. An inspiring, informative, and important conference!

— **AMCHAM LATVIA**

In Athens, AmChamNL Executive Director Marc ter Haar and AmChamNL Deputy Executive Director Elke Roelant met with AmCham colleagues from all over Europe and there were many learnings and ideas for exciting opportunities. Together, AmChams continue to seek ways to contribute to a sustainable future and business climate in Europe!

— **AMCHAM NETHERLANDS**

[The ACE 2023 Best Practice Sharing Conference in Athens was] a great opportunity to discuss AmChams' role in today's world and to exchange ideas with colleagues from other AmChams. Huge thanks to the American-Hellenic Chamber of Commerce team with Elias Spirtounias; AmCham Slovenia's Ajša Vodnik, and Susan Danger from AmCham EU for this amazing conference!

— **AMCHAM POLAND**

Congratulations to all AmCham Greece friends for hosting the most glamorous and insightful ACE Best Practices Conference I have ever attended in my 16 years working for AmCham! Moreover, congratulations for contributing to the robust economic recovery your country has achieved in more than adverse times. The way your state officials, members and diaspora have shown us what an economic powerhouse we have in our neighborhood inspires us further to enhance regional cooperation. Thank you for inviting us to your beautiful country, providing us with the opportunity to extend our enjoyment of the famous Greek hospitality for the adjunct weekend and put to the test what we have heard in the tourism presentation.

— **AMCHAM SERBIA**

I will always treasure the memories and inspiration gained from our time together at the conference. This experience has given me a newfound motivation to reach even higher.

— **AMCHAM SLOVENIA**

The most valuable conference I have attended in a long time. AmChams in Europe (ACE) had wonderful benchmark sharing and cohesive discussion on the role of AmChams in the future. I greatly appreciated being invited as a guest to the conference, and I am looking forward to being a bridge between AmChams in Asia Pacific and the ACE network.

— **AMCHAM THAILAND**

We are pleased to attend the AmChams in Europe Best Practice Sharing Conference in Athens with AmCham Türkiye Chair Tankut Turnaoglu. Thank you, American-Hellenic Chamber of Commerce, for the seamless organization!

— **AMCHAM TÜRKİYE**

Dedicated to showcasing the AmChamGR community

ACG CELEBRATES 100 YEARS IN GREECE



First founded in Smyrna in 1875 as the American Collegiate Institute for Women and reestablished in Athens in October 1923 following the Smyrna Catastrophe, the American College of Greece has played

a pivotal role in shaping the education landscape in Greece, leaving an indelible mark on countless lives. At the core of the College's mission is an unwavering commitment to add distinctive and sustainable value to students, Greece, American education, Hellenic heritage, and the global community through transformative teaching, scholarship, and service. ACG's aim is not merely to educate but to empower students to become globally aware and engaged citizens equipped with the skills, knowledge, and values needed to navigate an ever-evolving world—and to do so while preserving and promoting the rich cultural tapestry of Greece and simultaneously fostering deep connections with and drawing best practices from American education.

"Our 100-year legacy in Greece is reflected in our remarkable community of over 65,000 alumni, who have gone on to achieve great success and make meaningful contributions across diverse fields and many communities around the world. Through their accomplishments and service, these alumni embody the lasting impact of our institution and serve as a testament to the transformative power of an ACG education," notes American College of Greece President David G. Horner. "As we look ahead, we remain committed to nurturing and empowering future generations of leaders who will continue to add value to our interconnected world, inspired by the legacy of those who came before."

Today, the American College of Greece is the oldest American-accredited college in Europe and the largest private college in Greece. It is an independent, non-profit, nonsectarian, co-educational academic institution, comprising three divisions—Pierce (pre-kindergarten/elementary; secondary education: gymnasium, lyceum; and International Baccalaureate program); Deree (undergraduate and graduate); and Alba Graduate Business School—spread across three campuses: the 64-acre main campus in Agia Paraskevi, the 27-acre East Campus for Pierce Pre-K/Elementary in East Attica; and the Alba Graduate Business School and neoclassical ACG Plaka buildings in downtown Athens.

ACG's centennial anniversary celebrations will culminate on December 1, 2023, with a momentous gala at the Athens Concert Hall, featuring musical and theatrical performances, special guests, awards, a luscious dinner, and more. Gala tickets are available through the College's dedicated ACG100 Centennial microsite at acg100.acg.edu.

OTE HQ GOES GREEN

OTE Group's iconic headquarters in the Athens suburb of Marousi is entering a new era, putting people and the environment center stage. The renovation project, implemented by the group's subsidiary OTEestate, started in October 2020 and includes 36 wings with a total area of 45,600 sq. m.; approximately 80% of the building has already been fully reconstructed in line with international WELL and LEED standards and with a new philosophy focused on employee health and wellbeing as well as sustainable development. The project is expected to be completed within Q1 of 2024, with the fully renovated building set to house 4,200 employees.

NEW MEMBERS

The American-Hellenic Chamber of Commerce welcomes its newest members

ALVO

integrated vertical solutions based on emerging technologies
alvo.gr

CEPAL HELLAS

servicing of receivables from loans and credits
cepal.gr

KEYBEE

data-driven support services for short-term rentals
keybeehosting.com

METALLOUMIN

design and production of aluminum profiles and mounting systems
metalloumin.gr/en/

ONE&ONLY AESTHESIS

luxury resort in the Athenian Riviera
oneandonlyresorts.com/aesthesis

TAKEDA HELLAS

pharmaceutical company
takeda.com/el-gr

ABBVIE PARTICIPATES AT KPMG'S 3RD CX & LOYALTY CONFERENCE

AbbVie Greece took part in KPMG Greece's 3rd CX & Loyalty Conference, which was held on October 10, 2023, at the Basil and Elise Goulandris Foundation premises in Athens, with its Business Unit Manager Hematology-Oncology, Manos Mavrakos participating in the panel discussion focused on improving the patient experience in Greece. Specifically, the discussion looked at current and ongoing efforts, reflected on what can be further improved, and examined the role and contribution of patient associations, and patient support initiatives, to this end. The CX & Loyalty Conference is a high end and top content event that brings together more than 200 CX managers, marketing managers and CEOs each year, affording participants the opportunity to network with business leaders and entrepreneurs and discuss the most comprehensive strategies and effective customer experience programs; get informed about current trends, opportunities and developments in CX and Loyalty from leading professionals, academics, CX influencers, and consultants; learn innovative practices and successful CX and Loyalty programs from companies operating in different market sectors, and get inspired by market leaders, their insights, and experiences.



clinging bins, corresponding to a capacity of 30 tons of material annually. The renovated OTE HQ also participates in the Municipality of Marousi's composting efforts, with special bins installed in the building's kitchens and in the staff restaurant to collect biowaste for composting.

Commenting on the initiative, OTE Group's Chairman and CEO Michael Tsamaz noted that "OTE's headquarters is an iconic building and a landmark for the city of Athens. We moved forward with the considerable investment to fully renovate it, with three goals: to create a contemporary work environment, to serve sustainable development, and to boost our efficiency. We have achieved these goals thanks to the excellent work of everyone involved in the project. We are already seeing an improved employee experience and a significant reduction in our operational costs and environmental footprint. The new HQ will be able to meet OTE Group's need for decades to come, with respect for both people and the environment."

SPACE HELLAS JOINS FORCES WITH AUEB FOR NEW INDUSTRIAL DOCTORATE

New to Greece, industrial doctorates seek to build productive working relationships between industry and academia through high-quality research focused on specific issues or problems in the productive sector while also facilitating knowledge transfer between the universities and partner companies. Recognizing this need to link applied research with the real market, Space Hellas and the Athens University of Economics and Business (AUEB) have joined forces to support a new industrial doctorate endeavor by Space Hellas employee Ilias Balabanis.

A junior data engineer at Space Hellas's R&D Department, Balabanis will carry out his doctoral research project under the supervision of Professor Diomidis Spinellis at AUEB's Department of Management Science and Technology. With the working title *Cybersecurity Applications Using Artificial Intelligence*, the thesis will explore the potential of AI in an internationally critical technological field, and the knowledge acquired will be incorporated into innovative new services and products developed by Space Hellas's R&D.

Industrial doctorates are a new chapter in Space Hellas's long history of collaborating with leading universities in Greece and abroad with the aim of linking scientific excellence and commercial innovation. Commenting on the partnership with AUEB, Spyros D. Manolopoulos, Executive Chair of Space Hellas Group, stated that "Space Hellas is utilizing the institution of industrial doctorates to build bridges between the Greek academic community and Greek business, aiming at innovation and at improving the country's competitiveness in international markets." On his part, Professor Georgios Lekakos, Vice Rector of Research and Lifelong Learning at AUEB, noted that "The Athens University of Economics and Business actively supports collaboration between the institution's researchers and Greek business, as this allows applied research at AUEB to create value both for researchers funded by the private sector and for businesses, which increase their competitiveness at the international level, with the final beneficiaries being the national economy and society."

**MEMBER
TO
MEMBER
OFFERS**

Check out this month's
Member to Member
offer on page 27

JO MALONE
LONDON

Employment Is Changing ...Are We?

Keeping up with today's rapidly changing labor market can be daunting, but staying current with the latest trends and developments is key to staying competitive and getting ahead. With its new initiative, the Chamber's Employment Committee looks at the challenges ahead and invites the AmCham family to join its effort to enhance the labor market in Greece.

**EMPLOYMENT
IS CHANGING
RAPIDLY AND
IT REQUIRES
HUMAN CAPITAL
TO ADAPT**

Everything changes. From working conditions and health statistics to behaviors and attitudes, cultures, learning patterns, lifestyles, beliefs, climate conditions, and everything in between. Everything is under constant reassessment. Everyone is participating more and more in the working life cycle, from as young as 15 to well past 70. Meanwhile, everyone feels intimidated and strives to become more visible through social media. This is often done rather superficially, without much thought given to the information shared. And there are times too when people are influenced by fake news, pointing to less developed critical thinking skills. Honest dialogue, authenticity, negotiation, and true convergence on values and principles are not top of the agenda. The increase in remote and hybrid working is linked with a significant increase in multitasking and a limiting impact on quality professional and personal time. Focus is still considered the new IQ, especially as we are constantly barraged with needless

social media interruptions.

The Employment Committee of the American-Hellenic Chamber of Commerce feels duty bound to keep Business Partners readers updated and informed on developments and issues in the labor market—including current skills gaps, rising trends and a variety of other matters key to ensuring the market's strength and productivity—as well as to encourage better employment practices. This won't be an easy task, but we are confident that there are many of us, not just Employment Committee members, who are willing to join this effort and contribute to it from different perspectives. Comments and points of view as well as objections supported by data are more than welcome.

Employment is changing rapidly, and it requires human capital to adapt. Is it easy? Is it feasible? How can we help the

Chamber's members? How can we contribute to a healthy and dynamic labor market in our country? How can we unlearn and relearn and indeed learn more and faster than before? Let's start the discussion. 🇬🇷



— BY —

DR. VENETIA KOUSSIA

Board Advisor and
C-Suite Mentor; Executive
Director of The Council on
Competitiveness of Greece;
Chair of the AmCham Greece
Employment Committee

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE EMPLOYMENT COMMITTEE

The Employment Committee's mission is to contribute to the development of solutions for the immense challenges facing employment and the labor market in Greece today. We do this by functioning as a hub for the exchange of insights and the development of new ideas and by fostering novel approaches, supporting dynamic collaborations and promoting practical solutions to key issues such as unemployment, skills mismatch and brain drain. Working through surveys, publications, partnerships with key organizations, workshops, and other initiatives, we advance and enhance efforts to create new, quality jobs that will unleash the Greek workforce's potential.



Designing for Neighborhoods

Different ways of working deserve a workplace designed differently. Our partner Steelcase shares how to design new neighborhoods for today's hybrid workplace.

Learn more >



SCAN ME

Steelcase[®]
2023 Platinum Partner

1 Kifisias Avenue, Marousi 15123 Attica | T: 211 212 0820 | info@ekahellas.com

 **ekahellas**[®]

Integrated Office Solution Providers

Quiet Quitting

WHAT, WHY, AND HOW TO DEAL WITH IT

Quiet quitting isn't about literally quitting one's job, but about doing the bare minimum of work required and feeling disconnected from one's work. With polls indicating that quiet quitters make up at least half the workforce, what can companies do?

According to a recent Gallup survey, half of the US workforce is quiet quitting (Constantz, 2022). This trend is pronounced in customer-facing jobs, whereby after the end of COVID-19 shutdowns and restart of operations, there was a significantly higher reduction in employee productivity than in job posts. In short, the high-paced nature of work, the working conditions typical in customer-facing jobs that demand staff to routinely go above and beyond the call of duty to satisfy customers' demands, the high levels of emotional labor stemming from the expectation to always serve customers with a smile, and the relatively low pay and respect create fertile ground for quiet quitting to flourish.

While COVID-19 and its consequences have fueled quiet quitting from a macro (i.e., societal) level, factors at the micro (i.e., organizational, employee) level have also been propelling this phenomenon. One such factor is employees forsaking the hustle culture mentality. This does not necessarily suggest that employees hate their jobs and careers or that they are slacking at work. It rather indicates that the current organizational culture, which is predominantly direct-

ed toward high-performance work systems and competition among employees, is detrimental to employees' morale, well-being, and work-life balance.

Another reason driving quiet quitting is that the COVID-19 pandemic forced employees to slow down and re-evaluate their lives by questioning how they were spending their time and what moments they were missing out on by themselves and with their loved ones. Thus, rejecting the idea that their entire lives should revolve around work, employees are now willing to redefine their commitment to paid work and focus on what gives them a sense of fulfillment.

Companies will benefit from providing training to managers to deal with quiet quitting.

Clarifying job requirements and discussing them with the employee is paramount to identifying discomfort zones and necessary resources. An organizational diagnosis through focus groups and surveys is recommended to collect employees' feedback regarding their level of satisfaction, work engagement, working conditions, and perception of the organization's culture. Moreover, managers can evaluate the effectiveness of the organization's family-friendly practices and policies to promote work-life balance.



— BY —

**CHRISTOS KORITOS
PH.D.**

Associate Professor of Marketing, Associate Dean of Academic Programs, and Academic Director of the MSc in Marketing at Alba Graduate Business School, The American College of Greece

**QUIET QUITTING
PROVIDES
COMPANIES
WITH THE
OPPORTUNITY
TO RETHINK HRM
PRACTICES**

Quiet quitting provides companies with the opportunity to rethink HRM practices and to adapt them to the new reality of the labor market and the needs of a new generation of employees. Given the emerging trends in today's labor market, rethinking the management style, the organization's culture and HRM practices can help companies retain their employees, motivate them, and build strong employer branding. For example, managers should have regular (weekly) in-depth discussions with their team members to boost their engagement. They should identify and understand employees' needs and expectations of individual growth and development. And finally, they should communicate what the company can offer to enhance longterm goal achievement, promote transparency and ensure the alignment of organizational and employee needs. 🐼

References

Constantz, J. (2022, September 6). 'Quiet Quitters' Make Up Half of the US Workforce, Gallup Finds. Bloomberg. <https://www.bloomberg.com/news/articles/2022-09-06/quiet-quitters-make-up-half-of-the-us-workforce-gallup-finds>

CANNABIS

ENERGY DRINK FARMELLAS®



Packages:
250 mL
500 mL

CANNABIS ENERGY DRINK FARMELLAS
and feel more active and energetic than ever!

For anyone who needs more energy as well as better body and mental health, with cannabis extract, vitamins, caffeine and taurine.

It's a drink that gives you a burst of energy when you need it.

- ✦ Improves mental alertness
- ✦ Boosts the concentration
- ✦ Increases productiveness and energy levels
- ✦ Fights fatigue



CBD 10mg
multivitamins
CANNABIS®
Capsules

Vitamins
A, B6, B12, C, D3

If you are looking for a natural way to supplement your daily vitamin intake, CBD multivitamin is the perfect product for you. It is a capsule that incorporates a multivitamin and CBD formula. It provides a rich source of essential vitamins, trace elements and cannabinoids.



Packaging
30 capsules in a blister
60 capsules in a blister



«MEDICHROM S.A. - FARMELLAS LTD»
GREECE CYPRUS

INTERNATIONAL PHARMACEUTICAL COMPANY

6th klm. Markopoulou Ave, P.C. 19003 Markopoulo Area - Mesogeio
T. +30 210 66 24 560 – 64 E. Fd@medichrom.com

HEALTHWORLD 2023

MAKING HEALTHCARE REFORM A POLITICAL AND INVESTMENT PRIORITY

On October 2-3, a stellar lineup of policymakers, business leaders and industry experts in health and pharma took part in the Chamber's 22nd annual HealthWorld conference, coming together to discuss vital topics of interest, highlight best practices from international and local experience, and put forward substantiated proposals and implementable ideas toward an efficient, sustainable and patient-centric healthcare system in Greece.

A premier gathering of professionals and stakeholders from across the health sector, AmCham Greece's HealthWorld conference is a mainstay annual event addressing the country's most pressing issues in healthcare

and pharma. This year, true to its reputation for always focusing on the most interesting and timely topics facing the sector in Greece, the 22nd annual HealthWorld conference focused on the intersection of healthcare and investment policy. Convened under the theme "Making Health-

care Reform a Political and Investment Priority," HealthWorld 2023 was held on October 2-3, 2023, at the Athenaeum InterContinental hotel in Athens, bringing together more than 50 distinguished, high-profile speakers, and attracting a strong audience both in person and online.

The conference opened on Monday, October 2, with introductory remarks and welcome addresses delivered by AmCham Greece President Nikolaos Bakatselos and AmCham

MICHALIS CHRYSOCHOIDIS



We want to wake up the sleeping giant of the National Health System. The recruitment of 6,500 new doctors and nurses and 250 assistant professors will make the NHS more efficient and more attractive to citizens.

— MICHALIS CHRYSOCHOIDIS, MINISTER OF HEALTH



PASCAL APOSTOLIDES, NIKOLAOS BAKATSELOS, ELIAS SPIRTOUNIAS, LABRINA BARMPETAKI



KOSTAS ATHANASAKIS, NIKOLAOS PAPATHANASIS

A functioning healthcare system is a safe place for the citizens of any country to live. There is huge untapped human potential in Greece—a pool of research talent that needs to be assessed and tapped.

— **GEORGE J. TSUNIS, US AMBASSADOR TO GREECE**

Greece Executive Director Elias Spirtounias as well as Labrina Barmpetaki, Chair of the Chamber's Pharmaceutical Companies Committee, and Spyros Gkikas-Panousis,

member of the Chamber's Medical Devices and Diagnostics (MD&D) Committee, who addressed the audience on behalf of Committee Chair Theodore Liakopoulos.

This was followed by twin keynote addresses by Minister of Health Michalis Chrysochoidis and US Ambassador to Greece George J. Tsunis, who underlined the need for healthcare reform, noted the importance of digital health, and underlined the country's considerable potential in the health sector.

Over two days, HealthWorld 2023 then set out to examine and analyze some of the most crucial topics in healthcare today, inviting senior members of government, public officials, top policymakers, business leaders and executives, representatives of professional and patient associations, and a host of academics,

research scientists, healthcare professionals, and other industry experts to identify best practices and propose solutions to key challenges and objectives moving forward. To this end, the HealthWorld 2023 organizing committee—which also included professors Dr. Kostas Athanasakis from the University of West Attica, Dr. Ilias Kyriopoulos, from the London School of Economics and Political Science (LSE), and Dr. Kyriakos Souliotis

ABOUT HEALTHWORLD

Organized by the American-Hellenic Chamber of Commerce through its Medical Devices and Diagnostics (MD&D) and Pharmaceutical Companies Committees, HealthWorld was first launched in 2002 to advance healthcare innovation and drive healthcare policy reform in Greece. It is held annually under the auspices of the Ministry of Health, the Hellenic Association of Pharmaceutical Companies (SFEE), the Association of Health Research and Biotechnology Industry (SEIV), PhRMA Innovation Forum (PIF), the European Federation of Pharmaceutical Industries and Associations (EFPIA), and Medtech Europe.

KYRIAKOS SOULIOTIS, EIRINI AGAPIDAKI, THEANO KARPODINI, DIMITRIOS FILIPPOU, ELENA CHOULIARA, CHRISTIAN RODSETH, YANNIS TOUNTAS





NIKOS VETTAS, PANOS TSAKLOGLOU



SPYROS GKIKAS, OLGA BALAOURA, ARIS APOSTOLOU, DIMITRIS NIKAS

HealthWorld 2023 addresses the imperative of healthcare reform as a political priority, a necessary national investment, and most importantly a moral obligation that transcends political and financial interests.

— NIKOLAOS BAKATSELOS, AMCHAM GREECE PRESIDENT

from the University of the Peloponnese—developed a highly focused conference agenda that was built around a core of nine sessions and further featured three one-on-one discussions as well as three individual talks. Starting on day one, session 1, **The Pillars of Tomorrow's Healthcare Policy – Prioritization and Coordination**, focused on Greece's need for a new National Health System in which every patient enjoys access to high-quality healthcare regardless of income and which has policies and procedures in place to ensure unhindered, equitable access for all. In this context, speakers examined longstanding issues in the current system and looked at the main priorities of the health policy to be implemented in the coming time. Starting from the premise that investing in health is fundamental in securing patient access to innovative treatments, quality healthcare, and longer lives, session

2, **Funding Increases in the Healthcare Sector: Committing to Development**, examined how to broaden the funding base through structural changes, alternative sources of financing, and coordination of flows, with the aim of increasing public health expenditure to the EU average.

Placing Greek patients at the center of efforts to ensure quality healthcare, session 3, **Restructuring the Hospital Sector: Priorities, Challenges and Prospects**, took a comprehensive look at restructuring the hospital sector, discussing a wide range of topics including hospital reforms, the new public health roadmap, how to improve the quality of healthcare provided, limiting bureaucracy, effectively managing available resources, regulating spending, and introducing quality indicators for hospital supplies. Session 4, **The Role of AI in Ensuring Access to Holistic, Patient-Centric and Fair Healthcare**, explored how more than just tracking patient healthcare data over time, AI algorithms can also provide key recommendations on treatment options and lifestyle changes, contributing to improved

outcomes, better quality of life, and reduced healthcare spending. Speakers examined the role of AI in diagnosis, treatment, and clinical practice, as well as in health and pharma R&D, managing health systems, and public health monitoring, while also considering the bioethical dimensions of AI and using health data.

Day two picked up with session 5, **Greece as a Healthcare Research, Development, and Innovation Hub: Exploring the Need for Radical Interventions**, focused on the role and potential of clinical trials as a key pillar for Greece's economic development and looked at ways to further enhance the country's investment environment and eligibility quotient, noting the need to develop a national strategic framework to support the country in its endeavor to claim its rightful place in absorbing R&D investments.

In the context of ongoing global medicine shortages, session 6, **Pharmaceutical Policy in Greece**, looked at how Greek and international pharmaceutical companies operating in Greece are continuously working to ensure unhindered patient access to the

It is absolutely necessary to push forward with reforms and solutions that will restore vital space for pharmaceutical innovation and facilitate unhindered patient access to new therapeutic solutions. The industry supports reforms that create added value for patients, the NHS, economic growth, and society as a whole.

— LABRINA BARMPETAKI, CHAIR, AMCHAM GREECE PHARMACEUTICAL COMMITTEE



KYRIAKOS SOULIOTIS, CHRISTOS LIONIS, MEMI TSEKOURA, CHARALAMBOS GOGOS

Investment, reform and political action are critical to the improvement of the National Health System in Greece and the protection of the population's health.

— **SPYROS GIKAS-PANOUSIS, AMCHAM GREECE MD&D COMMITTEE**

necessary treatments and sought to identify ways to further incentivize the development of the domestic industry and to establish a sustainable business environment for pharmaceutical innovation.

Session 7, **Shaping the Health System Based on Data Evaluation and Utilization**, examined the role of health data in decision-making in healthcare and explored its potential as a gamechanger for healthcare providers, helping them to develop treatment plans and improve quality of care, and for public health policymakers, rapidly alerting them to emerging public health issues and allowing them to quickly mount effective responses. With this in mind, speakers also looked at the proper handling, evaluation and utilization of health data and the relevant structural changes Greece needs in order to establish an efficient and sustainable health system.

Understanding that effectiveness, quality, transparency, and accountability are fundamental issues in the provision of healthcare, session 8, **Reconsidering Healthcare System Governance: Effectiveness – Quality**

– **Transparency – Accountability**, set out to determine whether the Greek NHS's current governance structures really promote effectiveness, transparency, accountability, and social wellbeing, what must change and how to ensure the NHS's effective governance, and how meritocracy, transparency, and accountability can be ensured.

Session 9, **Primary Healthcare: Shaping the Ideal Model of the Future**, was the conference's final session and looked at the importance of primary healthcare and its role in enhancing prevention, promoting equitable access, and improving the overall effectiveness of health systems while also making them more patient-centric through the adoption of new organizational models, better coordination between providers, enhanced adoption of digital technology, and better use of resources and incentives.

Wrapping up the two-day event, members of HealthWorld 2023's organizing committee delivered the conference conclusions, bringing together the main topics and ideas discussed as well as the foremost proposals for moving forward and highlighting the important role that the conference continues to play, year after year. "It was a very productive two days, and every year HealthWorld gets better," noted Dr. Kyriakos Souliotis, Professor of Health Policy and Dean of the School of Social and Political Sciences at the University of Peloponnese, in his address ending the conference. "The dialogue that leads to decisionmaking is conducted as it should be conducted, with multidisciplinary approaches, allowing all voices to be

PLATINUM SPONSORS

AbbVie
Janssen
Johnson & Johnson MedTech

GOLD SPONSORS

AstraZeneca
BD
Bristol Myers Squibb
Medtronic
MSD
Pfizer
Roche

SILVER SPONSORS

Abbott
Alcon
Amgen
Boston Scientific
EY
GE HealthCare
Genesis Pharma
GSK
IQVIA
Kalteq
Lilly Pharmaserve
Philips
Sanofi

COMMUNICATION SPONSORS

Athens-Macedonian News
Agency – AMNA
Direction Business Network
Epixeiro.gr
HealthView.gr
Healthweb.gr
iatronet.gr
News4Health.gr
Onmed.gr

heard, bringing to the same table, side by side, people who make decisions and people who worry, people of the market, investors, patients, scientists, central administration, and decisionmakers. This is what we must keep. I want us to keep this culture as a legacy of this conference." 🐼

Videos and photos of the conference, as well as a detailed conference agenda and full list of speakers, are available at amcham.gr/events/event/36767/.

The Destination Office

CREATING SPACES EMPLOYEES ARE EAGER TO BE IN

It is one thing for companies to require employees to return to the office and another for employees to actually choose to be there. The challenge now is how to transform offices into meaningful workplaces that deliver value for companies as well as their employees—places where people *want* rather than have to be. So, how do we turn offices into destinations?

Hybrid work may be the new norm, but while it affords employees a high level of flexibility, it still requires them to be in the office for a certain number of days per week. For many companies, this transition is proving challenging. Enter the destination office.

The destination office is a workplace designed with employee needs and desires in mind. Much more than just a place where work gets done, it is a thoughtfully designed space of collaboration and well-being, a place that offers a rewarding experience that can't be had remotely. It is the kind of place that not only motivates people to come to the office but gets them genuinely excited about it. Creating a destination office, however, is not as simple as adding a couple of ping pong tables and colorful sofas. It requires careful design and planning to ensure that it meets both employee and company needs.

So, what do employees want? What workers truly desire, according to a number of recent global surveys, is a workplace that supports different types of work, such as individual

work and collaboration, while also fostering a sense of purpose and belonging within the company. Based on employee preferences, we can identify four essential spaces that they look for in a workplace:

- **Personal spaces**, which give people control over their privacy and comfort;
- **Collaboration spaces**, which offer flexible settings, mobile tools, and technologies to support in-person and distributed teams of all sizes;
- **Social spaces**, which provide an intentional mix of shared and individual experiences to foster a sense of community and belonging; and
- **Learning spaces**, which are high-performing and adaptable and deliver integrated learning opportunities.

Ultimately, employees want to feel valued and want to feel a sense of belonging, and the workplace can play a crucial role in fulfilling these needs. Some employers go to great lengths to ensure their people get what they need. Companies such as Netflix, Dyson, Uber, and LinkedIn have appointed workplace experience managers, or variations on the title, as permanent additions to their

workforce, tasked with helping to create a welcoming and inspiring workplace, facilitating change, supporting diversity and inclusion, prioritizing employee wellbeing, and using data to plan and track strategic change. By helping to optimize the workplace experience in real time, workplace experience managers enable companies to create more dynamic and responsive workplaces that meet ever-evolving employee needs.

Vibrant office spaces foster strong company culture, encourage learning, and promote the exchange of fresh ideas between employees—a win-win for social and profes-

**CREATING A
DESTINATION
OFFICE IS
ABOUT FUTURE-
PROOFING YOUR
BUSINESS**



— BY —
PANTELIS KOUZIS
General Manager,
EKA Hellas

sional growth while also boosting staff wellbeing and morale. Creating a destination office is about future-proofing your business. It's about creating spaces that nurture both productivity and happiness, workplaces that provide an advantage in attracting and retaining top talent and that provide enhancing experiences that make employees excited to come to the office. Ultimately, investing in a destination office is an investment in your company's success. 🚀

The Art of Corporate Gifting

MAY THIS HOLIDAY SEASON BE AS SCENTED AS CAN BE!

A token of gratitude, a genuine surprise, or simply a well-deserved indulgence. The gift of Jo Malone London is always a welcome luxury for everyone. From the smallest thought to the grandest of gestures. The iconic cream box wrapped with finesse for a lasting impression.

With Christmas just around the corner, this is the perfect time to pick beautiful gifts for friends and family as well as clients and business associates. What is the perfect gift? Something delightful. Something unexpected and unique.

This year, celebrate the elegant art of gift giving and be distinctive and generous by simply choosing the crème de la crème of home fragrances and colognes. Spoil your loved ones and your VIP

stakeholders with the warm winter's cocktail of Orange Bitters or Ginger Biscuit, or indulge them with the Myrrh and Tonka Cologne Intense, and make this holiday season a special one!

Jo Malone London is synonymous to the elegant art of gifting and unique fragrances. Unexpected scents, coveted candles, and sumptuous bath and body care—for her, for him, for the home. Choosing is almost as exciting as receiving. Be inspired. Be inventive. Or let Jo Malone London help you customize the perfect gifts for those you value.

Better yet, make it personal! Discover original and personalized gift ideas with Jo Malone London's special engraving service, and give your friends and colleagues a unique Christmas experience.

JO MALONE
LONDON

Get in touch with the experienced Jo Malone London team to find out more!
Email us at jmglyfada@gr.jomalone.com or call us on 210 968 0114.



STRONGER THAN EVER

Since presenting his credentials to the President of the Hellenic Republic on May 10, 2022, United States Ambassador to the Hellenic Republic George James Tsunis has demonstrated a strong commitment to his mission and a proactive disposition, not only representing the interests and policies of the United States in Greece but also working closely with the Greek leadership and other stakeholders to advance our two nations' shared goals for peace and prosperity. Business Partners reached out to talk about the Greek economy, Greece as an investment destination, and how to really tap into the country's potential.

It has been a year and a half since you stepped into your role as US Ambassador to Greece—a year during which you have been very active and present, working with the Greek government to advance mutual goals and interests. What has this experience been like so far?

Serving as US Ambassador to Greece has been the honor of a lifetime—and more rewarding than I ever dreamed it could be. Our countries have a strong bilateral relationship grounded in shared democratic values, and put simply, Greeks are fantastic partners. I am proud of the work we've done to support Greece's economic growth and the progress that has been made, especially within three areas: US investments in the Greek maritime sector, the strides Greece has made toward becoming an energy security leader and regional energy hub for Southeast Europe, and the continued strengthening of our bilateral military partnership.

First, in the maritime sector, we recently celebrated the US International Development Finance Corporation's (DFC) \$125 million investment and ONEX's revitalization of the Elefsina Shipyards. Since 2017, the US has partnered with the Greek government to find a productive path forward for Elefsina, the Syros Neorion shipyards, and other critical infrastructure assets in Greece.

The DFC-ONEX financing agreement at Elefsina is good for Greece and the region. This transparent, high-quality investment will create up to 1,000 jobs for Greek workers. Expanding the shipyard's capacity to service liquefied natural gas (LNG) ships will provide Greece

with greater energy independence at a critical time when Greece is developing the infrastructure it needs to promote regional energy security and lead the green transition. I'm proud of the commitments made by ONEX and the governments of Greece and the United States to make the dream of revitalizing the Elefsina Shipyards a reality. Beyond Elefsina, DFC continues to explore new partners and projects to help Greece meet its clean energy transition goals. I know the best is yet to come for our investment partnerships in Greece.

Second, the strides Greece has made to become a regional energy security leader have been crucial in increasing Southern Europe's energy independence. The soon-to-be-completed Floating Storage Regassification Unit in Alexandroupoli and plans to export natural gas through the Greece-Bulgaria interconnector will provide the region with crucial energy infrastructure. The upcoming Greece-North Macedonia gas interconnector will also bring greater economic cooperation between Greece and its neighbor.

Additionally, Greece's commitment to install 28 gigawatts of renewable energy by 2030 and reduce carbon emissions by more than half will lead to a cleaner environment for everyone. Plans to build transmission lines carrying green electricity from Egypt to Greece and the recently named "Green Aegean Interconnector," which will transport green electricity from Greece to central Europe, will benefit all like-minded nations in the region seeking energy security and a cleaner tomorrow.

Lastly, in light of events in the Middle East, we are grateful for



AMB TSUNIS WITH SHIPYARD WORKERS AT ELEFSINA FOR THE DFC ANNOUNCEMENT ON NOVEMBER 6

Greece's partnership in promoting regional stability. Our interests and strategic objectives are not only aligned, they are anchored in our Strategic Dialogue and the Mutual Defense Cooperation Agreement (MDCA). During the US-Greek Strategic Dialogue in Washington in October 2021, our countries signed an update to our MDCA, a framework that has strengthened and advanced our shared defense and strategic interests for more than three decades. The US-Greek relationship serves as a stabilizing partnership in a critically important region, and the US has and will continue to view Greece as a key NATO ally.

Over the past couple of years, Greece has emerged changed, with a stronger economy, a new can-do attitude, and plans for further reforms across a number of key areas. Focusing on foreign direct investment, it's fair to say that Greece has really come into its own as an attractive investment destination, attracting numerous US heavyweights. What are your thoughts on the course of the Greek economy, the investment climate in the country, and the prospects for further US investment?

Greece's return to an investment-grade sovereign debt credit rating is an excellent achievement that will boost market confidence in the Greek economy and continue to attract more foreign investments. Maintaining a strong primary budget surplus was key to this achievement. The United States has been one of the largest sources of foreign direct investment in Greece in the last ten years. Companies like Amazon, Cisco, Deloitte, Digital Realty, Google, Meta, Microsoft, Chubb, and Pfizer, along with many others have made landmark investments in this country. My team and I are committed to not just supporting but further expanding our bilateral trade and investment relationship.

Having had a chance to get to know the landscape and how things work, what are some things that you believe can be further improved upon to enhance Greece's competitiveness and unleash its potential on the world stage?

Greece has implemented transformative reforms including improved tax collection, public- and private-sector digitalization efforts, improved banking sector stability, and a guaranteed influx of EU fiscal stimulus through 2026. These measures will help to ensure the economy's overall longterm health. There are still bureaucratic hurdles, including delays in issuing permits and the overall pace of the judiciary system, but Greece is making significant progress. One further key reform is the implementation of an investment screening mechanism that will ensure a competitive, level playing field to invest in Greece. This mechanism will further unleash Greece's economic potential by preventing untrusted vendors from taking advantage of opportunities to invest in Greece.

“
THE US-GREEK
RELATIONSHIP SERVES AS A
STABILIZING PARTNERSHIP
IN A CRITICALLY
IMPORTANT REGION”



AMB TSUNIS AT THE USAID MOU SIGNING ON NOV 13 WITH ARISTOTELIS AIVALIOTIS, SECRETARY GENERAL FOR ENERGY AND MINERAL RESOURCES OF THE HELLENIC MINISTRY OF ENVIRONMENT AND ENERGY (MOEE) AND MARIA (MAIRA) MYROGIANNI, SECRETARY GENERAL FOR INTERNATIONAL ECONOMIC AFFAIRS OF THE HELLENIC MINISTRY OF FOREIGN AFFAIRS (MFA)

Since arriving in Athens, you've worked diligently to foster good contact with the country's business community and have participated actively in a wide range of AmCham Greece's events and initiatives. Talk to us about your experience with the Chamber; how do you see its work, its collaborations with the US Embassy in Greece, and its contribution to business in the country?

The US-Greek bilateral relationship is stronger than ever, and the American Hellenic Chamber of Commerce is an invaluable partner in these efforts. Cooperation was excellent before I started, and I believe together our teams are bringing this to even

“
MY TEAM AND I ARE
COMMITTED TO NOT JUST
SUPPORTING BUT FURTHER
EXPANDING OUR BILATERAL
TRADE AND INVESTMENT
RELATIONSHIP”

greater heights. Our collaboration on various initiatives and events has brought tangible results throughout the years that have created even more opportunities for US and Greek firms alike. Our cooperation in the annual Southeast Europe Energy Forum (SEEF), where energy experts and regional leaders come together to discuss strategies to strengthen the energy sector in the wider Southeast Europe region and address geopolitical developments and critical technological advancements, has been particularly impactful. Likewise, the annual HealthWorld Conference created a forum for US firms to offer themselves as partners to the Greek government as it seeks to reform and upgrade the nation's healthcare system. Our engagements continue to be constructive, respectful, and aimed at collaborating to develop solutions to solve problems.

You've always been outspoken about your Greek heritage and how your parents immigrated to the US. Reflecting on this legacy of Greeks leaving their villages—and in the brain drain era, the country in general—to seek opportunity abroad, what do you think can be done to help boost rural development in Greece and potentially even bring home Greeks who have settled abroad?

Greece is on the right track. It's a beautiful place with endless potential. We have seen several US companies investing in Greece take advantage of new incentives to encourage brain gain, the return of highly skilled Greeks back to jobs in their homeland. By keeping on the reform path and affording more bureaucratic flexibility, the country can make it even easier for Greeks who have moved abroad to relocate back to Greece. 🇬🇷

**READERSHIP AND DISTRIBUTION**

Each year, the American-Hellenic Chamber of Commerce's annual Directory reaches approximately 50,000 readers: topflight individuals, business and industry heads, decisionmakers, and key opinion leaders. The Directory is available for sale to the general public and is sent complimentary to all member companies of the Chamber, as well as to key organizations, embassies, consulates, government agencies, foreign and Greek chambers of commerce, Greek government ministries, and various bodies and institutions in the United States.

REACHING DECISIONMAKERS

Established in 1932, the American-Hellenic Chamber of Commerce is one of the most well established, active, and forward looking chambers of commerce in Greece, with a strong network of contacts—comprising leading businesses, trade associations and financial institutions, government agencies and public officials, chambers of commerce, and other stakeholders—in Greece, Europe and across the Atlantic. This makes the Chamber's annual Directory one of the best choices for advertisers who want to reach decisionmakers not only in Greece but also in the trans-Atlantic business market.

Better Together

The annual Directory of the American-Hellenic Chamber of Commerce is one of the most reliable sources of information on doing business in Greece and is used by professionals to identify new business relationships, new suppliers, and new services.

“For almost a century, the American-Hellenic Chamber of Commerce has focused on creating a healthy, modern, and sustainable business environment in Greece. To this end, we are committed to creating unique networking and business opportunities; we promote constructive dialogue between the public and private sectors, support extroversion, lead business missions in the US and around the world to explore opportunities for new partnerships, work on building strong foundations for new trade deals, and facilitate new investments. I invite you to find out more about the unique opportunities our 2024 Directory offers and to become a part of, and benefit from, AmCham Greece's ever-growing momentum.”

NIKOLAOS BAKATSELOS

President, American-Hellenic Chamber of Commerce

FOR MORE INFORMATION, CONTACT DIRECTORYADS@AMCHAM.GR

THOUGHT LEADERS

EMBRACING CHANGE FOR A SUSTAINABLE FUTURE

In the pursuit of progress and a sustainable future, the importance of enacting profound structural changes cannot be overstated. As the world grapples with a succession of unprecedented challenges, ranging from climate change and resource depletion to growing economic disparity, social inequality and economic instability, it has become abundantly clear that incremental adjustments are insufficient. Instead, what is truly needed in order to pave the way for sustainability and enduring prosperity is bold, comprehensive overhauls of existing systems and frameworks.

These structural changes must be far-reaching and must include environmental policies, economic models, social welfare systems, and technological innovation. Yet it is only by addressing the root causes of the issues we face, rather than merely mitigating their symptoms, that Greece can build the resilience necessary for it to thrive in an ever-changing world.

In this issue of Business Partners, we have asked Thought Leaders from different sectors—banking, education, FMCG, and tech—to focus on their areas of expertise and discuss what the country's top priorities should be. Read on as they share with us their expert tips on overcoming challenges and achieving sustainability as we move into the future.

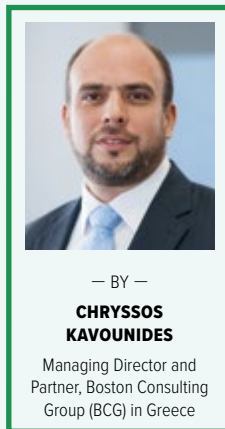
—ALEXANDRA LOLI, PhD



The Pivotal Role of the Banking Sector in Addressing Climate Change

Climate change is the most pressing global challenge of our time. While corporations, governments, and individuals have a crucial role to play in turning the tide, the role of banks is pivotal. Financial institutions wield significant influence and resources that can be directed to drive sustainability initiatives and enable an accelerated decarbonization of our economy. Moreover, while sustainability offers up many challenges, it also opens up new opportunities for Greek banks as they seek to regain their role as drivers of Greece's economic growth. Banks can directly influence the sustainability agenda along four key axes: financing bias, transition and adaptation financing, green (investment) products, and education and climate risk transparency.

One of the primary ways in which banks impact climate change is through their financing activities. Banks provide loans and capital to various sectors of the economy. By incorporating sustainability criteria in their credit assessments, borrowers with more



situating to low-carbon and more sustainable technologies. In Greece, acting as the primary channel for the distribution of subsidized transition funding (e.g. RRF), in combination with their own green funding initiatives, banks are instrumental in accelerating the transition to meet the national targets while also expanding their own business activities.

In retail banking and investment, offering green investment products enables clients to make eco-conscious financial decisions and, as a consequence, further reinforces funding for sustainable initiatives and projects. A broad selection of such products—from ESG mutual funds, green bonds, and green savings accounts to sustainable agriculture or renewable energy funds—ensures attractive propositions for a wide variety of customer profiles and interest rate environments.

In Greece, a country dominated by small businesses and SMEs, there is high variability in the awareness of the implications of the climate crisis and the upcoming implications for businesses: regulatory, financing, but also operational risk. Here also, banks have a critical role to play, in educating the broader business community and society through the regular touch points with their clients but also through dedicated events, such as workshops and seminars, and public campaigns.

In summary, banks have a critical role to play in addressing climate change due to their far-reaching influence over the Greek economy's capital flow. They can leverage their financial resources to influence lending decisions, promote green finance, and drive the adoption of sustainable practices. Their role is not simply to make responsible financial decisions but also to foster a sustainable future for all through informing and educating the broader community and mobilizing it to action. Recognizing their pivotal position and the clear business opportunities it can bring, banks can act as drivers of positive change in the face of this pressing global challenge.

THE ROLE OF BANKS IS NOT SIMPLY TO MAKE RESPONSIBLE FINANCIAL DECISIONS BUT ALSO TO FOSTER A SUSTAINABLE FUTURE FOR ALL

sustainable business practices can benefit from comparatively reduced borrowing costs, making for a significant incentive to shift towards more sustainable operations. Conversely, banks can scrutinize and limit funding for businesses that do not adhere to certain environmental standards.

Banks can also serve as a catalyst for companies tran-

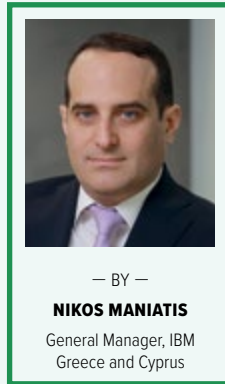
Accelerating Our Future

HOW TECHNOLOGY CAN FURTHER ADVANCE GREECE'S GROWTH

Greece's economic progress is accelerating, and this is reflected in the recent upgrade of its investment grade and the rapid acceleration of a profound end-to-end digital transformation.

This is an exciting period and a unique opportunity for the technology sector, as it is expected to surge throughout 2024, reflecting the promising landscape of Greece's evolution. In addition, the Greek government, recognizing AI as a gamechanger, has set up a high-level advisory committee to harness AI's potential, which is expected to unlock up to \$16 trillion by 2030. Like any powerful technology, however, AI could hold potential risks, therefore to increase the accountability of AI systems, IBM is developing technologies to advance their end-to-end transparency and fairness.

At IBM, our commitment to building technology that works for everyone is evidenced by the establishment of crucial safeguards and a robust framework of accountability, eliminating the building and deployment of black box AI. We offer open and targeted value-cre-



accountable AI. By unleashing the power of responsible AI for businesses and society, we advocate for governments to implement appropriate regulation, ensuring that AI benefits are maximized while mitigating potential risks and misuse.

It is evident that rapid technological progress has accelerated the adoption of digital technologies across various sectors and has also highlighted the skills gap phenomenon, creating new needs for knowledge and experience and new opportunities for tech companies. Research from IBM's Institute for Business Value (IBV) finds that executives estimate about 40% of their workforce will need to reskill over the next three years due to AI and automation. Equipping the workforce with the skills to succeed tomorrow is a challenge we must address today. And it is vitally important that everybody is given equal opportunity to participate and thrive. Among our global commitments are the skills development of 30 million people by 2030 and the training of 2,000,000 people in AI technology over the next three years, with a focus on underrepresented groups. Equitable access is a priority for us, and we're working to ensure that everybody is benefiting from and not being excluded from the latest developments in AI. With our SkillsBuild platform, we provide over 1,000 free training courses in 20 languages to support institutions and businesses in retraining employees and educating minority populations.

As Greek businesses and the public sector embrace digital transformation, they need cutting-edge technologies and partnerships with platform and infrastructure leaders to stay ahead of the curve. With over 85 years of pioneering presence in Greece, IBM is shaping the country's technological landscape, supporting the digital transformation of Greek organizations and contributing to economic growth through innovation. We combine our deep knowledge of the Greek market with our advanced technology portfolio and consulting expertise to implement innovative solutions that boost efficiency, productivity, and competitiveness across all key sectors of the economy while we also bolster Greece's ecosystem by investing in talent and education.

EQUIPPING THE WORKFORCE WITH THE SKILLS TO SUCCEED TOMORROW IS A CHALLENGE WE MUST ADDRESS TODAY

ating AI solutions for businesses and public sector institutions, helping tackle critical challenges. IBM watsonx, a data and AI platform built for business, is the company's initiative to provide state-of-the-art foundation models to businesses, ensuring governance at every stage of the AI lifecycle, from data input to model development, deployment, and monitoring, thereby enabling the distribution of trustworthy and

The New Greek Economic Paradigm

Having left the negative effects of the Covid-19 pandemic well behind us and having recorded growth rates of 8.4% in 2021 and 5.6% in 2022, it is now the right time to delve into the issue of what type of growth we should strive for in the years to come. According to my opinion, things in the Greek economy are already moving in the right direction, but it is our duty as financiers and economic leaders not only to identify the new economic trends but also to accelerate Greece's transition to the new economic paradigm.

Let's start with an assessment of the current situation. As we speak, in front of our very own eyes, a digital and green revolution is taking place. The digital transformation, especially in the public sector, started slowly but has gained significant momentum over recent years.



only of services such as tourism and shipping but also of manufactured goods—have been increasing both in absolute amounts but also as percentages of GDP for more than a decade and now amount to close to 50% of GDP. Furthermore, the Greek economy has been able to attract record amounts of FDI inflows, directed not only to real estate projects but to a wide range of sectors of economic activity. Finally, we are witnessing the revival of a number of industries that were once prominent but have long been forgotten, the most obvious of all being the Greek shipbuilding and ship repair sector.

All the above provide strong indications that the direction of economic activity is shifting, but this should not lead us to complacency. For Greece to realize its full potential, the new economic paradigm requires substantial amounts of investments in a broad range

IT IS NOW TIME TO DELVE INTO THE ISSUE OF WHAT TYPE OF GROWTH WE SHOULD STRIVE FOR IN THE YEARS TO COME

Digitalization of public records and services is essential not only because it improves the interaction between citizens and the state but also because it allows banks and companies to expand their own digital offerings to clients. On the green front, the amount of investment in renewables has been phenomenal, and it is this flurry of new projects that has allowed the Greek state to upgrade its target for renewable energy production by 2030.

The possibility of Greece becoming a net energy exporter in the near future was until a few years ago treated as a pipe dream. Now it is a plausible scenario contributing not only towards Europe's net zero transition but also to Greece's economic growth. Related to that is the realization that slowly but steadily exports—not

of sectors. Without any intention of exaggeration, I truly believe that Greece has the potential to become a regional energy hub, data transfer hub, logistics hub, as well as a higher education hub. In some cases, such as the energy and data transfer hubs, substantial investments are required in grid and international interconnections. In other cases, such as education, we need the right changes in the legal/institutional framework to unleash our full potential. Finally, we should not neglect our established sectors such as tourism, agrifood, and pharmaceuticals. There the challenge is to shift from quantity to quality, a shift that will differentiate Greece from the competition and will grant us more pricing power.

Putting Transformation at the Heart of Greek Businesses

Organizations worldwide are constantly challenged to transform to stay afloat. For private and public organizations in Greece, the transformation challenge is far greater, as they are called to cover the lost ground of the previous decade and adapt to a rapidly evolving global business landscape. Transformation has surely become a buzzword, but what does it really mean? At EY we see transformation as a holistic exercise, that puts people at the center, leverages technology at speed, and fosters innovation at scale. Our experience has shown that companies that follow this approach and harness the power of people, technology, and innovation, are those that transform successfully, accelerate growth, and create new opportunities and exponential value that lasts while sustaining short-term performance.

Placing People at the Center

Talent is the lifeblood of any organization, and its engagement is vital for success. Placing people at the center means understanding their needs, motivations, and aspirations. Employee engagement is not just a feel-good concept; engaged employees prove to be more productive and innovative. Leaders should infuse their organizations with a supportive and inclusive work culture, where employees feel valued and empowered. This includes investing in talent development, ensuring work-life balance, and offering opportunities for career growth.

Clear and transparent communication with our people is crucial in the transformation journey. It's about involving them in the process, listening to their feed-



— BY —
**GEORGIOS
PAPADIMITRIOU**
Managing Partner,
EY in Greece

back, and addressing their concerns. By placing people at the center, we ensure that employees are not just bystanders, but active drivers of change.

Leveraging Technology at Speed

Technology is relentlessly advancing, and organizations must keep up to remain competitive. Swift technology deployment involves adopting cutting-edge technologies and digital solutions to streamline operations, enhance efficiency, and deliver superior customer experiences. Agility is a cornerstone of this strategy, quickly adapting to changing circumstances and emerging opportunities. This allows organizations to identify the right technologies, implement them efficiently, and continuously improve upon their infrastructure, while ensuring that they can rapidly respond to market shifts and customer demands. Data, of course, plays a pivotal role here. In the years to come, Greek companies need to harness the power of data through analytics, artificial intelligence, and machine learning to make informed decisions and anticipate future trends, ensuring a competitive edge.

Innovating at Scale

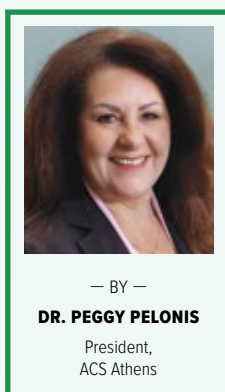
Greek companies are coming to realize that innovation is not a one-time event and isn't limited to a few isolated initiatives—it must be woven into every aspect of the business: products, services, processes, and business models. It is an ongoing process that drives growth and ensures sustainable business outcomes. Innovating at scale means fostering a culture of innovation and making it an integral part of the organization's DNA. It means encouraging creativity and problem-solving at all levels, creating an environment where employees can think outside the box, tinker with new ideas, and take calculated risks.

On the road to Greece 2.0, a comprehensive and strategic approach to transformation will enable Greek organizations to excel, decisively compete in the global markets, effectively pursue their sustainability agenda, and drive the country's economic growth.

**A COMPREHENSIVE AND STRATEGIC APPROACH
TO TRANSFORMATION WILL ENABLE GREEK
ORGANIZATIONS TO EXCEL**

Developing Soft Skills to Address Tough Challenges

In an era defined by artificial intelligence (AI), global interconnectedness, and rapidly changing circumstances, education must evolve, as traditional educational models are no longer sufficient to prepare students for the challenges of a dynamic job market and the proliferation of technologies. Students are required to develop skills beyond the traditional curriculum including AI and media literacy, critical thinking, problemsolving, and the ability to collaborate with different cultures, mindsets, and belief systems. These so called soft skills are anything but soft, as they are essential for thriving in a competitive world while maintaining a balanced and fulfilling life. Such skills include effective communication, emotional intelligence, resilience, and time management. These enable individuals to collaborate successfully, navigate complex social dynamics, and manage their lives effectively.



— BY —

DR. PEGGY PELONIS

President,
ACS Athens

including news, advertisements, and entertainment content, is also necessary. It involves recognizing biases, evaluating credibility, and discerning the purpose and impact of media messages to make informed choices. Education should encourage students to analyze information critically, assess problems, and develop innovative solutions. By fostering these skills, students become adaptable thinkers, ready to tackle unforeseen challenges in the future.

Furthermore, globalization has connected individuals from diverse cultures and belief systems more than ever before. To succeed in this interconnected world, students need to learn how to collaborate with people from different backgrounds. Educational institutions should promote cultural competence and the ability to work effectively within diverse teams, facilitating a deep understanding of varied perspectives. Moreover, the idea of responsible, conscious citizenship

SOFT SKILLS ARE ANYTHING BUT SOFT—THEY ARE ESSENTIAL FOR THRIVING IN A COMPETITIVE WORLD WHILE MAINTAINING A BALANCED AND FULFILLING LIFE

The rise of AI is transforming industries and job markets. Students must familiarize and equip themselves with the principles of AI and its implications on society as well as on each individual's life. Learning to harness the power of AI by integrating it into the curriculum can empower students to find creative, ethical solutions to some of society's most vexing problems, thus contributing greatly to quality of life for all. Additionally, critical thinking and problemsolving skills are essential in an age abounding with complex issues, and media literacy, the ability to critically analyze, interpret, and understand various forms of media,

goes beyond being aware of civic duties; it means positioning oneself as an active problemsolver in society. This develops psychological muscle, for within society individuals have rights but also responsibilities and becoming positive contributing members adds to a strong psychological immune system.

Education thus, should encourage students to engage with societal issues, advocate for change, and develop the mindsets required to endure and navigate challenges. Students with a strong sense of conscious citizenship will be able to optimally navigate a world full of changes. They will, in fact, be able to drive positive change.

Navigating Transformation for a Resilient Future

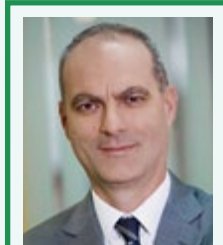
The Greek economy's growth trajectory is signaling a major shift towards progress and prosperity. The recent restoration of our investment grade, coupled with growth projections exceeding EU averages for 2023 and 2024, signifies a resilient comeback. To achieve sustainable growth beyond mere recovery, there is a pressing need to seize opportunities and address the challenges. This requires innovative responses to the climate crisis, significant investments in technology and education, and continued reforms in the public sector. Consulting firms are emerging as key enablers for the private and the public sector to navigate four key pillars of transformation: the climate crisis, technology, education, and governance.

Climate Crisis: Building Resilience

The impact of the recent climate-related disasters highlights the vulnerability of various sectors of our economy to the consequences of climate change. Addressing climate disruption demands transformative changes in forecasting, prevention, and planning. To accomplish this, we need to harness advanced technologies, such as AI, drones, microsatellites, and data analysis to build dynamic predictive models. The agricultural sector should transition to climate-resilient smart-farming practices, while the insurance sector should pioneer innovative coverage models for home, corporate, and livestock. In tourism, the vision should be to create a sustainable model that balances growth, driven by the capacity of the existing and future infrastructure, with environmental responsibility.

Technology: Navigating the Digital Frontier

Underinvestment in technology during the financial crisis has hindered Greek companies' ability to innovate and compete effectively at the international level. A catch-up exercise is underway: For the public sector, digital transformation serves as a weapon against bureaucracy and an accelerator of reforms, while for the private sector, it serves as a spark for innovation and change. AI's evolution from an option to a necessity can enhance efficiency, foster innovation, and cement a competitive edge. Greece's goal should be to



— BY —
MARIOS PSALTIS
Managing Partner,
PwC Greece

equitably harness big data and AI by implementing strict protective measures and promoting technology literacy across every age group, as well as to empower businesses with AI tools and strengthen data security and resilience against cyber threats.

Education: Preparing a Skilled Workforce for Tomorrow

Technological advancements require continuous re-skilling and upskilling. The transformation of our education system to meet the future workforce demands becomes imperative. Collaborating with international academic institutions and the business community is key to upgrading Greek universities. Equally important is upskilling the existing workforce, as technological developments disrupt the current business models.

Government 2.0: Reinventing the Public Sector

The pandemic experience has proved a good starting point for introducing technology in government services. The post-pandemic period should be a period of digital revolution in the Greek public sector in general. Despite progress made, there is substantial room for structural reforms. The agenda calls for the clear separation of top-level policymaking from daily front- and back-office operations, the examination of outsourcing solutions, and the promotion of a continuous improvement mindset within the public sector.

Greece's path to economic renewal stands as a testament to its adaptability and resolve. By skillfully navigating the opportunities and challenges associated with the climate crisis and technological advancement, the country is charting its course towards a prosperous and sustainable future. 🇬🇷

GREECE'S PATH TO ECONOMIC RENEWAL STANDS AS A TESTAMENT TO ITS ADAPTABILITY AND RESOLVE

GIORGOS SEFERIS

CELEBRATING 60 YEARS SINCE THE POET'S NOBEL PRIZE

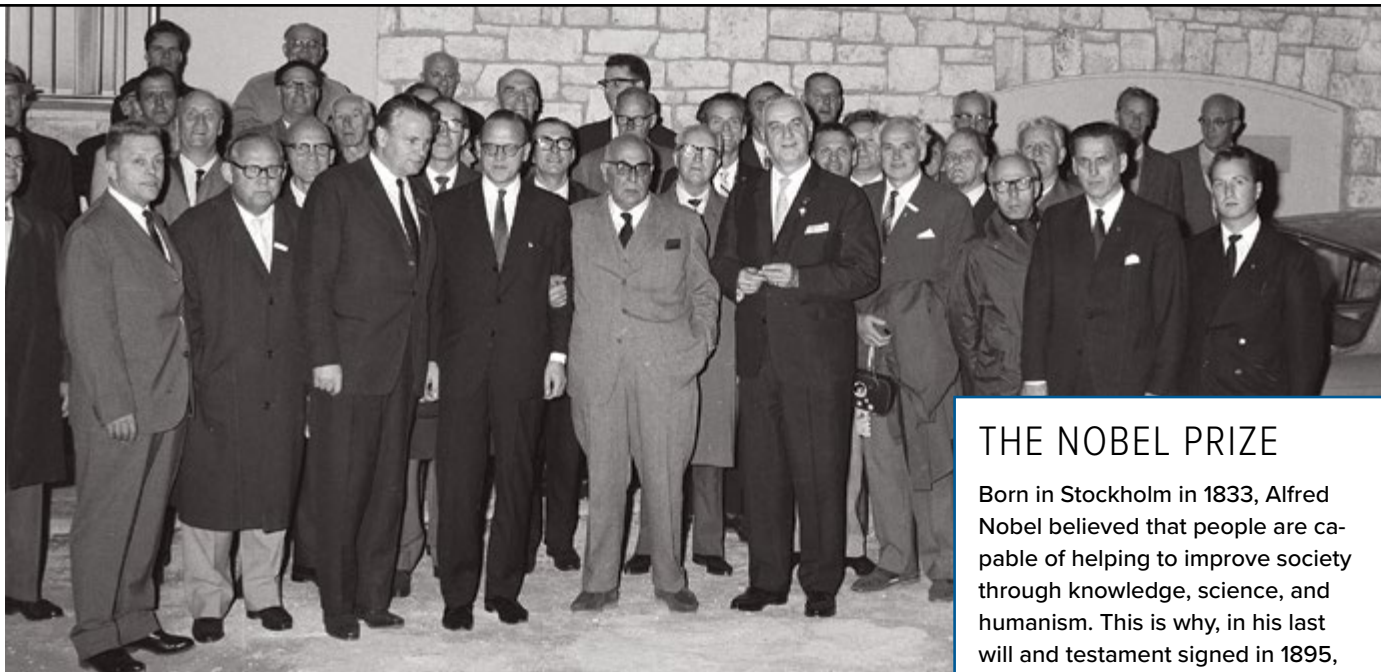
On October 24, 1963, the joyous news of the awarding of the Nobel Prize in Literature to the poet Giorgos Seferis reached Athens. Sixty years later to the day, on October 24, 2023, the Benaki Museum opened its latest exhibition, "George Seferis: 60 Years Since the Nobel Prize," dedicated to the historic anniversary of the announcement and the award ceremony that followed it. The exhibition is hosted at the museum's Ghika Gallery and will run through February 24, 2024.



An acclaimed poet, essayist, and career diplomat, Giorgos Seferis (1900–1971) was one of the most important Greek poets of the 20th century. Noted for his refined lyricism and the freshness of his diction, Seferis was at the forefront of Greece's famed Generation of the '30s, a group of Greek writers, poets, artists, intellectuals, critics, and scholars who introduced modernism to modern Greek art and literature. His wide travels throughout his life provided the backdrop for much of his writing, which is permeated with themes of alienation, wandering, and death, as well as a deep feeling for the tragic predicament of the Greeks, as indeed of modern man in general. And then in 1963, he became Greece's first Nobel laureate.

The Benaki Museum's new exhibition on the poet, titled "George Seferis: 60 Years Since the Nobel Prize," presents a range of artefacts and photographic documents related to this extraordinary achievement. Built around Seferis's Nobel Prize medal and diploma (which are part of the Ghika Gallery's permanent collection and were donated by the poet's wife, Maro Seferi), the exhibition aims to bring to life the atmosphere of the day of the historic announcement and that of the days that followed leading up to the award ceremony on December 10, 1963.

The exhibition includes material from the George Seferis Papers, a collection that is part of the Archives of the American School of Classical Studies at Athens and is held at the school's Gennadius Library, as well as photos from the Megalokonomou collec-



THE NOBEL PRIZE

Born in Stockholm in 1833, Alfred Nobel believed that people are capable of helping to improve society through knowledge, science, and humanism. This is why, in his last will and testament signed in 1895, he laid the economic foundations for the Nobel Prize, leaving much of his wealth to the establishment of a prize and the subsequent Nobel Foundation, which is tasked with a mission to manage his fortune and has ultimate responsibility for fulfilling the intentions of his will. Since 1901, the Nobel Prize has been awarded in the fields of physics, chemistry, physiology or medicine, literature and peace, for discoveries that have conferred the greatest benefit to humankind; a memorial prize in economic sciences was subsequently added in 1968.

tion at the Benaki Museum's Photographic Archives, and other material from newspapers and magazines of the time, from both Greece and abroad. Of particular interest are the congratulatory letters and telegrams to Seferis—among which stand out those from Andreas Embirikos, Nikos Hadjikyriakos-Ghikas, Nikos Gavriil Pentzikis, Nanos Valaoritis, and Sofia Vembo—and Maro Seferis's correspondence with the Benaki Museum regarding the donation of the poet's Nobel Prize, which is presented for the first time.

At the time the award was announced in October 1963, the atmosphere in Athens was politically fluid and socially tense, with the assassination of Grigoris Lambrakis in May, the resignation of Konstantinos Karamanlis in June, and the elections announced for November monopolizing interest. News of the announcement made the front pages of newspapers and the arts and culture sections of newspapers and magazines ran extensive tributes, but public interest quickly waned. December 11, the day after the Nobel Prize ceremony, saw news of the awards relegated to the inside pages of newspapers, or perhaps a single column on the front page single column, overshadowed by ongoing political developments.

Today, the Benaki Museum celebrates the poet's historic achievement through its

"George Seferis: 60 Years Since the Nobel Prize" exhibition, which is organized in collaboration with the Swedish Embassy in Athens and was inaugurated by the Ambassador of Sweden to Greece, Johan Borgstam. A concurrent exhibition celebrating the anniversary is held at the Greek Embassy in London, in the space where George Seferis's office was once located. Finally, Ikaros Publishing is releasing a new book, *I Am a Living Contradiction...*, featuring Seferis's two landmark speeches at the Nobel Prize awards. A trilingual edition in Greek, English, and French, the book will be launched on December 18, 2023, with a special event at Ghika Gallery. 🐾



GEORGE SEFERIS: 60 YEARS SINCE THE NOBEL PRIZE

25.10.2023 – 24.02.2024

Open Wednesday to Saturday from 10:00 to 18:00

The Ghika Gallery
3 Kriezotou Str., Athens
T: +30 210 361 5702

Curator: Konstantinos Papachristou
Exhibition design: Pavlos Thanopoulos

www.benaki.org

As part of its efforts to support and promote culture, Saracakis Group is among the companies supporting the Benaki Museum's "George Seferis: 60 Years Since the Nobel Prize" exhibition honoring the great Greek poet and diplomat.

THE 10TH HELLENIC PAVILION at AUSA 2023 Annual Meeting and Exposition

Marking a decade at the forefront of showcasing the best of Greece's defense and security sector at AUSA's Annual Meeting and Exposition, AmCham Greece organized this year's outstanding Hellenic Pavilion as a testament to Greek innovation and entrepreneurship, highlighting the country's place alongside its key partners and allies on the world stage.

NIKOLAOS BAKATSELOS, ARISTEIDIS ALEXOPOULOS, MARINOS GIANNOPOULOS, THEODOROS BIZAKIS, GENERAL ROBERT BROWN, GENERAL ANDREW POPPAS





NIKOLAOS BAKATSELOS, ARISTEIDIS ALEXOPOULOS



MARINOS GIANNOPOULOS

In October 2023, the American-Hellenic Chamber of Commerce proudly organized its hugely successful Hellenic Pavilion at the Association of the US Army's (AUSA) Annual Meeting and Exhibition for the tenth year running. Held on October 9-11, at the Walter E. Washington Convention Center in Washington DC, the 2023 Annual Meeting and Exposition highlighted the latest sector updates and showcased the newest technology from more than 755 defense industry partners. A record 41,000 people registered to attend the three-day event, enjoying the opportunity to visit exciting exhibits and listen to engaging talks, while thousands more followed the event online. The US's allies and partners also were well represented, with

participants from 92 countries attending the event, including 20 chiefs of Army. Held every October in Washington DC, the AUSA Annual Meeting and Exposition is North America's largest land power exposition and professional development forum and the leading exhibition of its kind. It brings together the biggest names in the defense and security industry and attracts tens of thousands of visitors—including military leaders, senior defense officials, members of Congress, industry leaders, and foreign dignitaries—providing participating companies with a remarkable opportunity to launch and showcase new products and services, benefit from workshops on key industry topics and network with key decision-makers and potential clients and partners.

Marking ten years of AmCham Greece's efforts to promote the Greek defense and security sector and contribute to closer and stronger ties between the US and Greece on this too front, this year's Hellenic Pavilion showcased some of the foremost Greek companies innovating in defense and security today. Specifically, the Hellenic Pavilion exhibitors at AUSA 2023 AME were Aeroservices, AMS Aero, Hellenic Defense Systems, Lambda Automata, Scytalys Interoperability Systems, Spirit Aeronautical Systems, and Theon Sensors, while the common HASDIG-SEKPY booth (shared by Hellenic Aerospace Security and Defense Industries Group and the Hellenic Manufacturers of Defense Material Association) hosted a further nine companies: Akmon, Althom, Altus-LSA, DEFEA, DPM Systems Technologies, Elfon, Hertfordshire Engineering Ltd./Hellenic Technology of Robotics, Integrated Systems Development, and T4i Engineering.

The Hellenic Pavilion's official inauguration was held on Monday, October 9, and was attended by a host of high-ranking military officials and representatives of the Greek, US, and global defense community. AmCham Greece President Nikolaos Bakatselos was joined for the ribbon cutting ceremony by Vice Admiral Aristeidis Alexopoulos, Hellenic Navy (Ret.), General Director of the General Directorate for Defense Investments and Armaments (GDDIA) at the Ministry of National Defense; Theodoros Bizakis, Chargé d'Affaires ad interim at the Embassy of Greece in Washington DC; Dr. Marinos Giannopoulos, CEO of Enterprise

NIKOLAOS BAKATSELOS, ANDREW POPPAS





THEON SENSORS BOOTH - MICHALIS KOLOTOS



HTR BOOTH - PHOEVS KOUKOUVINIS

We must recognize the indispensable role of innovation in shaping the future of defense. It is through groundbreaking technologies, forward-thinking strategies, and collaborative efforts that we not only protect our nations but also lay the foundation for a more secure and stable world.

— NIKOLAOS BAKATSELOS, PRESIDENT, AMCHAM GREECE

Greece; Lieutenant General Andreas Koronakis, Deputy Chief of Staff of the Hellenic National Defense General Staff (HNDGS) at the Ministry of National Defense; and General Andrew Poppas, Commanding General of the United States Army Forces Command. Addressing the crowd gathered for the Hellenic Pavilion's opening, Nikolaos

Bakatselos referred to the close and enduring relationship between Greece and the United States, which continues to improve as the countries build stronger bonds of cooperation across multiple fronts, and spoke of the importance of innovation and collaborative efforts in shaping a more secure and stable world. Referring to this

year's exceptional Hellenic Pavilion, he underlined its role in facilitating networking and international brand exposure for Greek companies that benefit from showcasing their products at North America's largest land warfare exposition. "Building on our successful track record, we are participating with more exhibitors than previous years—a multitude of outstanding Greek companies, each playing a vital role in fortifying the Greek defense landscape," he noted. "Their dedication to pushing boundaries and their relentless pursuit of excellence stand as a testament to the spirit of innovation that fuels this community." Enterprise Greece's CEO Marinos Giannopoulos also emphasized the Greek defense sector's potential, stating that it is clearly entering a new era of growth, innovation and global collaboration, evidenced by the growing number of companies that participate at the Hellenic Pavilion at the Annual Meeting and Exposition each year. Keeping the focus on the sector's dynamic growth and potential for innovation, Vice Admiral (Ret.) Aristeidis Alexopoulos, General Director of GDDIA at the Ministry of National Defense, noted that the Ministry considers technological superiority as a key factor for strategic superiority and is thus continuously investing in reinforcing the Greek defense and security industry's technological base, innovation, and R&D output and promoting collaboration between the private and public sectors and academia. "Recognizing as well, the dual use of modern technologies and applications, civil and military, and the fact that research centers and re-

MICHALIS BELESSIS, MARINOS GIANNOPOULOS, ARISTEIDIS ALEXOPOULOS, NIKOLAOS BAKATSELOS, GENERAL ANDREW POPPAS, THEODOROS BIZAKIS, GENERAL ROBERT BROWN, MICHALIS KOLOTOS





ELIAS SPIRTOUNIAS



SPIRIT AERONAUTICAL SYSTEMS-SAS TECHNOLOGY BOOTH

search and technology organizations can act as innovation accelerators by fostering technology spin-in from the civil to the military sector and facilitating the creation of clusters of entities in specific technological areas, we are adjusting defense planning and funding in that direction,” he added. “The General Directorate for Defense Investments and Armaments stands ready to assist every effort directed toward a strong defense industry.” With its attractive exhibitor list, well-designed stands, informative talks, and fantastic networking opportunities, the 2023 Hellenic Pavilion attracted numerous senior military officers, industry leaders, defense and security community representatives, and other US and ally stakeholders, allowing the participating companies to

demonstrate their capabilities and potential and promote themselves as valuable and reliable partners and suppliers. The Pavilion program featured a further two special events: the Official Hellenic Pavilion Dinner, hosted by President Nikolaos Bakatselos to honor the pavilion’s exhibitors and the Ministry of National Defense delegation, and the second ever Greek Innovation Day, a high-focus event designed as a platform for outstanding Greek defense and security companies to showcase their innovation and cutting edge products.

This year’s Greek Innovation Day took place on Tuesday, October 10, affording the assembled audience an exceptional opportunity to discover some of the most advanced hi-tech products developed to date by Greece’s

leading defense and security companies. The event showcased a selection of seven companies—Althom, Altus-LSA, AMS Aero, Spirit Aeronautical Systems, Theon Sensors, Scytalys, and T4i Engineering—and concluded with a spotlight on DEFEA 2025, presenting the high-profile defense exhibition and extending an invitation to all members of the audience to visit Greece and showcase their products to the exhibition’s strong Greek and international audience in the Greek capital on May 6-8, 2025.

The Hellenic Pavilion at AUSA’s 2023 Annual Meeting and Exposition was organized by the American-Hellenic Chamber of Commerce under the auspices of the Hellenic Ministry of National Defense with the support of the General Directorate for Defense Investments and Armaments (GDDIA), Enterprise Greece, the Hellenic Aerospace Security and Defense Industries Group (HASDIG) and the Hellenic Manufacturers of Defense Material Association (SEKPY). This year especially, AmCham Greece dedicated the Hellenic Pavilion to the memory of Dennys Plessas, VP Global Pursuits Initiatives for Greece, Italy, the Americas and Africa at Lockheed Martin Aeronautics International and long-standing member of the Chamber’s board of directors, who passed away in June this year.

THEON SENSORS BOOTH



Access the full Greek Innovation Day agenda and browse summaries of the key participants and their products at amcham.gr/events/event/hellenic-pavilion-at-ausa-2023-annual-meeting-and-exposition-in-washington/.

LINKS

PIVOTING THE HUMAN RIGHT TO NATURE INTO BUSINESS REALITY

Exploring the connections between business, people and the environment, AmCham Greece's 21st annual Corporate Responsibility Conference brought together a distinguished group of speakers for a day full of fascinating discussions on what it truly means to protect the environment in pursuit of a sustainable future.

Amid the post-pandemic economic, social, and environmental landscape of today's rapidly changing world, the American-Hellenic Chamber of Commerce convened its 21st annual Corporate Responsibility Conference focusing on the interconnections between entrepreneurship, society, and the environment. The conference covered a range of key topics related to its focus, including the true role of the environment in achieving social prosperity, the African philosophy of Ubuntu, the notion of eco-

modern slavery and what can be done to stop this, the contribution of social justice to achieving sustainability, the role of data and technology in improving sustainability in cities, and how reconnecting with nature by introducing more of it into urban settings can change our lifestyles, improve our wellbeing, and drive sustainability. Organized by the Chamber's Corporate Responsibility Committee under the title "Links: Pivoting the Human Right to Nature into Business Reality," the conference took place on October 24, 2023, at the Stavros

In these literally explosive conditions we live in, entrepreneurship, nature and human rights remain in our narrative, serving AmChamGR's vision for a sustainable future.

— NIKOLAOS BAKATSELOS, AMCHAM GREECE
PRESIDENT

Through understanding, cooperation and responsibility, businesses can contribute to a world where economic prosperity goes hand in hand with respect for human rights.

— ELIAS SPIRTOUNIAS, AMCHAM GREECE
EXECUTIVE DIRECTOR

cide and the legal rights of ecosystems, the green transition in shipping, the One Health approach, the very real problem of

THE AMCHAM GREECE CORPORATE RESPONSIBILITY COMMITTEE





NIKOLAOS BAKATSELOS



ELIAS SPIRTOUNIAS



PAKIS PAPADEMETRIOU

Niarchos Foundation Cultural Center. With an engaging agenda and an exciting list of speakers, the conference featured seven sessions as well as an interactive art experience and a networking luncheon for participants. AmCham Greece Executive Director Elias Spirtounias delivered the opening remarks, underlining the business community's role in the future we collectively aim for, while in their welcoming addresses, AmCham Greece President Nikolaos Bakatselos and

The human right to a sustainable natural environment is fundamental.

— PAKIS PAPADEMETRIOU, AMCHAM GREECE CORPORATE RESPONSIBILITY COMMITTEE CHAIR

Corporate Responsibility Committee Chair Pakis Papademetriou discussed the fundamental human right to nature and the Chamber's commitment to promoting a sustainable and prosperous future for all. Taking to the podium next, Martha Kesisoglou, Corporate Responsibility Committee member and CR Conference coordinator, set the stage for the sessions to follow, introducing the conference's theme: the interconnections between entrepreneurship, society, and the environment and their respective rights.

In a one-on-one talk with storyteller Lana de Beer David, Professor James Ogude, Senior Research Fellow and Director of the Center for the Advancement of Scholarship at the University of Pretoria, discussed Ubuntu, an African philosophy that encom-

passes the interdependence of humans on one another and the acknowledgment of one's responsibility to their fellow humans and the world around them—ubuntu is a Bantu language term that is often translated as “humanity” or “I am because we are.” Professor Ogude challenged the audience to consider how adherence to the philosophy of Ubuntu and prioritizing human rights related to nature could lead to a more sustainable and successful relationship with nature. “The answers to environmental challenges facing humanity today are to be found in our footprints, our past,” he said, “not only to understand the damage our activities have had on the environment, but equally to tap into ancient wisdom on environmental and greater planetary sustainability.”

In a riveting discussion with CR Committee member Alcibiades Siaravas, Matthew Friedman, Founder and CEO of The Mekong Club, talked about modern slavery as a critical human rights concern, noting that an estimated 50 million people currently live in modern slavery, a criminal industry which is estimated to be worth \$150 billion a year. He stressed that a problem of this mag-

SEVI SFAKIANAKI, SOTIRIOS TSODRAS, MARIA LINOU



Everyone can do their part, however small. We should not wait for perfection, for 100%. Everyone must do their part.

— PHILIP BROWN, MANAGING DIRECTOR, BANKING, CAPITAL MARKETS AND ADVISORY, CITI



JAMES OGUDE, LANA DE BEER DAVID



MATTHEW FRIEDMAN, ALCIBIADES SIARAVAS

nitude requires a response of corresponding scale, and outlined key steps towards combatting modern slavery including transparent legislation, education, relevant training, and supply chain transparency, as well as responsible consumption.

Focusing on the relationship between business and nature, the next session explored how at times of unprecedented crises and consecutive disasters, business, society, and government at all levels must adapt to the

Integrating human rights isn't just ethical, it is the blueprint for sustainable success in a world where conscience is the currency of credibility.

— **MATTHEW FRIEDMAN, FOUNDER AND CEO, THE MEKONG CLUB**

new reality taking into account not only the needs of people and the economy but also climate and biodiversity. Facilitated by Nikos Charalambides, Executive Director of Greenpeace Greece, the discussion featured Philip Brown, Managing Director of Banking, Capital Markets and Advisory at Citi; Ioli Christopoulou, Partner and Policy Director at The Green Tank; and Constantinos Liarikos, Head of Development at WWF Greece. Focusing on the protection of nature understood as good business, the speakers discussed various aspects of the relationship between the two including how the loss of biodiversity ranks after energy transition and climate change as being the area where investors expect to see the most growth in sustainable capital flows; how vested interests, mainly around energy, have long delayed the necessary action for combatting climate change; the need to move faster in combating biodiversity col-

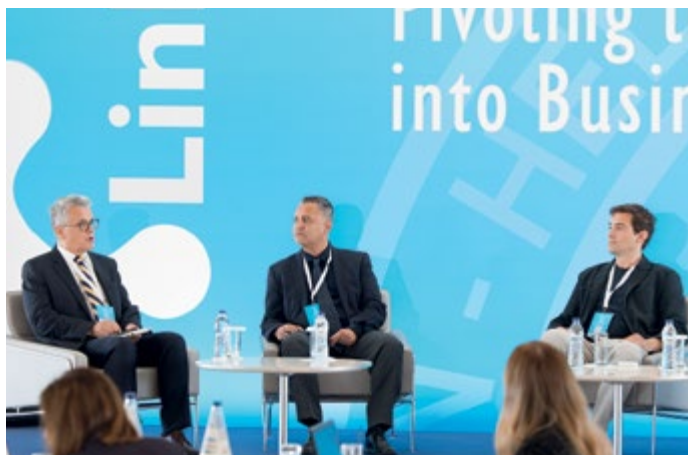
lapse; and the importance of collective action and environmental thinking.

In conversation with CR Committee member Elina Konstantinou, Professor Linos-Alexander Sicilianos, Dean of the University of Athens School of Law and former President of the European Court of Human Rights, and Charis Plakantonaki, Chief Strategy Officer at Star Bulk, talked about ecosystems and their legal rights, with an emphasis on the green transition in shipping. The discussion underlined the importance of the international legal framework in fighting the climate crisis and the role of high-profile international forums in ensuring nations abide by international environmental laws, and it also noted that the protection of ecosystems from shipping operations has traditionally been driven by environmental regulations set primarily by the International Maritime Organization, focusing on the importance of transparency and accountability in shipping.

ELINA KONSTANTINOY, LINOS-ALEXANDRE SICILIANOS, CHARIS PLAKANTONAKI



DIMITRIOS DIMOPOULOS, ALEXANDRE HEDJAZI, ILIAS PAPAGEORGIOU





NIKOS CHARALAMBIDES, PHILIP BROWN, CONSTANTINOS LIARIKOS, IOLI CHRISTOPOULOU

CR Committee member Dimitrios Dimopoulos facilitated the next discussion, between Dr. Alexandre Hedjazi, Director of the Global Environmental Policy Program at the University of Geneva and Head of the Geneva UN Charter Center of Excellence on Smart Sustainable Cities and Sustainable Urban Development, and Ilias Papageorgiou, founder of Athens-based architecture studio PILA. Focusing on the role of urban development in supporting sustainability, the speakers converged on the vital importance of bringing nature back into our cities and increasing green spaces, noting how data and technology can support such transitions and also highlighting the importance of sustainable living practices and of strengthening communities.

Exploring the closely interconnected relationship between health and nature, the next session featured a discussion between Dr. Maria Linou, President of the Hellenic Veterinary Medical Society, and Professor Sotirios Tsiodras, Professor of Medicine and Infectious Diseases at the University of Athens Medical School, facilitated by CR Committee member Sevi Sfakianaki. The discussion focused on the One Health approach, which recognizes that the health of people is closely connected to the health of animals and of our shared environment, and examined how climate change is affecting us all, from animals and plants to humans, touched on the impact of climate change and extreme weather phenomena on children's mental health, and explored the benefits of One Health for people, animals, and the environment as well as the role both business

and individuals have in achieving this.

The conference's final session, facilitated by CR Committee member Nikos Melios, brought together Professor Constantina Skanavis, Professor of Environmental Education, Training and Communication at the University of West Attica, and Dr. Eleni Trova, Managing Partner at Justar Legal, in conversation about the relationship between social justice and nature. Noting that we must promote the concept of social justice to become more sustainable, the speakers underlined that responsible behavior means active citizens, and explained that social justice is an ideal to always strive for rather than an endpoint to achieve.

The conference concluded with closing remarks by Pakis Papademetriou and Martha Kesisoglou, followed by a networking luncheon and reception and a live demonstration by Lana de Beer David of how the arts

The African Philosophy of Ubuntu, "I am because we are," emphasizes our interdependence, fostered in a network of relationships: the relationship between people and the relationship between people and the natural environment.

— **PROFESSOR JAMES OGUDE, UNIVERSITY OF PRETORIA**

SPONSOR

Public Power Corporation (PPC/DEI)

SUPPORTERS

AbbVie
Alpha Bank
HEDNO
Ikea
Vodafone

CONTRIBUTORS

AB Vassilopoulos
Apivita
Coca-Cola Hellenic Bottling Company
Diageo
Ellaktor
Eurobank
EYDAP
HelleniQ Energy
Interamerican
Johnson & Johnson Medtech
KPMG
MSD
NN Hellas
Pfizer
Piraeus Bank
Wella
Zepos & Yannopoulos

MEDIA PARTNERS

Athens-Macedonian News Agency (AMNA)
Direction Business Network
ESGstories.gr
Naftemporiki
Naftemporiki TV
Naftemporiki.gr

can encapsulate the Ubuntu spirit of respect for people and nature, giving participants an opportunity to understand the transformative power of art to promote sustainability, by finding value in recyclable waste and creating beauty through reusability. 🌱

To access videos and photos of the 21st annual Corporate Responsibility Conference, and to view a detailed list of speakers and the event's agenda, visit amcham.gr/events/event/21st-corporate-responsibility-conference/.

TACKLING TAX EVASION

THINKING OUT-OF-THE-BOX FOR FUTURE SHIFTS

The ability to collect tax revenue is key to a country's capacity to finance essential services such as health, education, critical infrastructure, and other public goods. Yet in 2023, tax evasion continues to be a scourge on society, fostering inequality, undermining social cohesion, and even threatening democratic order. So how can states, businesses and societies effectively address this?

On October 31, 2023, the American-Hellenic Chamber of Commerce convened its 19th annual Tax Forum, bringing together top thinkers, policymakers and industry experts to share their insights and explore solutions to this longstanding challenge.

TAX FORUM 2023 AMCHAM TEAM





NIKOLAOS BAKATSELOS



IOANNIS STAVROPOULOS



YANNIS STOURNARAS

Looking to the future but clear-eyed about the shortcomings of the present, the American-Hellenic Chamber of Commerce convened its 19th annual Tax Forum, bringing together a host of over three dozen distinguished speakers—taxation experts and legal specialists, policy-makers and public officials, industry leaders, and other stakeholders—to discuss key issues in taxation today. Organized by the Chamber's Taxation Committee under the title “Tackling Tax Evasion: Thinking Out-of-the-Box for Future Shifts,” the Forum took place on October 31, 2023, at the Athinaeum InterContinental Hotel in Athens. From the latest in Greek tax and fiscal policy to BEPS 2.0 and the future of international taxation, the 19th annual Tax Forum examined different aspects and developments in the tax landscape in Greece and abroad. Through a superb agenda that featured 11 focused panel discussions, the forum gave participants a platform from which to reflect on a range of pertinent topics including legal developments in taxation, tax governance

and tax risk management in the context of ESG, the role of technology and digitalization, and the impact of AI in tax and legal services, all within the broader framework of the event's main theme: tax evasion.

In his opening remarks, Elias Spirtounias, Executive Director of AmCham Greece, stressed the need to establish a robust tax system that successfully collects revenue and builds citizen trust in the government while also facilitating investments. Taking the podium next, Nikolaos Bakatselos, President of AmCham Greece, noted the huge impact of tax evasion globally and underlined that the solution lies in tax harmonization, collaborative steps towards progress, and innovation; he went on to add that a synergy between the public and private sectors is key, as is fostering a culture of unity and transparency. Next to ad-

In Greece, the problem of tax evasion is more acute than in other eurozone countries and raises the issue of social justice.

— YANNIS STOURNARAS, GOVERNOR OF THE BANK OF GREECE

dress the Forum was Taxation Committee Chair Ioannis Stavropoulos, who set the stage for the panels to follow, emphasising the critical importance of tackling tax evasion, which, he explained is not a victimless crime but a multifaceted phenomenon that impacts the broader economy and society in general, one that must be addressed with ever evolving strategies and a tax mecha-

In combatting tax evasion, great importance is given to minimizing the use of cash and increasing the use of digital tools.

— HARRY THEOHARIS, DEPUTY MINISTER OF NATIONAL ECONOMY AND FINANCE

A. MALLIOU, P. PANTAZOPOULOS, M. PSYLLA, G. PITSILIS





Y. MASTROCOSTAS, C. ARGYROU, K. MOURTIDIS, G. PAVLOU

nism underpinned by fairness and integrity. The 19th annual Tax Forum's keynote address was delivered by Yannis Stournaras, Governor of the Bank of Greece. Acknowledging the multiple factors currently at play, from the lingering impact of the pandemic to escalating geopolitical tensions and the climate crisis, Stournaras discussed the necessity for stricter fiscal policies, the ongoing battle against inflation, and the need to maintain public debt reduction while increasing public spending. Elaborating on the issue of the shadow economy and extensive tax evasion, he discussed policy measures that could contribute to enhancing fiscal reserves—including expanding electronic transactions for increased VAT revenue, incentivizing the use of debit cards, providing incentives for disclosing tax evasion in high-income sectors, promoting and expanding the Independent Authority for Public Revenue's (IAPR/ΑΑΔΕ) digital public services, and cultivating tax awareness and education—and identified tax reform as a core priority. Combatting tax evasion, he noted, will not only relieve the tax burden but also promote fair income distribution, support employment, reduce unemployment, and improve wages.

POLICIES AND DEVELOPMENTS ON TAX EVASION

The first discussion featured George Pitsilis, Governor of the Independent Authority for Public Revenue, and Mary Psylla, Secretary General of Tax Policy at the Ministry of National Economy and Finance, in conversation

Tax evasion is mainly a social phenomenon and not just a crime committed between the perpetrator and the victim, as it affects society as a whole, since it deprives us of resources and creates conditions of unfair competition in the market.

— IOANNIS STAVROPOULOS, TAXATION COMMITTEE CHAIR, AMCHAM GREECE

with Aspasia Malliou, Partner at Potamitis-Vekris, and Petros Pantazopoulos, Partner at Fortsakis, Diakopoulos and Associates Law Firm. The discussion looked at the long history of tax evasion in Greece and how it deprives the country of money, wealth, and capital to the detriment of society, holding back development and crucial infrastructure investments and undermining social cohesion. The speakers stressed the need to establish a well-structured tax system that can address the problem systematically and noted that rooting out tax evasion will also require social education and awareness.

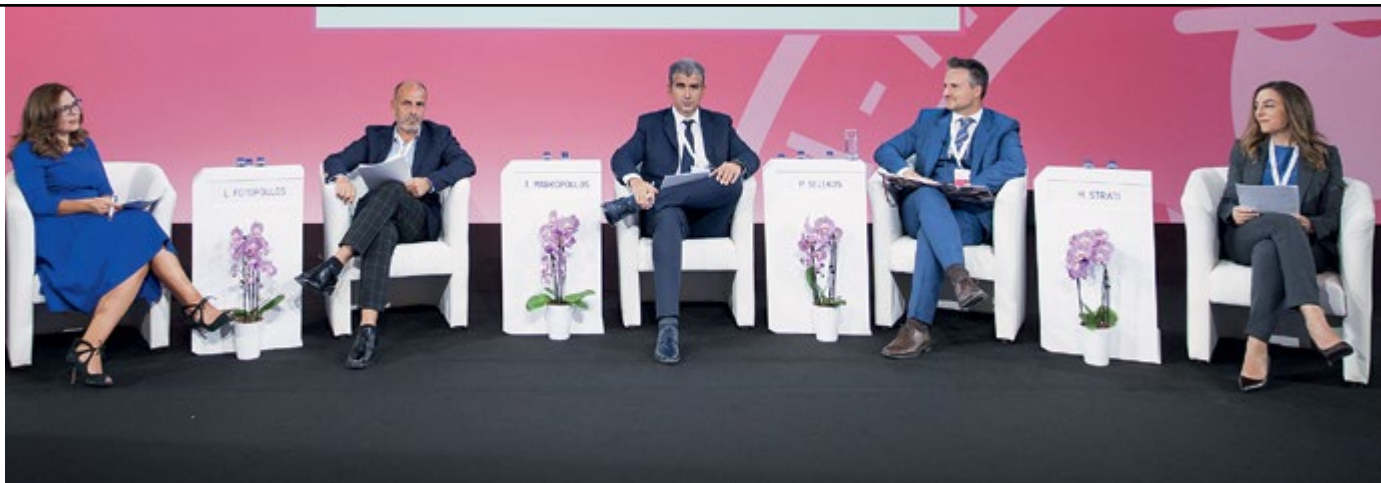
TAX POLICY AS A DETERRENT TO EXCISABLE GOODS SMUGGLING

This panel featured Chris Argyrou, Chairman and Managing Director at W.S. Karoulas, Konstantinos Mourtidis, Director General Customs and Excise Duty at IAPR, and Grigoris Pavlou, economist and research associate at The Foundation for Economic and Industrial Research (IOBE), in conversation with Yannis Mastrocostas, Manager of Public Affairs Global Campaigns at Philip Morris International. The discussion examined the role of tax policy in deterring the

smuggling of excisable goods, looking at the issue from different perspectives: the speakers highlighted the vulnerability of products subject to special consumption taxes, notably alcoholic beverages, and the government's commitment to fighting tax evasion, but also noted that overfocus on the taxation of alcohol products while overlooking the underlying issue of high VAT rates can incentivize tax evasion. They discussed changes and developments in recent years and how the consequences of illegal trade affect the whole industry, raising the question of whether lowering tax rates could lead to improved market operations, increased revenue, economic growth, and better job prospects.

We must legislate without exaggeration and without contradictions. Otherwise, tax evasion seems like a defensive tactic.

— MARY PSYLLA, SECRETARY GENERAL OF TAX POLICY AT THE MINISTRY OF NATIONAL ECONOMY AND FINANCE



V. MAROUSAKI, L. FOTOPOULOS, T. MARKOPOULOS, P. SELEKOS, H. STRATI

BEPS 2.0. PILLAR TWO (GLOBAL MINIMUM TAX): THE FINAL COUNTDOWN AND THE ROLE OF DIGITAL TECHNOLOGY

Featuring Christos Krestas and George Politis, Tax Partners at KPMG Greece, in conversation with Michael Mitsopoulos, Director of Business Environment and Regulatory Affairs at the Hellenic Federation of Enterprises (SEV), this discussion examined the intricacies of BEPS 2.0 and the critical role of technology in addressing key challenges while ensuring that countries and companies fall in line with the new tax regulations and minimum tax rates. The speakers emphasized the need for a standardized approach across all countries, noted the constant evolution of the tax profession and the growing complexity in the field, and highlighted the role of data-driven strategies and digital tools in simplifying tax systems and addressing key issues.

DIGITAL PLATFORMS: EFFECTIVELY CONTRIBUTING TO MITIGATING TAX EVASION

This panel featured Konstantinos Akriovos, CFO of Online Delivery, and Nikos Lysigakis, Senior Public Affairs Manager at FreeNow, in conversation with Panagiotis Pothos, Partner and Head of Tax at Kyriakides Georgopoulos Law Firm. The discussion highlighted the importance of balancing the tax ecosystem, educating citizens, and tackling tax evasion and compliance challenges within the framework of digital platforms, with the speakers high-

Smart out-of-the-box tax policy can act as a deterrent to tax evasion. And in this day and age that means making the most of technology.

— NIKOLAOS BAKATSELOS, PRESIDENT, AMCHAM GREECE

lighting the significance of finding equilibrium in the tax mechanism and ensuring fairness and effectiveness and noting the need to address complexities such as the high administrative costs associated with financial reporting.

TAX GOVERNANCE AND TAX RISK MANAGEMENT — TAX ASPECTS OF G IN ESG

Featuring Christos Kourouniotis, Tax Partner and TP Leader for Central, Eastern and Southeastern Europe and Central Asia at EY, in conversation with Michael Gialouris, Group CFO at Onassis Foundation, and Maria Theodoulidou, Group Finance Director Controlling, Planning and Corporate Governance at Furlis Group of Companies, the discussion focused on the importance of robust tax governance in achieving ESG targets and ensuring transparency. The speakers noted that the ever-changing business environment necessitates agile tax governance strategies; they looked at the complex relationship between corporate and tax governance, especially for listed companies, emphasized the significance of addressing sustainability-related risks, and highlighted the essential role of sustainability reporting, while also stressing the

significance of international best practices and the need for specialized knowledge and continuous education.

NAVIGATING THE FUTURE OF TAX AND CUSTOMS REPORTING

This panel featured Leonidas Fotopoulos, Head of Accounting and Tax at the Public Power Corporation (PPC/ΔΕΗ), Thanasis Markopoulos, Tax Advisor, Commercial Subsidiaries, at Motor Oil, Panagiotis Selekos, Tax Partner at PwC Greece, and Hara Strati, Director, Tax, at PwC Greece, in conversation with Voula Marousaki, Tax Partner at PwC Greece. Focusing on the future of tax and customs reporting, with an emphasis on the execution of the Central Electronic System of Payment Information (CESOP) and its implications, the discussion examined the need for an integrated mechanism and e-commerce upgrades, noting that the platform would be responsible for collecting customs duties from consumers. The speakers underscored the importance of CESOP, discussed the reporting obligations of businesses and the need for improved tax security, and suggested a potential revamp of the tax audit process, while also discussing the concept of the electronic consign-



J. PANOU, L. LEPIDA, V. MICHALOPOULOU, D. TSOURAPA

ment note and looking at how the evolving digital landscape and new tools could contribute to sustainability, particularly concerning data ownership.

DIGITALIZATION OF TAX COMPLIANCE – THE INDUSTRIES’ PERSPECTIVE

This panel featured Nikolaos Birakis, Finance Director Greek Region and Group Tax Director at Titan Cement Group, Maria Theofanidou, Director of Finance and Accounting at Raycap, and Georgia Vassiliou, Financial Controller at Hewlett Packard Enterprise, in conversation with Georgia Voutsas, Tax and Accounting Partner at Zepos and Yannopoulos. The speakers focused on the need for organizations to adapt to the changing business environment, noting that the simplification of processes is considered crucial, and exploring the challenges and the costs involved in adapting to the new data requirements. The discussion further highlighted the importance of digital integration throughout the entire state in order to efficiently combat tax evasion, identified the MyData platform as an excellent control tool that assists busi-

nesses, and pointed out that adapting to the new regulations is mandatory and requires considerable effort and human resources to ensure a smooth transition.

THE IMPACT OF AI IN TAX AND LEGAL SERVICES

Featuring George Marinos, Head of Digital Transformation Division at the National Bank of Greece, and Stefanos Tentolouris, Chief Technology Officer, Tax and Legal, at Deloitte Greece, in conversation with Maria Papoutsis, Managing Associate, Tax and Legal, Deloitte Greece, the discussion highlighted how AI will transform work processes, exploring the potential of generative AI legal tasks and transactional tax but also noting the challenges this will entail, including data hosting, the use of different languages, data segmentation, and cybersecurity. The speakers also discussed accountability issues, as well as the need for technical and legal expertise to address errors, noting the current lack of AI skills in the market and the paramount importance of training new employees in AI.

LEGAL DEVELOPMENTS IN TAXATION

This panel featured Liana Lepida, Partner at Dryllerakis and Associates Law Firm, Vassiliki Michalopoulou, Partner at Stavropoulos and Partners Law Office, and Diana Tsourapa, Tax Senior Associate at Zepos and Yannopoulos, in conversation with Jenny Panou, Head of Tax at Grant Thornton. The discussion focused on le-

gal developments in taxation, including legal ownership and beneficial ownership, and looked at developments in the field of enhanced fiscal analysis and legal changes concerning the declaration of ultimate beneficial owners, stressing the significance of verification. The speakers touched on the BEFIT initiative and the preparation of draft proposals according to international accounting standards, outlined the proposed directive on transfer pricing, and pointed out the fast track procedure for the elimination of double taxation, which only requires agreement between tax authorities. The discussion also stressed the need for a more efficient tax framework within the EU to improve tax cooperation and coordination among member states.

GLOBAL REPORT ON TACKLING TAX EVASION

In conversation with AmCham Greece Executive Director Elias Spirtounias, Alan Cole, Senior Economist at the Tax Foundation, presented the global report on tackling tax evasion, and talked about the United States' involvement in Pillar Two, focusing on risks and responses. He raised concerns about reducing US revenue through Foreign Tax Credits and the model results being based on profit shifting elasticities that may have become outdated. Cole further noted that US businesses are still in the process of adapting to the new circumstances and determining how to report on tax credits and how this will impact business operations.

Out-of-the-box ideas on taxation must be transformed into a workable tax policy for the good of society.

— ELIAS SPIRTOUNIAS, EXECUTIVE DIRECTOR, AMCHAM GREECE



I. STAVROPOULOS, N. BAKATSEIOS, H. THEOHARIS

Tax Forum 2023 has been a huge success. I take this opportunity to extend my gratitude to all team members for their continued engagement: Your unwavering support, enthusiasm, and dedication have been instrumental in fostering the success of our Tax Forum over the past 19 years.

— KATERINA TZAGAROULAKI, TAX FORUM COORDINATOR AND SENIOR EXECUTIVE OFFICER, AMCHAM GREECE

A DISCUSSION ON TAX AND FISCAL POLICY

The Forum's last discussion featured Harry Theoharis, Deputy Minister of National Economy and Finance, in conversation with AmCham Greece President Nikolaos Bakatseios and Taxation Committee Chair Ioannis Stavropoulos. Noting that the measures the government has adopted to tackle tax evasion have proved efficient, the discussion focused on the government's determination to address tax evasion. Deputy Minister Theoharis discussed the need for reforms and changes in the tax system and outlined a number of interventions aimed at minimizing the use of cash payments in property transactions and promoting the use of electronic invoicing as well as implementing policies to tackle the smuggling of goods.

He discussed steps taken regarding short-term rentals (Airbnb) aimed at easing the issue of rising rent prices, elaborating on how these measures would significantly increase tax revenues and reduce tax avoidance, particularly in cases of undeclared income. Theoharis further mentioned plans to minimize taxes for freelance professionals and to reduce taxes for certain income levels. Overall, the panel discussion highlighted various fiscal and tax policy measures that the government is planning in order to address issues such as tax evasion, improve revenue collection, and foster transparency in all transactions. Transparency, it was agreed, will lead to economic advancement and development and will foster an important increase in public spending as well as an increase in net income for all citizens. 🍷

To view videos and photos of the event and access a detailed agenda and full list of speakers, visit amcham.gr/events/event/19th-tax-forum/.

TAX FORUM 2023

GRAND SPONSORS

Deloitte
EY
Grant Thornton
KPMG
PwC
Zepos & Yannopoulos

SPONSORS

Coca-Cola Hellenic Bottling Company
Dryllerakis & Associates Law Firm
Hellenic Association of Drinks Distributors (ΕΝΕΑΠ)
Kyriakides Georgopoulos Law Firm
Stavropoulos & Partners Law Office

SUPPORTERS

Accounting Solutions
Eurobank
Fortsakis, Diakopoulos & Associates (FDM&A) Law Firm
Helleniq Energy
Papastratos
PotamitisVekris

MEDIA PARTNERS

Athens-Macedonian News Agency (AMNA)
Capital.gr
Tax Heaven

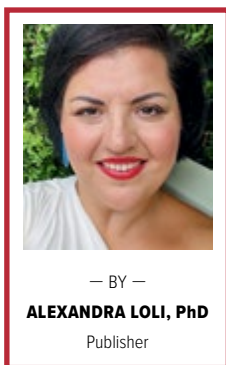
Let's Agree to Disagree

What makes a business successful? Is it just profits? Or could it be that the secret to a successful and long-lived business is a company's ability to create a harmonious workplace and a common language that allows its employees to communicate effectively and respectfully even when they disagree?

In her new book, *A Glossary for the Labor Market: The Words Behind the Dialogue*, labor market guru Venetia Koussia, who is also Chair of the Employment Committee of the American-Hellenic Chamber of Commerce, explores and explains key labor market terminology, focusing on management and HR, and discusses the power of dialogue, deliberation, and cooperation. Speaking at the book's launch event earlier this year, Koussia referred to the transition to participatory capitalism, a system which prioritizes people and the environment over profits, and stressed that "people need to talk and clash—not fight." The book, she explained, aims to promote a better understanding of the labor market, its different aspects and what drives them, to shed light on the concepts behind key terms and the different approaches to them, and to highlight the

value of dialogue and effective communication, particularly when dealing with differing opinions. When asked what drove her to write the book, Koussia's answer was telling: "I'm interested in making people think, not necessarily agree with me."

Effective communication is the cornerstone of any successful collaboration or relationship. When individuals with diverse perspectives come together, disagreements inevitably arise, so having the ability to communicate constructively in such situations is crucial to fostering understanding and finding common ground. Without this skill, disagreements and misunderstandings can easily escalate, leading to division and conflict and hindering progress. By learning how to respectfully express differing opinions and actively listen to others, we can navigate conflicts in a way that promotes growth and innovation.



Having a shared understanding of terminology, a *common language* if you will, helps ensure that we're all on the same page, and this is particularly important in fields that use specialized jargon or technical terms. Perhaps we could all use a glossary when entering a new workplace, a shared baseline of terminology that can facilitate communication, enhance productivity, and promote a more cohesive, inclusive and collaborative work environment, while also helping newcomers acclimate more quickly and feel integrated into the team. So let's agree that it's okay to disagree, and most of all, let us learn how to communicate this effectively. 🍷

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE

Become a Member

To become a member of the American-Hellenic Chamber of Commerce, one of Greece's most preeminent and proactive business organizations, apply on the Chamber website at www.amcham.gr, send an e-mail to info@amcham.gr, call the Chamber at 210-699-3559 and request an application form.

BUSINESS Partners

Advertise in Business Partners today and begin a new, prosperous business partnership

For more information, contact:
Alexandra Loli, Publisher, a.loli@amcham.gr

Local Antiseptic

MEDICINE

SOPAİN • PLUS®

Composition: Bacitracine, Lysozyme, Papaine

**Local anti-infection
antiviral treatment
of the oropharynx**



Tonsillitis

Pharyngitis

Angina

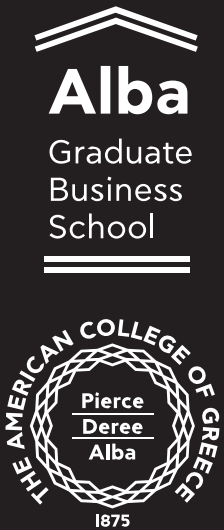
Stomatitis



FARMELLAS ENTERPRISES LTD



Member of MEDICHROM S.A.
Group of Companies



Executive MBA

CHALLENGE YOUR THINKING. LEAD GROWTH AND RENEWAL

Convenient schedule, with classes every second weekend for a total of 20 months.

Senior domestic and top international faculty from high-caliber schools, such as Harvard, Wharton, Duke, LBS, Insead, Darden, Michigan and Bocconi.

Tailored learning to suit your needs and profile, through in-class projects, case problem-solving, role playing and individual assignments and without exams.

Focus on leadership, strategy, digital transformation, innovation.

Alba Executive MBA. Because C-level executives need C-level programs.

18

Average Work
Experience

42

Average
Age

74%

Top & Upper
Management

26%

Middle
Management

Need personalized information? Contact us at executivemba@alba.acg.edu



6-8 Xenias St., 115 28, Athens, Greece
t: +30 210 896 4531-8
www.alba.acg.edu