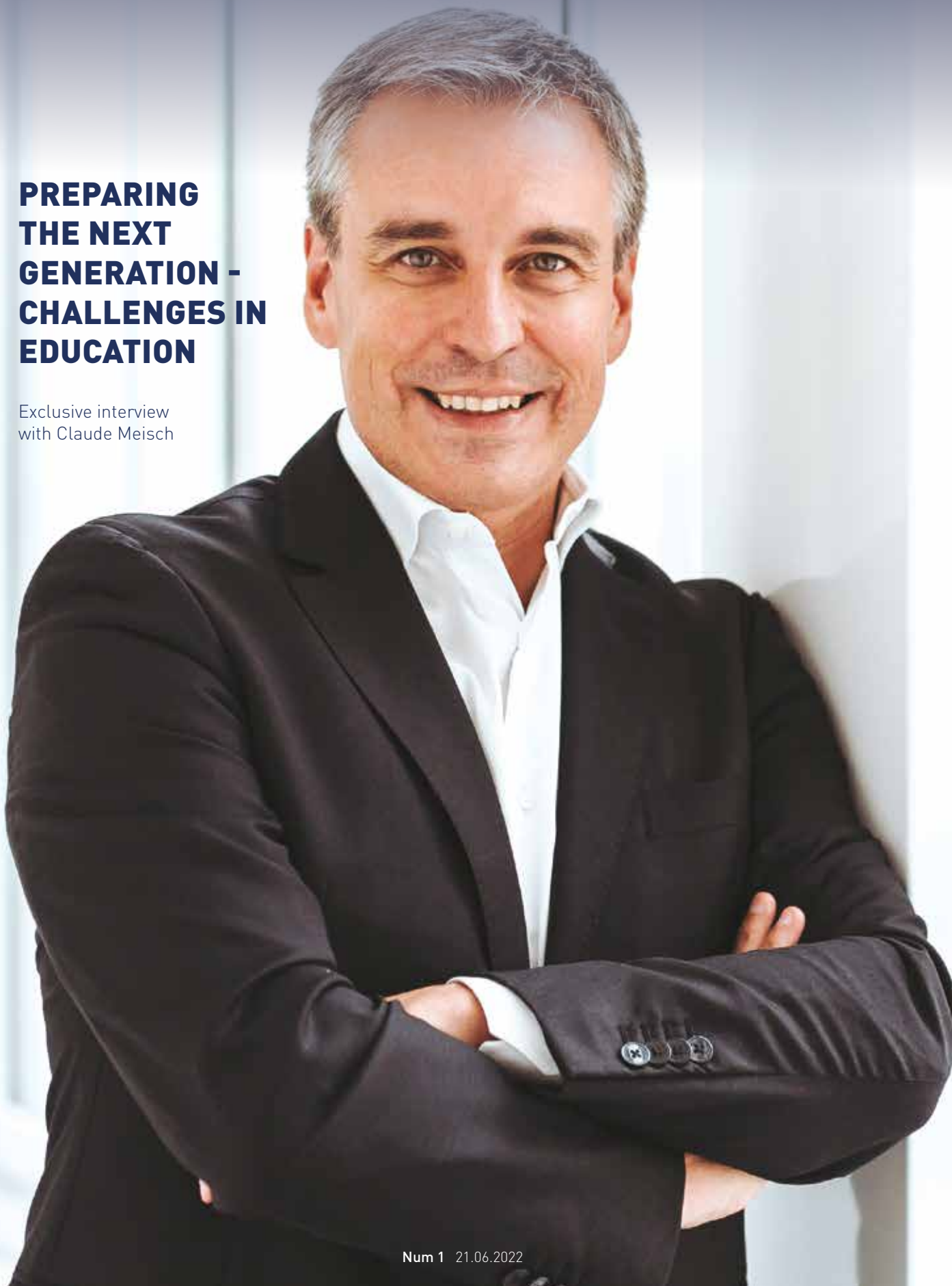


PREPARING THE NEXT GENERATION - CHALLENGES IN EDUCATION

Exclusive interview
with Claude Meisch



The American Chamber of Commerce in Luxembourg a.s.b.l. is an international voluntary organization of business persons committed to promoting English-speaking networking opportunities and business relations in the Grand Duchy

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Dear AMCHAM members, partners and friends

Luxembourg stands tall as an optimal location for international companies looking to have a European Head Quarters: Freedom from corruption, personal and business safety, cultural neutrality, government and legal fairness, reasonable compliance and taxation guidance, multi culturalism and multilingualism. All of these and other business reasons for choosing Luxembourg are fully explained in our AMCHAM **Doing Business in Luxembourg** book which we have published every 5 years over the past 20 years.

But what about living conditions and related topics which touch and have greatest impact on employees and families? Perhaps the single and most compelling of these issues of concern comes from parents seeking to ensure access to appropriate education quality for their children.

We are pleased to dedicate this first issue of our newly relaunched **Connexion** Magazine to this hyper important subject by featuring articles explaining various possibilities of education solutions. Over the years, Luxembourg education has gotten progressively better, offering more quantity, quality and diversity of choices for our AMCHAM target population of first and second language English speaking international students. Over just the last several years the government has specifically launched a series of English-speaking school programs for all age levels with the stated guarantee that the Ministry of Education will ensure sufficient capacity of English-speaking public schools for every student requesting. These tuition free public schools are not only in and around the capital itself but also spread throughout the country to ensure parents have access for their children without excessive commuting.

At the same time, the government has also appreciated and financially supported the two long established English-speaking private schools to allow them to continue to grow and improve while maintaining a reasonably affordable tuition rate. At the top of the range of choice stand the former American School, now rebranded for some years as simply the International School, and the St George's School, which follows a curriculum aligned with British private schools overseas requirements. Both of these schools are absolutely world class.

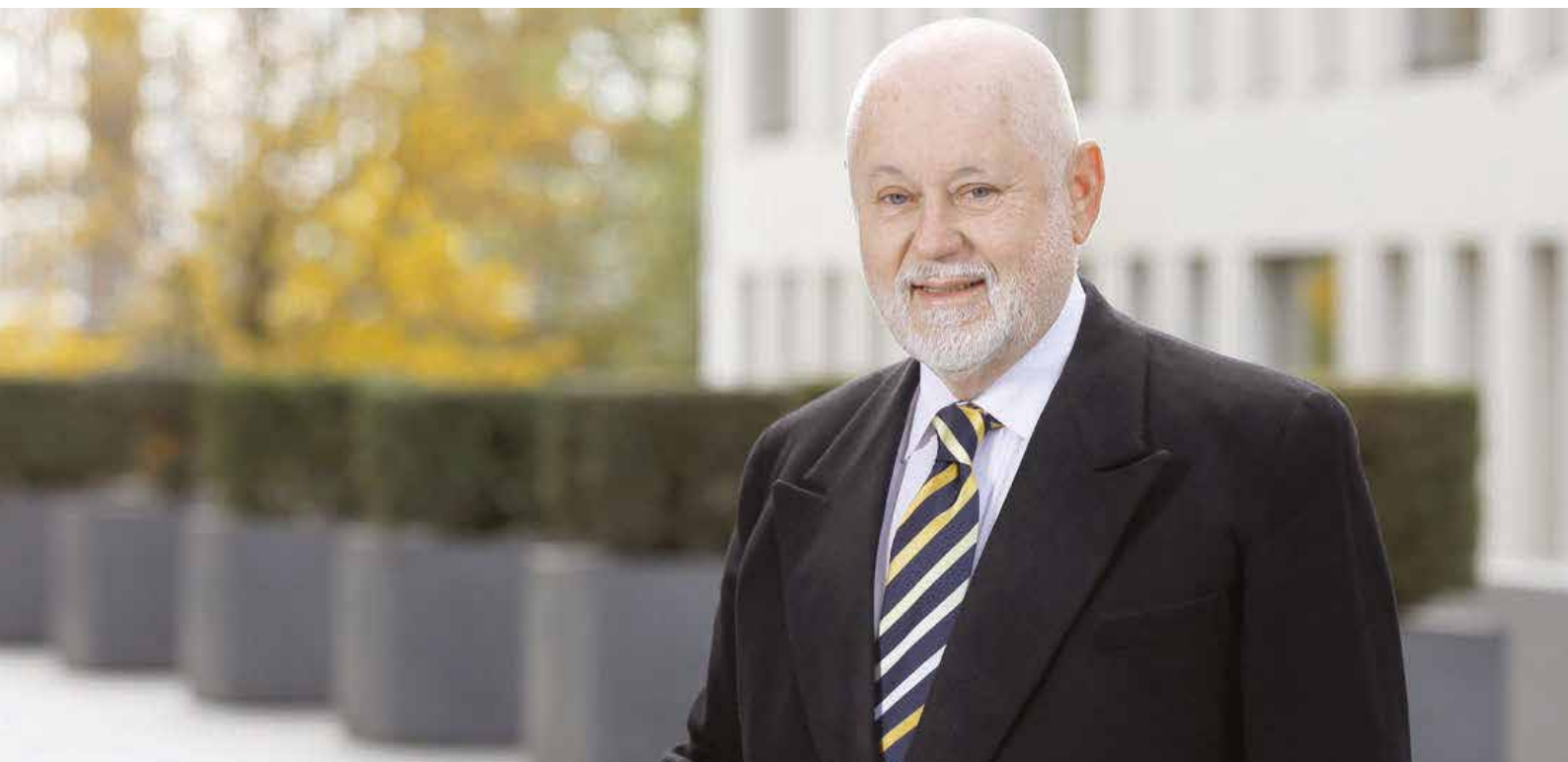
Realizing that not all children aspire to follow a classic education model, there are other schools which have a more technical focus. One example is the Lycee Technique de Bonnevoie, which offers an English-speaking vocational DAP, with the help of the Luxembourg Chamber of Commerce. Another which is particularly interesting is the Restaurant and Hotel school in Diekirch, which is run by the former senior civil servant of the Luxembourg Ministry of Education. He and his team have achieved excellent progress developing a world class education environment for their targeted constituency which is quickly developing a world class reputation.

We hope you enjoy this magazine with our special focus on expat education and training issues.

Feel free to write to me at: paul@amcham.lu

With respect and our very best wishes,

Paul Schonenberg
Chairman and CEO
AMCHAM.lu



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AMERICAN CHAMBER OF COMMERCE IN LUXEMBOURG A.S.B.L.

CONNEXION

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**Paul-Michael
SCHONENBERG**
CHAIRMAN AND CEO
AMCHAM

Relocated from Washington D.C to Luxembourg in 1992. For 24 consecutive years from 1998 until the present, he has served as elected Chairman and CEO of the American Chamber of Commerce in Luxembourg (AMCHAM.lu), the largest of the private Chambers of Commerce in Luxembourg. In 2012 he served a five-year elected mandate as the President of the Luxembourg National Council of Foreigners, the government advisory body representing the foreign population of Luxembourg. With Masters degrees in both Counselling Psychology and Management along with a strong record of professional leadership accomplishments, he frequently has served on the boards of directors of commercial and public service organizations and also provides pro-bono mentorship support to promising future leaders. He is especially proud of his appointment by the Luxembourg Grand Duke to be an Officer in the Grand Duke's Order of Merit.



**Michael James
FOX**
**MANAGING DIRECTOR,
HEAD OF SECURITIES
SERVICES AND BRANCH
MANAGER**
JP Morgan S.E. Luxembourg

Michael has been located in Luxembourg for 6 years and is accountable for J.P. Morgan's Securities Services business as well as overseeing all of its local banking activities. He joined J.P. Morgan in 1993 and has held a number of senior roles across its Asset Management, Prime Brokerage and Securities Services divisions. Michael is a keen supporter of J.P. Morgan's philanthropic and diversity causes. He is a member of the Bank's Diversity & Inclusion council while sponsoring a number of its community groups. Michael is proud to represent J.P. Morgan in its efforts to support the wider community.



**Simône
VAN SCHOUWENBURG**
**BUSINESS DEVELOPER -
EXPAT SERVICES MANAGER**
Spuerkeess

I am originally from The Netherlands, having been working in Luxembourg for the past 22 years. As an ex-pat myself I have a deep and first hand understanding of the challenges as faced by newcomers to Luxembourg. I am well integrated and quite active among the International community in the Grand Duchy. Having worked in the European institutions involved in the financial part of innovative projects, being in contact with researchers worldwide, I decided to move into the private sector. After having worked in the Private Banking sector for INGI, I took on the challenge to set up the Expat Service within ING. In 2019 I did take on a new challenge which has been the setting up of the Expat service and its platform with the Luxembourg State Bank, the BCCE Spuerkeess.



**Caroline
MUEHLFENZL**
STRATEGIC CONSULTANT

Caroline has been working as a Strategic consult over the past 25 years both in Luxembourg and abroad. Her expertise covers Consulting for Law Firms, Investment firms, HNW Individuals, Think Tanks, Marketing Companies, Broadcasting Industry, IT firms, and Countries (Nations). She has an enviable carnet of worldwide contacts, fostered throughout her professional experience across the UK, US, Europe, Middle East, Latin America and Asia. A real passionate about photo-journalism that she also had the opportunity to study at Texas A&M University, Caroline has contributed to coordinate and reorganise the new refreshed edition of *Connexion*.



**Christian
BARKEI**
PRINCIPAL
St George's
International School

Dr Christian Barkei is the Principal of St George's International School. Before arriving in Luxembourg in 2013 he worked in the UK and as a Head Teacher in China and Indonesia. He grew up moving between Australia, the UK and Bavaria and has been part of a very globally oriented family ever since. A graduate of the University of Durham, he enjoys the Luxembourg countryside, the history of the region and rowing on the Moselle. He and his wife Merrin (who comes from New Zealand) have two children who attend St George's. He is a citizen of Luxembourg, Australia and the UK.

Ambassador Thomas M. Barrett

e U.S. Ambassador to Luxembourg, Thomas Barrett

Was nominated by President Biden on August 25, 2021, to be the next U.S. Ambassador to Luxembourg

He was confirmed by the U.S. Senate on December 16, sworn in by Judge Lynn Adelman in Milwaukee on December 23, and arrived in Luxembourg on January 28, 2022.

He previously served as the Mayor of Milwaukee from 2004-2021, making him the longest-serving mayor of one of the 50 largest cities in the United States.

From 1993 to 2003, Ambassador Barrett was elected to serve five consecutive terms in the U.S. House of Representatives. While in Congress, he was a member of the Committee on Energy and Commerce, as well as the Banking and Financial Services, Government Reform and Oversight, and Judiciary Committees. From 1989 to 1993, he was an elected member of the Wisconsin Senate, and of the Wisconsin State Assembly from 1984 to 1989.

Before being elected to serve, Ambassador Barrett worked in a private law practice and as a bank examiner for the Federal Deposit Insurance Corporation. He started his career in 1980 as a law clerk for the Honorable Judge Robert W. Warren on the United States Federal District Court for the Eastern District of Wisconsin.

Ambassador Barrett earned his B.A., Phi Beta Kappa, from the University of Wisconsin-Madison, and a J.D. with honors from the University of Wisconsin Law School in Madison. He and his wife, Kris, have four children: Tom, Annie, Erin, and Kate.

Ambassador Barrett was introduced to Amcham members at the ABAL lunch on 6th April

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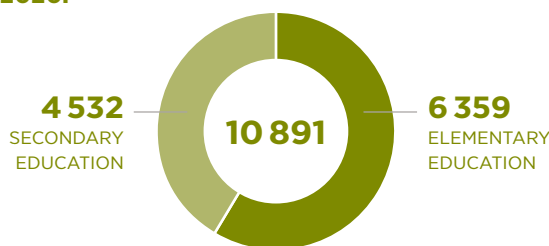
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PREPARING THE NEXT GENERATION - CHALLENGES IN EDUCATION

Claude Meisch, Minister of Education, Children and Youth and Minister for Higher Education and Research has accepted to answer AmCham's questions on how the Luxembourg government deals with the current challenges in education .

Key figures

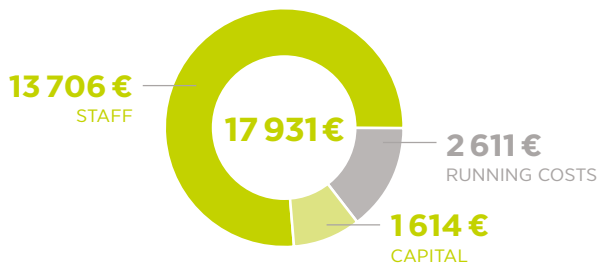
Total number of teachers in public education in 2020.



Note:

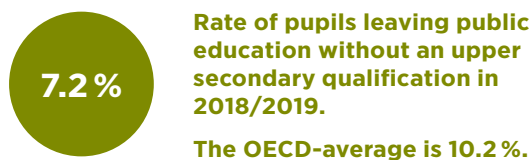
Provisional data for the start of the school year 2020/2021. These figures are likely to change during the school year.

Average expense per pupil in public education in 2017. As a comparison, the OECD-average is 8 439 €.



Note:

Figures refer to 2017 in order to compare them with the OECD-average. These numbers include expenses from the pre-primary education to the secondary education.



Source:

Eurostat (EU-LFS). online data code [edat_lfse_14]. Note: The indicator covers 18 to 24 year-olds with ISCED 2 at most and who are no longer in formal or non-formal education and training.

Graphics courtesy of Ministère de l'Éducation nationale de l'Enfance et de la Jeunesse

Education system in Luxembourg Key figures

School year 2020/2021

107 116
pupils

NATIONAL CURRICULUM

50 890
Elementary Education

39 108
Secondary Education

INTERNATIONAL CURRICULUM

7 603
Primary Education

9 515
Secondary Education

AMCHAM

Finally, the world seemed to go back to almost normal, children are back in school - then the war in Ukraine started. We have thousands of displaced families with children coming into the country, most of them not speaking any European language. Were you prepared at all for a refugee crisis?

CLAUDE MEISCH

How do you prepare for the unknown? No one could have possibly imagined nor be prepared for a war in Europe; we were all taken by surprise and are shocked. But Luxembourg has a long history and a large experience in welcoming newly arrived pupils in the country. Each year, some 2000 newcomers arrive in Luxembourg and are integrated in our public-school system. Hence, it is only natural that we make all possible efforts to cope with the current unprecedented increase of newcomers and provide them with a school offer that takes into account the diversity of Ukrainian pupils' profiles. Luckily, and unlike previous waves of refugees, we now have a number of international schools which offer flexible language teaching, and English-speaking classes.

AMCHAM

How will the education system in Luxembourg have to adapt in the view of the war/refugee crisis?

CLAUDE MEISCH

Luxembourg's education system is constantly implementing new developments, so we don't really need to adapt our school system; we already have a large experience with English-language classes d'accueil and with our international school offer. Above all, we need to be flexible. More refugees may arrive, others are already leaving Luxembourg; some may stay here forever, others will return to the Ukraine someday. Our aim will be to accompany the pupils in the best possible way so that they can continue to develop their competencies and progress in their school career, regardless of whether they stay with us or return to their home country. Therefore, we aim to develop their language skills to integrate them into regular international classes where they can get on with the official international programs, and receive a diploma.

AMCHAM

What are the current challenges in education, especially in a multicultural and multilingual society like Luxembourg?

CLAUDE MEISCH

Our education system faces many challenges in an increasingly complex and changing world. Equity remains our main challenge and is therefore at the heart of our education policy. Every child should have the opportunity to achieve the highest possible level of education according to its talents and aspirations. Today, there are still too many gaps in terms of achievement between pupils from dis-

advantaged and privileged socio-economic backgrounds, between pupils with and without a migratory family background, and between pupils who speak or do not speak a school language at home.

Thus, expanding the public-school offer and adapting it to the diversity of our school population continues to be a top priority. But to achieve equity, we also have to develop 21st century skills at all levels of the education system to best prepare every child and our young people for their active life in society and the professional world. For instance, we have to help them to evolve successfully and safely in a hyper-digital environment, while combating the digital fracture, which is synonymous to social injustice. Creativity and curiosity are also key skills for the child's emotional and cognitive development and therefore have to be developed, too.

But equity is not only a matter of school. Childcare facilities are an important pillar of our education system and have to offer the right conditions for the children's overall development. We therefore continue to invest in the quality of this offer, for instance through improved, pedagogical guidelines and correspondingly adapted training of staff. Another emphasis is put on supporting families. Strong parents and families are an enormous support for children, and can make all the difference, especially in the early years of life and, even more so in times of hardship – a fact, that was once again confirmed during the health crisis.

Our education system faces many challenges in an increasingly complex and changing world.



AMCHAM

Not every child/teenager is suited for the traditional education system, be it Luxembourgish or international. Are there sufficient options for vocational education and training with a degree/certificate like DT or DAP in Luxembourg? And what can be improved for the English-speaking population?

CLAUDE MEISCH

Our school system offers a very large choice of vocational training courses, some 120 in total. Moreover, we are continuously adapting our vocational training to the challenges of the 21st century, always in partnership with the professional chambers. Digitalization and the integration of sustainable development are two of the main keys of this process.

Existing training courses are also being modernized and new ones are created from scratch. In September 2022 for example, we will launch two new DAP degrees, education and electro-technology, as well as two new DT degrees: tourism & communication and horticulture.

Of course, we are also striving to adapt vocational training to the country's linguistic diversity.

An increasing number of training courses are already offered in French and English, in addition to the existing German-language courses. Our ambition is to extend the offer of English-speaking trainings, especially for students attending international public schools.

Our school system offers a very large choice of vocational training courses, some 120 in total.

However, we should also take into account the reality of the labour market. Offering English-speaking trainings only makes sense for sectors, in which the English language is indeed needed as a working language.

AMCHAM

Luxembourg is the first European country to introduce free music lessons for all children and young people. What do you hope to achieve with this unique initiative?

CLAUDE MEISCH

Music lessons are an important pillar of our education system. They contribute to the personal fulfilment and development of our children's individual abilities: for instance focus, creativity, curiosity and self-esteem. The benefits of playing music, dancing and performing arts for the overall development of a child are so significant that all children and young people should get the opportunity to access music education – regardless of their parents' income. I hope that this initiative helps to improve the awareness for the role of music in education and that as many children as possible can benefit from it.

AMCHAM

What other changes are you planning for the education system in the Grand Duchy in the next years?

CLAUDE MEISCH

At the start of the 2022-2023 school year, we will launch a pilot project for literacy in French in four primary schools. Again, the aim is to better respond to the cultural and linguistic needs of our school population, in particular of pupils who come from a non-Luxembourgish or non-German-speaking environment. The project will be evaluated and conclusions be drawn by the next government, but I am convinced that this additional offer within the public school system is a further step towards a greater equity. Another step will be the introduction of free childcare and meals for primary school children as from September 2022. Every child will be entitled to afterschool childcare and a free meal during the school week, regardless of their parents' income.

We also plan to create family centers throughout the country which will function as resource centers to provide parents with information and tools for the education and support of their children. They will for instance organize trainings, events, conferences and other activities in close cooperation with local and regional actors.

These are but a few examples. A new government program will be applicable in late 2023. I am convinced that there will be other, new ambitious projects to achieve what we all care for: the development, success and well-being of our children.





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Interview with David J Condon

David J. Condon, the new Director of the International School of Luxembourg shares his views on how the landscape for international schools has changed in Luxembourg and how it will keep changing in the future .



AMCHAM

Luxembourg has now a relatively large amount of public international and European schools, offering education in English. From your point of view, is competition in education in such a small country a positive aspect?

DJ CONDON

Increased competition can be seen as a good thing, as it spurs questioning of existing practices, of the school's value added, and it can lead to needed improvements

AMCHAM

What has changed for the ISL (and other private international schools) because of this altered education landscape?

DJ CONDON

The changing landscape for international schools in Luxembourg has propelled ISL to think deeply about what we offer that is of most value to parents and students; it has also caused us to become more future focused, to imagine new possibilities, new programs, new practices. It is an exciting time for ISL

The Ministry of Education is always helpful and Communications regarding Ukrainian refugee students have been very productive

members of currently enrolled students or who were staying with ISL teacher or parent host families. Some of these students have moved out of Luxembourg, but many remain and we are committed to continuing to support them.

AMCHAM

Are you getting enough guidance/support from the government in respect to those challenges and in general?

AMCHAM

Is the education system in Luxembourg different to other countries in the world?

DJ CONDON

I am no expert on Luxembourg's public education system, but its focus on every child learning the three official languages of the country certainly seems unique in my experience. Adequate funding for education is a significant challenge in many countries and the Luxembourg government's generous support of education, both public and private, is also unique.

AMCHAM

The schools are still trying to navigate the challenges of Covid-19 and now you already have a new challenge - the refugees from Ukraine. How is this affecting the ISL?

DJ CONDON

When Russia invaded Ukraine, the ISL community's first response was one of shock and sadness. We have both Ukrainian and Russian students in our school, and some who have one Ukrainian parent and one Russian. As a long-established International Baccalaureate school, we are fully committed to the IB mission to "develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect." Consequently, though still in shock and sorrow, our community immediately sprung into action to support Ukrainians in need. We first held a very successful donation drive to collect clothing, warm bedding, footwear, food and first aid supplies, and more, to send to Ukrainian refugee families in Ukraine, Poland, and elsewhere. At the same time, through assemblies, classroom discussions, and advisory groups, we engaged students in discussions of individual versus governmental responsibility, about standing up against war and aggression and standing for unity and peace—in Ukraine, across the world, as well as here within our own buildings. Our faculty

and students took up the call to participate in such initiatives as Art for Peace in Ukraine, which was sponsored by Perchersk International School in Kyiv, as well as many others. The outpouring of support from staff, students and parents who wanted to do something to help has truly been inspiring. When we began to receive requests for Ukrainian refugee children to be able to attend our school, we wanted to make sure that whatever actions we took were in alignment with what the Luxembourg government as a whole and the Ministry of Education in particular wished to take place. After receiving word from the Ministry that they supported this effort, we began enrolling Ukrainian refugee students who were either family

DJ CONDON

The Luxembourg government generously supports ISL through an annual subsidy based on the number of students enrolled. The Ministry of Education is always helpful and Communications regarding Ukrainian refugee students have been very productive.

David J. Condon, widely known as DJ, is in his first year as Director of the International School of Luxembourg, following an extensive career as teacher, curriculum leader, division head and Head of School in public, independent, and international education across the world. After teaching in Florida's Pinellas County Schools for 10 years, DJ began his international teaching career at the American International School of Rotterdam, followed by teaching and IB coordinating at Taipei American School where was also the K-12 Principal for Curriculum, Research, and Program Development.

Successive roles at the International School of Yangon as Secondary Principal and Hong Kong International School first as Associate Head, then Head of School, prepared DJ for the headship at Canadian Academy in Kobe, Japan. After Japan, DJ took on the Head of School post at Le Jardin Academy in Hawaii, a full continuum IB World School.

DJ holds a Ph.D. in Organizational Leadership, Policy, and Development from the University of Minnesota where, at his journey's start, he had earned a B.A. summa cum laude in English, followed by an M.A. in English Education at the University of South Florida. Throughout his career DJ has been a contributor to international education as a writer, conference speaker, member of the Western Association of Schools and Colleges commission, and Board member of various entities.

PROVIDING OPPORTUNITIES

Having seen the success of the UK J.P. Morgan apprenticeship program, a few of us came together to explore what it would take to achieve the same here in Luxembourg.

Our primary aim was to provide opportunity to those from diverse education and socioeconomic backgrounds. Talent exists everywhere and that absolutely exists in those that, through circumstance or choice, follow different learning paths. By giving opportunity to those who we may not traditionally reach, we not only have the potential to change their lives, but those of their families and indeed communities. I myself am one of those such persons who was given an opportunity, it changed my life and that of my family, while changing the expectations for the next generation.

We collaborated with the Luxembourg Chamber of Commerce and Bonnevoie Technical High School and by leveraging the established government sponsored apprenticeship framework, J.P. Morgan launched its first apprenticeship program in October 2021, with 7 student placements across Securities Services, Private Bank, Operations and Finance.

It's been incredible to witness the passion and energy of the team that worked to make this happen, and indeed the lift in morale of our campus as we welcomed our new apprentices. That passion continues, and while it's early days, I can say that by every measure it's been a success. It will now be a permanent feature of our intake programme in Luxembourg.

My hope is now that it will encourage other employers to come to the table and consider their ability to support the programme. Luxembourg needs to grow its talent pool in order to meet the challenges of the future. The more employers engage in the programme, the more students will enrol. A wonderfully virtuous circle.

**Michael Fox, Managing Director,
Head of Securities Services and
Branch Manager of JP Morgan
S.E. Luxembourg**



**It changed my life
and that of my family,
while changing
the expectations for
the next generation.**

The administrative and commercial agent mainly deals with office work, in particular by using the various office tools. Its missions vary depending on the company and the sector of activity: accounting, purchasing and sales, human resources, logistics or general secretariat. The administrative and commercial agent can exercise his profession in all sectors.

FIELDS OF ACTIVITY

- Physical and telephone reception of visitors, customers and suppliers
- Processing of mail and accounting documents
- General accounting (calculation of VAT, calculation and accounting of salaries)
- Establishment of delivery notes, invoices, receipts and credit notes
- Administrative work in relation to human resources

Details :

The DAP-Administrative and commercial agent is a vocational training that extends to a total duration of 3 years.

The first year is full-time schoolmode. The second and third year are carried out under an apprenticeship contract. The students spend two days a week in school in order to deepen the theoretical knowledge and the other 3 days a week they sharpen their practical training in the company.

OPTIMISTIC REFUGEE



I come from a small village in Logar, Afghanistan, where I lived with my parents and four siblings. Living with the constant threat of war was difficult, but I still enjoyed going to school and playing with my friends, as most kids do. My reality changed when I was 13 and my 16-year old brother had to escape the country to avoid being recruited by the Taliban. His terrifying three-month trip took him climbing over mountains to get to Iran, walking long days to Turkey, and crossing the ocean to finally arrive in Europe. Meanwhile, the rest of my family moved out of Logar and started a new life in Kabul, where I could attend school and learn English, which was my priority at that time. Three years later, my brother finally managed to convince Luxembourg authorities to allow the rest of us to enter the country.

We moved to India to start the process of getting our visas and preparing other paperwork needed to move to Luxembourg. When our plane landed in Luxembourg in October 2018, I was filled with joy and felt reborn, given a chance to start a new life. I will always be thankful for the opportunity to live in Europe, surrounded by peace and stability, in a very safe country where I have been given the opportunity to study and live with my family without fear.

The integration period has been challenging as we have been dealing with so many new things as part of a rather hasty relocation. We spent the first two months in a refugee camp before being granted public housing. We currently live in an apartment that we share with five other families. During this period, I have started to study at the Technical High School of Bonnevoie, attending the only professional course taught in English available in the country. This course lasts for three years and offers students apprenticeships in order to provide a proper balance of theoretical studies and practical work.

I have found that entering the job market can be extremely difficult, especially without a degree and not speaking the main languages of the country. It is definitely a chal-

lenge, but I have a positive mindset that all challenges can be faced. One day our professors told us that the largest American bank was going to visit the school, with particular interest in our English. They said the company was hoping to recruit one or two apprentices for a new pilot program being launched in Luxembourg in cooperation with our school.

The day came and we met with the J.P. Morgan apprenticeship working group to go through the initiatives offered by the company and to view our curriculum vitae. After some time, each one of the potential apprentices received an invitation for a formal interview. In September 2021 we received the life-changing news that all seven of us were offered an apprenticeship.

Starting this new adventure as an apprentice with the CFO Business Management team in Luxembourg is proof that challenges can, indeed, be overcome! I am trying to learn all that I can, while following the advice and guidance of my mentors and manager. My plan is to continue to learn and improve so I can perform my job here to the best of my ability.

My family and I are currently waiting for a final response from Luxembourg authorities granting us refugee status, which would allow us to live in the country and continue our life in Europe. This is an essential step to the next chapter of my life and I am looking forward to a more stable future filled with new opportunities.

My plan is to continue to learn and improve so I can perform my job here to the best of my ability

By Mohammad Rishad Abbas,
a member of the JP Morgan
Luxembourg Apprenticeship
Program
Text provided by M.J. Fox



TENDENCIES IN WORKPLACE DEVELOPMENT

AMCHAM

We are entering the third year of the pandemic. In Luxembourg, we currently enjoy freedoms like we haven't had for a long time. Everything seems to be back on track.

PATRICK MEYER

Yes, it seems so. Presumably we have simply got used to the pandemic situation by now, it is, so to speak, an everyday reality. But by autumn at the latest, we risk going back to the high infection figures. So the hygiene and risk issues remain the same, privately and at work. In principle, we will have to live with the coronavirus. Therefore, the workplace should continue to be a safe and healthy place.

AMCHAM

So what does a "safe and healthy" workplace look like?

PATRICK MEYER

At BELVEDERE Architecture, we already redesigned our office structure prior to the 1st Lockdown. After all, we are experts in space planning, so why not start with ourselves? Immediately, all the technical requirements were put in place to send staff to the home office. In addition, we adapted the structure and processes of our office in such a way that safe working was feasible. We were able to achieve the best possible effects with a manageable investment and without spending a lot of time: Maximum hygiene standards, only 1 to 2 employees per office, i.e. working in shifts, maximum distance, redesigning all rooms with our existing furniture, HEPA air purification devices in each room, virtual instead of face-to-face meetings whenever possible. By the way, in this context we have prepared a study on the basis of which we were able to advise other offices on the design of pandemic-resistant rooms.

Basically, the point is that all of us have adapted our attitudes to the pandemic situation, and this should remain the case in the future: Those who can infect others cure themselves at home or work at home if they feel well despite being ill! What used to be frowned upon is now taken for granted and normal. Home office is okay.

AMCHAM

Employers are increasingly calling their employees back into the office. Will everything really be like before? Are we just going back to the "old days"?

PATRICK MEYER

No, we don't! And this has been obvious for quite some time. Our way of working has changed almost irrevocably. Surveys around the world as well as our April 2022 survey of AMCHAM members have confirmed this quite clearly. The mix of working in the office and working at home - so-called hybrid working - is now a common model and more and more employees and employers are happy to take advantage of it.

AMCHAM

What are the main lessons learned from the pandemic? And what do we learn from the results of the AMCHAM survey?

PATRICK MEYER

We have learned to work hybrid, basically to work from anywhere. It is possible - except, for example, in the medical and other professions where close contact is indispensable. And hybrid working is accepted by all sides. You just have to be careful that people don't fall by the wayside. Before the pandemic, most people worked in offices. With the pandemic, most worked hybrid, and even today this form of work is appreciated and continued. The advantages are evident: according to the survey, employees appreciate above all the flexibility gained and the time saved by not having to travel to work. So anyone who cannot or does not want to offer their employees certain framework conditions in the future will have bad prospects in terms of employee binding or recruiting. In other words, the pandemic has not only made employees enthusiastic about the home office, it has also raised their expectations of the office workplace. More than ever, employers are challenged to make the workplace attractive. According to the survey, besides hybrid working, a "green" office with high-end IT equipment, with private retreat areas and cosiness are the top features in the workplace.

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AMCHAM

So how can you get employees motivated about the corporate workplace again? What measures can the employer take?

PATRICK MEYER

Employers need to look at current needs, implement measures in the right direction and communicate about them. Fortunately, many investments such as decent screens or height-adjustable desks are investments that will have a long-lasting effect.

In general, we recommend a biophilic design when redesigning office space. Plants are a holiday in the mind. It is also important to find a satisfactory answer to the question of where a colleague can make a private phone call to comfort the daughter because of the sick dog. Turning the toilet into a private phone box cannot be the solution. Apart from that, the employer must also bring and radiate acceptance when the employee uses the modern office options. Looking askance when the employee uses the private retreat areas is not the right signal.

AMCHAM

That means everyone gets their own office again?

PATRICK MEYER

No, not at all, people just want access to what they perceive as “private space”. Just like a healthy, sustainable, “green” workplace. For example, this can simply be a cleverly placed seating niche where I can sit alone if necessary, a telephone booth, or simply permission for a meeting room to be used as a temporary workplace or for the short phone call. Sometimes you need peace and quiet, sometimes you need a party. Flexibility is the keyword, not the material battle. In the office, we want to be able to decide when we work and how, just like Netflix. The back office is just as important as the client area. Or to put it in the words of Richard Branson: “Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

AMCHAM

Can everyone afford sustainability in this time of crisis?

PATRICK MEYER

The question is rather whether one can afford not to think and act sustainably. It's a huge thing, but every journey begins with the first step, and these can also be small steps. If you move, you should move in the right direction. Throwing away things that still work just to buy more sustainable products is sustainability gone wrong. But buying unsustainable products is simply a missed opportunity. There are things that are like a smile, cost nothing in themselves, are good for everyone, but you have to do them. In the BELVEDERE office (as well as at home), we switched from plastic bottles to a water dispenser with a connection to fresh water a long time ago, and apart from the sustainable aspects (no more plastic bottles, no more transport, etc.), we drink sparkling water more cheaply than before. Freshly filtered at the push of a button.

To give a small glimpse of the future: Our children communicate on equal terms via the same social channels as the megastars, presidents or personalities of this world. They are used to making their opinions known and standing up for them. So when the young adults sit in the job interview in the future, they will surely and rightly ask what the company is doing to make the world a better place. Not having a credible answer at hand is not a good basis for hiring.





Education Committee – CHAIR

The aim of the Committee is to share information between schools and the Ministry on the current situation of education in English in Luxembourg as well as to look at the future trends and developments of such education in the Grand Duchy. It is currently co-chaired by the Director of the International School of Luxembourg and the Principal of St George's International School.



Dr Christian Barkei
Chair
St. George's International School

What is the mission/purpose of the Education Committee?

We aim to communicate and coordinate between different educational establishments – both private and public – who use English as the means of instruction. As Luxembourg continues to diversify and develop, education is one of the key issues facing the country.

What do you see as the current challenges for the Committee?

The rapid proliferation of English sections in a number of state schools has been a development that has allowed more students to benefit from an education in English. At the same time, the availability of suitable staff for existing establishments is limited. The committee has also been limited by the inability to meet in person over the past two years although we have been able to have a number of virtual meetings.

How will education in Luxembourg have to adapt in the view of the war/refugee crisis? What can the committee do?

The Luxembourg government and schools are working well to accommodate Ukrainian and other refugees. The committee will continue to work to inform each other of the different initiatives taken in different sectors.

The Mission of the Tools4Lux Committee is to provide information, assistance and support to expats living and working in Luxembourg, when they first arrive, during the initial first period of their relocation to help achieve a smooth transition and avoid making big and expensive mistakes and then throughout the entire period of their living and working in Luxembourg.

Tools4Lux Committee - T4DCOM



Simône van Schouwenburg
Expat services manager
Spuerkeess

What is the mission/purpose of the Tools4Lux ww-Committee?

The Mission of the Tools4Lux Committee is to provide information, assistance and support to expats living and working in Luxembourg. At first arrival and during the initial period of their relocation we ensure a smooth transition thus avoiding making big and costly mistakes.

We continue to support them throughout the entire period of their living and working in Luxembourg as they seek to successfully establish themselves, fit in and then gradually achieve full integration with a deeper understanding and appreciation of the Luxembourg way of life, culture and its traditions.

What do you see as the current challenges for the Committee?

Restart the orientation courses for new arrivals to Luxembourg

Orientation: one day course encompassing all you need to know about Luxembourg: how does the Luxembourg Social Security System function, Luxembourg taxation, various insurance coverages as well as tenant-landlord contracts.

The Luxembourg real estate market is definitely a challenge and we would like to organise a round table in order to address issues such as scarcity of available and affordable housing, issues pertaining the fact that in Luxembourg landlords are usually favoured by the law.

We need to be more proactive in highlighting some of the barriers faced by expats when planning their stay in Luxembourg as act as a lobbyist representing their rights.

Indeed, it is important for the government as well as for various administrations to understand the importance of maintaining Luxembourg an attractive destination for expats.

ComIT's mission is to foster the development of Luxembourg as a competence center for IT and Telecom in the Greater Region and provide an international networking platform to IT & Telecom professionals in Luxembourg.

DIGITAL AMCHAM - DCOM



Angela Nickel
Founder and CEO
COMO Group

What is your interest in technology?

Angela : Nowadays we are living in a software-driven world: entertainment, communication, finances, politics, and even dating –you just swipe to the right and voilà! You have a date! All that is driven and managed by software. We are moving towards a single digital global platform that will keep everyone interconnected. It is no longer the future but the present; and it is irreversible. I am an entrepreneur and I love to lead a beautiful Paytech.

We move to the big question: Why do you do it?

Angela : Everything we do, we believe in building a better digital world for and the generations to come. Technology brought over the illusion of a more democratic, more egalitarian, and more ecofriendly world. Our reality is different. We have moved to a digital world in the hands of gigantic corporations forming monopolies of connectivity and data management. Our companies have a purpose beyond our financial success. We are a socially responsible and financially successful organization, and our priority is to give back to our communities. I feel the need to redirect our knowledge and enthusiasm to Tikkun Olam, the Hebrew expression meaning repairing the world.

How do you see the future?

Angela : One of my future dreams is to plant 1 million trees in Central America, to recover the pristine beauty of that area devastated by deforestation, mining, and the expansion of the agricultural frontier. It is not just a dream of a First World-Savior but a way to give back to future generations.

AMCHAM 2022 ABAL LUNCH WITH PATRICK MEYER

The once unquestionable role of 'the office' in our working lives has been taken upside down by the COVID 19 pandemic. Performing from home office has suddenly popped-up as the perfect solution to protect health and been undoubtedly accepted by all involved.

However, already for some time now, employees have been gradually returning to their corporate workplaces. Therefore, the all-important question is : **How will the real estate market,**

the design of office space as well as the work models continue to develop in the future ?

Patrick Meyer, Architect-Urbanist, CEO of BELVEDERE Architecture based in L-Contern, will clarify these and other questions and try to assess the future development of the workplace. In this context, the results of a survey that will be conducted among AMCHAM members in the preparation of Patrick's presentation, will also be discussed.





ABAL lunch guests



ABAL lunch guests



Patrick Meyer



ABAL lunch guests



ABAL lunch guests



ABAL lunch guests



ABAL lunch guests



**“LIVE LUNCH” CERCLE MUNSTER,
MONDAY, 7TH FEBRUARY, 2022
EXPLAINING THE UKRAINIAN-RUSSIAN CONFLICT**



Keynote speaker : Pepijn M. Helgers

Pepijn M. Helgers is the Political and Economic Section Chief For the Embassy of the United States of America to the Grand Duchy of Luxembourg

Pepijn (Pep) joined the foreign service in October 2009. His initial assignment was on the Georgia desk at Main State, followed by overseas assignments in Sarajevo, Bosnia and Herzegovina, Erbil, Iraq and Prague, Czech Republic.

Pepijn returned to Washington to serve on the fast-paced Russia desk, before arriving in Luxembourg. Pepijn is also a U.S. Army

Reservist holding the rank of Lieutenant-Colonel. Pepijn is a naturalized citizen born in the Netherlands. His wife is a fellow Foreign Service Officer, currently assigned to Embassy Paris. Pepijn has one adult son who lives in Albuquerque, New Mexico.

Pepijn Helgers a bachelor's degree from the University of New Mexico, and a master's degree from Johns Hopkins University School of Advanced International Studies (SAIS.)



ABAL lunch guest



ABAL lunch guests



Jean Ries



Ekaterina Sobolewa- Keimpe Reitsma - Charles Oakes



Pepijn M. Helgers and guests of AMCHAM



Paul Schonenberg

NEWCOMER ORIENTATION COURSES IN SUPPORT OF UKRAINIAN DISPLACED PERSONS AND TEMPORARY PROTECTION STATUS

Amcham in partnership with the Luxembourg Chamber of Commerce and several other sponsors held a "Welcome Newcomer Orientation class" in support of the integration of displaced persons from Ukraine.

This event was a huge success with 60 places being completely filled. Lunch was served and the participants, throughout the day

learnt a great deal from our speakers Sabina Mammadova and Bakhtiyar Mammadov. Here is a selection of photos from that day.

Many thanks to all our sponsors, speakers and participants!

We trained over 300 displaced Ukrainian people in the last few months and will keep this course as long as needed.





Bakhtiyar Mammadov, Paul Schonenberg



Bakhtiyar Mammadov



Bakhtiyar Mammadov

June 22

June 21st

18:30 at Deloitte Luxembourg Cloche D'or Transatlantic Trade and Investment Event

Joint event with Deloitte and LACC to talk about the importance of free and fair trade for Luxembourg but also to present the 2022 Annual Transatlantic Trade analysis data.

June 27th

ABAL lunch 12:00 with Casey Mace - Deputy Chief of Mission US Embassy

Agenda and objectives of the NATO annual conference, protecting European and American values from the threats of totalitarian regimes and other current issues

July 22

July 2nd

At Mamer Plage from 11am

AMCHAM Country Summer BBQ party



September 22

September 26th

ABAL lunch 12:00 with AERO CLUB Aviation

Nato Ambassadors, Wing Commander US Air Base Spangdahlem



October 22

October 03rd

ABAL lunch 12:00 with Mr. Denis Niedringhaus

Peeling the cultural onion in Luxembourg! more to be announced very soon!

October 10th

ABAL lunch 12:00 with a Police forensic scientist

Criminal activities and crime scene investigation: everything you need to know - more to be announced very soon!



November 22

November 14th

ABAL lunch 12:00 with Laura Foulds at the Double Tree Hilton Hotel

Annual joint Tax event AMCHAM and the British Chamber of Commerce Luxembourg

November 25th

Cercle Cité Luxembourg City at 19:00

Thanksgiving Gala dinner event



December 22

December 05th

ABAL lunch at 12:00 with a special guest of honor.

Annual Christmas lunch at the Double Tree Hilton Hotel more to be announced very soon!

LUXEMBOURG CITY UNDERGROUND

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Ministère de la Culture

GET TO KNOW OUR NEW MEMBERS!

A M C H A M  LUXEMBOURG
AMERICAN CHAMBER OF COMMERCE IN LUXEMBOURG A.S.B.L.



WHY BECOME A MEMBER?

I. NETWORKING

AMCHAM and its special purpose committees organize roughly 40 events per year. As AMCHAM membership applies to the entire the company, AMCHAM services are open to all of your employees. The participation for all employees of a member company will be either free of charge or at the reduced member rate.

II. LOBBYING

AMCHAM Luxembourg represents more than 350 European, international and U.S. companies based in the Grand Duchy. This gives the Chamber sufficient leverage to lobby with the Luxembourg government on behalf of its members.

III. INFORMATION

AMCHAM offers several sources of information on the Grand Duchy and the U.S.:

AMCHAM Website: www.amcham.lu

Publications: Doing Business in Luxembourg, Connexion, etc.

IV. SPECIAL PURPOSE COMMITTEES

AMCHAM has special purpose committees which lobby for and focus on issues pertaining to:

- Audit & Compliance
- Corporate Services
- Diversity
- Education
- Executive Advisors
- Financial Services
- Fintech
- Human Resources
- Insurance
- Information Technology
- Legal
- Marketing
- New Business & Entrepreneurship
- Real Estate
- Seniors
- Tax
- Digital

If you belong to AMCHAM, you and all of the members of your company can attend and participate in the programs put on by the committees and in the monthly American Business Association lunches (ABAL).



DISCOVER OUR NEW MEMBERS

NEW MEMBERS CORPORATE

Anodox AB

Thomas Walsh - Head of Engineering & Sales
Laxfiskevagen 30 433 38 Partille Sweden

www.anodox.com

Candriam Luxembourg

Jean-Yves Maldague - Head of Finance
19-21, route d'Arlon L-8009 Strassen Luxembourg

www.candriam.com

CREAHAUS S.A.

Laurent Olmedo - Chief Executive Officer
224, route d'Arlon L-8010 Strassen - Luxembourg

www.creahaus.lu

EFG Bank (Luxembourg) S.A.

Petra Silber - Head of Human Resources
56, Grand-Rue L-2013 Luxembourg -Luxembourg

www.efgbank.lu

EUNIC S.à.r.l.

European Union New Investment Company
Ivaylo Markov - Director - Finance
1A, Heienhaff L-1736 Senningerberg -Luxembourg

www.paneuropeanfund.com

Fidelity International (Luxembourg) S.A.

Ken Gulick - Commercial Director, Pan European Pen-
sions
2a, rue Albert Bourschette L-1246 Luxembourg
Luxembourg

www.fidelity.lu

Galerie Moderne S.à.r.l.

John Seila - Chief Executive Officer
4, rue Schaffmill L-6701 Grevenmacher Luxembourg

www.gmg.lu

ispace Europe S.A.

Julien-Alexandre Lamamy - Managing Director
5, rue de l'Industrie L-1811 Luxembourg Luxembourg

www.ispace-inc.com

K&L Gates Volkrick S.à r.l.

Jan Boeing - Counsel
35F, avenue John F.Kennedy L-1885 Luxembourg
Luxembourg

www.klgates.com

Schroeder & Associés S.A.

Thierry Flies - Chief Executive Officer
13, rue de l'Innovation L-1896 Kockelscheuer Luxembourg

www.schroeder.lu

Tenaris S.A.

Andreina Ostos Rosales - Business Conduct
26, boulevard Royal L-2449 Luxembourg Luxembourg

www.tenaris.com

NEW MEMBERS SMALL BUSINESS

FARAD Investment Management S.A.

Daniel Capocci - Chief Executive Officer
11-17, rue Beaumont - L-1219 Luxembourg
Luxembourg

www.farad-im.com

FlibTravel International S.A.

Katsiaryna Shchadrova - Business Developer
4, rue Belair L4514 Differdange Luxembourg

www.flibco.com

Greenworlder (there are 2 companies)

Urban Gillström - Founder & CEO
9, rue du Laboratoire - L-1911 - Luxembourg
Luxembourg

www.greenworlder.com

id Linked S.à.r.l.

Eduard von Kymmel - Founder & Managing Director
2, rue Edward Steichen - L-2540 Luxembourg
Luxembourg

www.idlinked.eu

Quattro Creative S.à.r.l.

Nathalie Matiz - Creative Partner
14, rue de la Fonderie L-1531 Luxembourg
Luxembourg

www.wearequattro.com

RoomMate S.A.

Mikael Guimaraes Da Silva - Head of Marketing
76, Grand-Rue L-1661 Luxembourg -Luxembourg

www.the-roommate.com

DISCOVER OUR NEW MEMBERS

NEW MEMBERS CHARTERED

Brouxel & Rabia Luxembourg Law Firm

Eric Jungblut - Bank and Finance Lawyer
8-10, avenue Marie-Thérèse L-2132 Luxembourg
Luxembourg
www.brouxelrabia.lu

NEW MEMBERS ACADEMIC

Thomas Fortier

Thomas Fortier - MBA Candidate
George Washington University
8, rue des Pres L-5331 - Moutfort - Luxembourg

NEW MEMBERS ENTREPRENEURIAL MICRO-COMPANY

Etude Sadler

Noémie Sadler - Founder
9, avenue de la Gare L-1611 Luxembourg - Luxembourg
www.etudesadler.lu

Luxembourg School of Contemporary Etiquette

Angela Domasova - Founder & Trainer
9-11, rue Louvigny L-1946 Luxembourg Luxembourg
www.luxetiquette.lu

NBS People Consulting S.à.r.l.-S

Andres Moll - Chief Executive Officer
25a, boulevard Royal L-2449 Luxembourg Luxembourg
www.nbspeople.com

FREE NEWCOMERS' ORIENTATION COURSES

In addition to the courses specially organized for the displaced Ukrainian people, the American Chamber of Commerce in Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), will organize free of charge 6 hours long Newcomers' Orientation Courses.

Due to the funding specifics, these course offerings in English and Portuguese are targeted for attendance by non-EU citizens, legally residing in Luxembourg (holders of a temporary or long-term residence permit) for less than 18 months.

Sign up information can be found on the AMCHAM website in the Events section: <http://www.amcham.lu/events/>

Topics covered on the course: Bureaucracy, your local commune, working life, day to day living, tax card, renting, utilities, phone and internet, TV, radio and the press, history, geography, politics, insurance, vehicles, driving and transportation, education, music tuition, health scheme, child allowance, culture, etiquette and customs, leisure and entertainment, shopping, expat organizations, sports, music, cycling, recycling, integration.

The courses will take place at the Chamber of Commerce of Luxembourg and we thank them for their partnership.

If you know of someone who is eligible and interested in attending, please refer them to the AMCHAM website for registration.



TYPES OF MEMBERSHIP

CHARTERED MEMBERSHIP

Chartered Members constitute a special privileged business group. They are recognized as the Luxembourg and the Greater Region's business community leaders (no matter their size) who are dedicated to making a substantial commitment to the interests and welfare of the Luxembourg business community. Chartered Members receive special recognition with:

A directorship on the Board of Directors, the company name displayed in AMCHAM's media packets;

Being eligible to participate in the Special Purpose Committees (ABAL, Audit & Compliance, Corporate services, Diversity, Education, Executive Advisors, Financial Services, Fintech, HR, Insurance, IT, Legal, Marketing, New Business & Entrepreneurship, Real Estate, Seniors, Tax, Tools4Lux, Young Professionals) that engage in advocacy on issues that may affect the specific business and social environment of the company

Benefit from proprietary information as well as access to exclusive events, briefings and meetings with prominent representatives of American, European and international bodies and institutions;

½ page recognition in AMCHAM's Newsletter as a new member (one time only);

Optional ½ page free ad in AMCHAM's Newsletter (one time only);

Free entry to all AMCHAM events (with the exception of paid lunches or dinners).

An initial capitalization fee of EUR 2,500 is required via three annual installments of EUR 2,500 during each of the first 3 years, thereby confirming the firm's extensive commitment to community service and support. This will be followed starting the 4th year by an annual fee of EUR 1,100.

CORPORATE MEMBERSHIP

Corporate Members are the backbone of AMCHAM Luxembourg. They are recognized as the significant and active participants in the Luxembourg and the Greater Region's business community. Businesses with 11+ employees benefit from the support and networking activities of AMCHAM through:

Being eligible to participate in the Special Purpose Committees (ABAL, Audit & Compliance, Corporate Services, Diversity, Education, Executive Advisors, Financial Services, Fintech, HR, Insurance, IT, Legal, Marketing, New Business & Entrepreneurship,

Real Estate, Seniors, Tax, Tools4Lux, Young Professionals) that engage in advocacy on issues that may affect the specific business and social environment of the company;

¼ page recognition (with logo) in AMCHAM's Newsletter as a new member (one time only);

Free participation in all AMCHAM events (with the exception of paid lunches or dinners) for all employees.

Annual fee is EUR 850.

SMALL BUSINESS MEMBERSHIP

Small Business Members have the same basic rights as Corporate Members. The Small Business Members are start-ups or small independent businesses with 10 or fewer employees. Generally Small Businesses grow into full Corporate Membership as their business activities expand over time. The benefits are:

Free entry to all AMCHAM events (with the exception of paid lunches or dinners) for all employees;

Name recognition in AMCHAM's Newsletter as a new member (one time only)

Annual fee is EUR 425.

ENTREPRENEURIAL MICRO-COMPANY MEMBERSHIP

Companies with 3 employees or fewer which have been in existence for less than 5 years, are stand-alone organizations and not subsidiaries of larger entities. Application requires proof of existence via the published Memorial announcement. This type of membership is offered by AMCHAM to encourage entrepreneurship and to help/support all such companies during the first 5 years after their creation has been published in the Luxembourg Memorial. Micro-companies enjoy all the rights and benefits of AMCHAM membership except the right to vote:

Free entry to all AMCHAM events (with the exception of paid lunches or dinners) for all employees;

Name recognition in AMCHAM's Newsletter as a new member (one time only).

Annual fee is EUR 100.

Academic, Government, EU or Senior Membership

Academic, Government, EU or Senior Membership category includes individuals who are either:

Students, Professors or researchers actively affiliated to an Academic Institution

GOVERNMENT, EU INSTITUTIONS EMPLOYEES OR OFFICIALS

Individuals who are at least 60 years of age and not engaged in full-time employment

Academic, Government, EU and Senior members enjoy all the rights and benefits of AMCHAM membership except the right to vote.

Annual fee is EUR 100.

CAROLINE'S SUMMER TIPS FOR THE BEST EVER LIMONCELLO



Limoncello is a classic Italian liqueur which I have learnt to appreciate as a cold digestive over my holiday time in Italy . It reminds me of the Summer sunny days and I would like to close this issue by sharing my special recipe with the Amcham members . It's quite an authentic recipe easy to prepare. It's also rather strong and not so sweet, so be careful! Hope you'll enjoy it!



Ingredients**Doses for about 2 liters of Limoncello**

- 12 big organic lemons
- 1 liter (4 cups) of pure alcohol (95%-98%)
- 500 g of granulated sugar
- 1 liter (4 cups) of water

Directions

- **Step 1** Wash the lemons and Peel them taking care to remove only the zest (yellow part),
- **Step 2** Place the lemon zest in a large airtight glass jar , then pour the alcohol and let them infuse for 2 -3 weeks in a cool place out of direct sunlight.. Shake the jar everyday to make sure all ingredients are mixed.
- **Step 3** After the infusion time, make the syrup by

putting the water and sugar in a saucepan and, over low heat, bring to a boil. Stir constantly until the sugar is completely melted and leave it to cool down

- **Step 4** Now filter the liquid with a sieve and remove the lemon zest and once the syrup is cold, add it to the infusion of alcohol and lemon zest and mix well.
- Pour the mixed infusion into glass bottles with hermetic closure or cork stopper and store the bottles in a cool, dark place for at least one week.
- Place it in the freezer and serve it cold after a meal

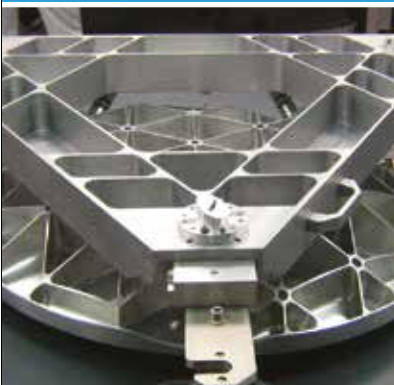
We'll invite other members to share their secret recipes with us ! Write to info@amcham.lu with your photo and we'll select the best recipe for the next issue of Connexion "Wine & Dine"

Caroline Mühlfenzl



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We ensure that everyone in our community becomes inspired, resilient and passionate about achieving what matters, anywhere in the world.