

July 2021 | Issue 6

QUARTERLY NEWSLETTER

ABSL LATVIA OFFICIAL NEWSLETTER

MESSAGE FROM THE EXECUTIVE DIRECTOR

BY MONTA GEIDANE

Let's start with some good news - on April 18 the association celebrated its 2-nd anniversary, a lot of goals achieved, and many more to come in this and upcoming years. Even though we are considered to be a relatively young establishment, ABSL Latvia is ambitious enough to strive only for the best results and to be a strong ambassador of the Business Services industry in Latvia.

While we are already in the middle of the year enjoying vacations, sunlight, wonderful time at the seaside, or anything else that helps us to regain the energy reserves, for the industry association, it is a period full of changes, since ABSL Latvia's Chairperson of the Board Fredis Bikovs announced his plans about stepping down from Chair and Board positions due to personal career commitments. It's not even possible to express in words the gratitude for the time that Fredis has been with us actively working to promote and develop the industry in Latvia. He was one of the first and the most active partners to establish the industry association and make it a worthwhile NGO providing the needed assistance to the whole industry.



WHAT'S INSIDE THIS ISSUE:

As always within this newsletter, we will guide you through all our 5 responsibilities or so-called main pillars that we focus on, to give you an update on what has been achieved during the 2nd quarter of 2021.

Nevertheless, the world is moving forward and ABSL Latvia Board has already officially elected Aļesja Kircenko (Deputy Head at SEB Global Services in Riga) as the new Chairperson of the Board. Aļesja is managing one of the largest Business centers here in Riga and her professional experience and knowledge will be a huge benefit to ABSL Latvia.

Meanwhile, we as an association need to think of the 7th Board member election, since according to revised statutes ABSL Latvia has to have 7 Board members. All association's members and strategic partners will be given a chance to select a candidate from their organizations and afterward we will organize online voting to re-elect the 7th board member. As it's well-known, all board members have the chance to directly impact the way how the association works, since we hold monthly Board meetings to discuss the progress and things that should be done in the upcoming months.



Monta Geidane,
Executive Director, ABSL Latvia



Released Latvia's Business Services Report 2021

ABSL Latvia released the 2nd Business Services Report. Even though we released it a month later than planned initially, the information collected and summarized is valuable for every industry member giving information on growth tendencies, future development plans, speed of RPA implementation, the impact of Covid on operations, etc. We highly recommend using the provided data wisely. The report helps you to have data-based discussions with your group companies or even headquarters to convince them about your business center's readiness to overtake a new business support function or serve a new geographical region. By the way, the data summarized leads to the conclusion that Latvia offers excellent potential for expansion projects – almost 80% of all responding companies have plans to expand operations in Latvia in 2021. Besides, sometimes the favorable decision has been made thanks to the pandemic which allowed us to show our resilience and readiness to ensure business continuity.

To deliver the printed version of Latvia Business Services Report 2021 to all our members and industry organizations that participated in the survey, ABSL Latvia prepared Present bags. The association brought the presents to the doorstep of every member company and other non-members that took part in the survey, thus allowing us to have more precise conclusions derived from the collected data.



Even though this year we had 23 respondents participating in the survey, we hope that with every year, we will have a growing number of responding companies. Having a more significant number of respondents would allow us to develop even more precise data and conclusions about the industry in Latvia. Besides, we consider the option to grant access to complete report data only to those companies that participate in the survey. In this case, for others, we would provide only generic data. Other ABSL countries are using such practice to attract a growing number of respondents. The main goal is to minimize the list of companies benefiting only from summarized data based on answers given by others, which is not considered to be fair rules for everyone.

2021 was the first year when the industry association took the initiative and organized a report presentation. By joining the live streaming of the Report presentation, attendees could get focused information on all the chapters included in the recently released report. Findings from industry survey, changes in salary levels, employee training initiatives, office market, AI-powered language technologies, and a brief overview on what has changed in the site selection process after the pandemic were those topics that we discussed in detail during the report presentation. The report presentation event was streamed on the ABSL Facebook account - the recording is still available there.

Feel free to download Latvia's Business Services Reports on ABSL Latvia homepage – www.absl.lv.

Strong Knowledge-Sharing Communities

Building a knowledge-sharing platform for the industry is a crucial and responsible task. ABSL countries use different approaches to sort the audience for every single webinar. ABSL Latvia has decided to divide all the webinars into thematic clubs – currently, we have had at least one webinar under the following thematic clubs – HR (the most active one), Finance, Procurement, Customer Service, and Executive. The hidden purpose is that someone from the industry partly takes over building every thematic knowledge-sharing platform (HR, Customer Service, IT, etc.). Industry professionals are the ones who know much better what is needed to be discussed among peers. In such scenario, ABSL Latvia would only take care of announcing the event, preparing all the visuals, inviting experts, inviting all the participants. Still, the enthusiast or ambassador of every thematic group would define the topic and help to decide the proper format of every webinar - workshops, case studies, discussions, questionnaires, expert presentations, or anything else. The thematic club ambassador should be an active member showing a great example to the rest of the community. If you feel that you have all the capacity and willingness to become an ambassador of any thematic club, please contact the association.

It is essential to understand that there is no such knowledge-sharing club that could exist without the proactive willingness coming from the industry to learn and inspire from each other. . ABSL kindly recommends every organization to be an active partner by encouraging your employees to get involved in building strong knowledge-sharing clubs.

Our proven capacity is to organize at least one webinar per month. Nevertheless, we are trying our best to have the most valuable webinars. Still, it happens if the participants are open to share their experiences, interact with others, and are ready to participate as panelists in our discussions.



Within the second quarter of 2021, we organized five webinars. Please find in the upcoming paragraphs detailed information about each of them.



REMOTE WORK

TAX AND LEGAL ASPECTS



Aija Klavinska
Senior Tax Manager
Deloitte Latvia



Ivita Samlaja
Associate Partner
Deloitte Latvia

Deloitte.

April 15, 10-11 AM
MS Teams

ABSL Latvia in cooperation with its strategic partner Deloitte organized HR & FINANCE CLUB webinar "Remote Work – Tax and Legal Aspects" on April 15.

During the webinar Deloitte experts Ivita Samlaja and Aija Klavinska talked on the following topics:

- Which legal issues should be solved when employees are working from home, their yard, or even another country?
- How organizations should tax the payments made to employees to cover their costs while working remotely?
- How untracked and uncontrolled mobility of employees affects tax position?

Many thanks to Deloitte experts (Aija Klavinska and Ivita Samlaja) for answering all the questions related to remote work - work safety, GDPR issues, reimbursement of costs, the change of employee's residence, and how it affects tax position.

Team building activities, staff wellbeing and TAXATION

Deloitte Expert:
Aija Klavinska

May 6, 2021, 10-11 AM
Online webinar
via MS Teams



Within the 2nd quarter of 2021, ABSL Latvia in cooperation with its strategic partner Deloitte organized HR & FINANCE Club webinar "Team building activities, staff wellbeing, and TAXATION" on May 6, 10:00-11:00 AM, MS Teams platform.

During the webinar Deloitte Tax expert Aija Klavinska explained how to evaluate the nature as well as the purpose of spendings associated with employee wellbeing in order to define how such costs should be taxed correctly.

ABSL Latvia launches Executive Club

MAY 14, 2-3 PM, MS TEAMS PLATFORM

Presentation by The Hackett Group
"Top 10 GBS priorities in 2021"

Interactive discussion among Top-level managers of Business Services centers in Latvia on challenges faced by industry



Apply by writing to monta.geidane@abs.lv

During the 2nd quarter of 2021 ABSL Latvia finally launched the Executive Club providing an opportunity for Top leaders to get to know each other better, raise certain topics important for the whole sector and discuss them within the community of highly experienced and knowledgeable managers.

The absolute goal behind launching the Executive Club is to build a highly collaborative platform for Top leaders allowing them to share experiences, exchange opinions, learn and inspire from each other, get trustful advice, recommendations, etc.

Many thanks also to The Hackett Institute and especially Sabine McGuin, DGBS for opening the webinar with an insightful presentation "Top 10 priorities in the GBS sector in 2021".

ABSL Latvia HR Club webinar

in collaboration with "Vesels birojs"

Physical And Mental Wellbeing At Work



*Laima Buša
(Founder of
"Vesels birojs")*



*Elīna Zelčāne
(Gestalt therapist,
lector, author
of books)*



**Thursday, June 17
10:00-11:30 AM
MS Teams**

Panel discussion with industry members



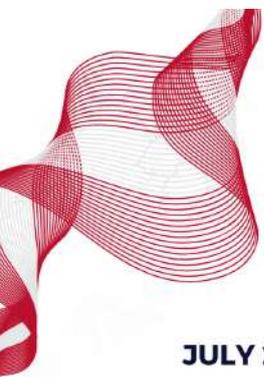
ABSL Latvia in collaboration with "Vesels Birojs" organized a webinar "Physical And Mental Wellbeing At Work" on June 17.

The invited experts:

- Laima Buša – founder of "Vesels Birojs", work environment consultant, a certified work-safety specialist with more than 10 years of experience in this area, a practitioner of Genos emotional intelligence;
- Elīna Zelčāne - Gestalt therapist, lector, author of books. Elina holds a master's degree in philosophy and currently studying PhD in Psychology. She has practiced gestalt therapy in her work with clients for already 10 years. Elina gives lectures, publishes articles to share her knowledge in psychology.

During the webinar, experts answered following questions:

- What are the "red flags" that should be noticed by all means? Data from recent studies carried out in Latvia and other countries.
- What kind of activities can improve employee's wellbeing: what works and what doesn't?
- Practical recommendations to strengthen the overall wellbeing of employees.



**BUSINESS SERVICES
SECTOR IN LATVIA 2021
REPORT PRESENTATION**

JULY 2 | 2-3:30 PM



Monta Geidāne
ABSL Latvia



Lelde Kalniņa
Fontes Latvia



Zane Čulkstēna
ERDA



Ēriks Bergmans
Colliers



Rubén Martínez
TILDE



Elīna Putniņa
Deloitte Latvia

Latvia's Business Services Report 2021 Presentation

ABSL Latvia in collaboration with Investment and Development Agency of Latvia has released Business Services Report 2021 covering questions around the growth of industry, speed of RPA implementation, pandemic impact on future development plans, salary levels, etc. On July 2 ABSL Latvia organized a Report Presentation event to keep all its members and other stakeholders informed on how the industry is changing, growing and what are the most important trends characterizing the industry in 2021.

AGENDA:

- ABSL Latvia, Monta Geidane (Findings From the Annual Business Services Survey)
- Fontes Latvia, Lelde Kalniņa (Pay and Benefits Change)
- ERDA, Zane Čulkstēna (Employee Upskilling & Reskilling Efforts)
- Tilde, Rubén Martínez (AI-Powered Language Technologies)
- Colliers, Ēriks Bergmans (Office Market)
- Deloitte, Elīna Putniņa (Trends in Site Selection 2021)



"Latvia's Business Services Report 2021 is an incredibly useful tool providing all the necessary answers on how the business services as a separate industry are evolving in Latvia, what is the speed of RPA project implementation, what are employee turnover rates, salaries, and many more questions covered that can help you to transform your organization, by realizing what can be improved and what others are doing differently."

Monta Geidane, Executive Director, ABSL Latvia



"Multilingual communication (involving more than one language) forms the basis of every Business Services Centre operation; however, the language barrier often hinders growth and development. With recent AI advances, language technology solutions such as machine translation and virtual assistants have rapidly become a huge asset to businesses striving to become more effective and efficient while keeping the costs low."

Ruben Martinez, Client Manager, Tilde



"A global experiment of remote working is reshaping organizations strategy towards the workplace environment and office function is under transformation. The rise of green-thinking from office developers will set a new standard of quality. Those trends will inter-connect at some point and will set a stage of relations between office owners and occupiers for years to come."

Ēriks Bergmans,
Colliers partner, Head of Agency



"Competitiveness of the company's workforce will depend on the company's ability to transform its workforce in light of machines overtaking repetitive tasks. However, what is the best strategy for investing in human capital in order to get the biggest returns? Insights from research about skill-building efforts in Latvian export companies will reveal the main action points that should be taken in order to prepare the workforce for the future."

Zane Čulkstēna, Founder of ERDA



Even though the webinar format is the most frequently used format ensuring the possibility to exchange opinions and invite experienced professionals, it's also possible to hold informal calls. Such format slightly differs since we do not publicly announce the event and avoid inviting experts outside our community. Instead, those calls are always initiated by someone from the industry who wants to solve one quite specific question with the help of industry professionals. In those cases, we usually invite all industry professionals to whom it might be interesting. We strictly require that every participant is getting involved in the discussion by revealing how one or another specific question is being solved within their organizations. An informal call is a focused, knowledge exchange format, allowing to get the needed answers, interact with peers from other organizations and even build closer contacts with same-level experts representing other Business centers in Riga.



For example, within the 2nd quarter of 2021, we organized two informal knowledge exchange calls:

29.04 Call with a topic raised “Short-term employment, business cyclically, employee rent” initiated by Cabot Latvia

11.06 “Invoices in USA dollars – currency-exchange risk” initiated by Atea Global Services

Both calls were highly interactive and valuable for all participants. If your company is willing to discuss one or another question with your counterparts from the industry, let us know. ABSL Latvia has received signals that informal calls should be organized about the following topics – changing office environment (activity-based offices), new learning methods during remote work, employment, and remuneration during national holidays to ensure business continuity.

Cooperation with Universities

Although Summer is the quiet season for students, we are getting prepared for the new study year starting from September 2021. ABSL Latvia will continue its initiative to organize guest lectures given by industry professionals in higher education institutions based in Latvia. At the beginning of August, ABSL Latvia will announce already the third call for industry professionals, welcoming them to join our club of guest lecturers. ABSL Latvia will update the guest lecturer's portfolio, including every lecture, providing all information about every lecture and every professional willing to give a lecture.



All the guest lectures are grouped under the following study courses – Finance, HR, Procurement, Customer Service, Business Strategy, Logistics, IT, Project management. Industry professionals are welcome to join the voluntary initiative, which will help us to boost the industry's recognition among last year's students. In 2020 and 2021, ABSL Latvia member companies held 34 guest lectures in universities such as RISEBA, BA School of Business and Finance, Riga Technical University, University of Latvia. We truly believe that in 2021 we will get even higher interest from higher education institutions to invite our industry professionals.

Raising Awareness of the Industry

Building awareness of the industry is all about consistently getting heard and being seen in the media, conferences, events to ensure that a growing number of people clearly understand all the benefits that industry brings to our economy and people living in Latvia. The Global Business Services industry provides excellent career growth opportunities in an international environment without leaving the country. Still, there are not that many people who are aware of that.

In this particular chapter, you will find all the activities carried out by ABSL Latvia within the 2nd quarter of 2021 to raise the overall awareness of the industry.



Warm congratulations to DNB Bank ASA for winning the category “Business Services Firm Latvia”. Moreover, we are incredibly proud of Riga for getting the award “Most Dynamically Developing City - CEE”. This was a thought competition between Vilnius and Riga, and we are honored to receive such award. A warm recommendation to all GBS community out there to not underestimate the importance of such award. This is another opportunity for you to praise Latvia as a thriving location for expanding operations when having discussions with group companies, especially headquarters.

CEE Business Services Awards (April, 2021)

Within the last quarter, ABSL Latvia took an active part in “CEE Business Services Awards 2021” organized by BiznesPolska. ABSL Latvia Executive Director Monta Geidane participated as one of the jury members responsible for evaluating all the submitted nominations and choose a winner in every category. ABSL Latvia thanks every business center from Latvia that submitted their nomination, thus helping to raise the awareness of Latvia at the international level.

Looking forward, ABSL Latvia plans to carefully work with every member planning to apply in this particular awarding event since the nomination evaluation process differs from the overall assumptions on how the jury makes their decisions. Nominations need to stress unique things that companies have done, something eye-catching, making the nomination easy to promote and tell about it during the jury dinner. Please be aware that due to a high number of different kind of categories and all the submitted applications, the extent that jury member has to read and analyze is enormous. Therefore, in some cases, jury members make their decision based on numbers - new jobs created, money invested, money donated, RPA project implemented.

Companies from all over Europe participate in this event, which means that we need to compete with companies that, in some cases, have reached more visible results when looking only at the numbers. Still, it does not automatically mean that companies from Latvia do not deserve to win the awards. If you cannot compete with achievements easily readable in impressive numbers, you can attract the jury's attention with your creativeness and ways of doing things differently. To give you a perception of the amount of information every jury member has to go carefully through – it is an A4 sized catalog with 80 pages. Besides, submitted nominations are written in small print.

This information is provided here to give you an inside/backstage impression of jury work, thus helping you to imagine how hard it is to pick the winner in every category and what should be done to attract jury members' attention next years.

HR Week - upcoming event (August 20-21, 2021)

After discussions with HR week organizers, we are given a chance to include a separate ABSL panel discussion in HR week planned to be held on 20-21 October. The topic that we will discuss is "Diversity – humanity and accepting people as they are". The chosen panelists from our members will represent the following companies – DNB Bank ASA, SEB Global Services, Cabot Latvia, and Cognizant Latvia. ABSL Latvia also encouraged it's members to participate with separate 15 minutes presentations choosing one of the topics provided by conference organizers. Let's be active and always use the opportunities to speak publicly, it's another chance to make people understand what the industry is all about.

#HR
Nedēļa
Latvija



SANDRA SILINIECE
COGNIZANT LATVIJA personāla vadītāja



RASA GICĒVIČA
CABOT LATVIA globālo talantu vadības programmu vadītāja



JEĻENA NIŽŅNIKA
SEB GLOBAL SERVICES personālvadības konsultante



ALISE DRAVIŅA
DNB Bank ASA Latvijas filiāle, dažādības un iekļaušanas alianses vadītāja



ZANDA ARŅAVA
ACCENTURE Talantu studijas vadītāja Baltijā

ABSL I HOA Discussion (May, 2021)



ABSL | HOA Presidents' Panel

Save the date May 20, 2021 3.30 PM

Duration: 120 minutes
Venue: Online, Zoom platform

Members of the Panel: Heads of ABSL Poland, ABSL Romania, ABSL Czech Republic, ABSL Balkans, ABSL Baltics, ABSL Albania, and Hungarian Services and Outsourcing Organisation (HOA).

Specific outlook of the Business Services Sector in the CEE region today. Country introductions with a specific focus on competitive advantages | Open talent economy and its benefits for the growth of the sector | Remote/cross border hiring – labour legal aspects and practices | Will the location be important? | Local reskilling and upskilling practices and plans | Best practices for increasing sector awareness | New sources of talent within the countries.

Our former Chairperson of the Board, Fredis Bikovs participated in a high-level discussion organized by ABSL Poland and Hungarian Services and Outsourcing Organization (HOA). During the online discussion representatives from every ABSL country spoke about the changes in the industry and future plans. Fredis Bikovs represented Latvia and talked on behalf of the whole industry.

Publicity on media, printed media

During the 2nd quarter of 2021, ABSL Latvia got three publications in media.

The first one was an opinion article by ABSL Executive Director Monta about how remote work affects work and private life balance in Global Business Service centers and what organizations do to make the situation better. The opinion article also included comments given by Allnex and TietoEVRY. The article got published on ir.lv. ABSL reminds all its members to inform the association if there is a topic that your organization would like to raise in media with the help of the association.

Another press release was published on db.lv and delfi.lv about ABSL Latvia initiative to encourage Latvia's Prime minister K.Karins to review the existing human capital qualification and re-qualification policy. In addition to that, we also got a separate interview published in Dienas Business printed journal released on monthly basis, where ABSL Latvia former Chairperson of the Board Fredis Bikovs step-by-step explained why Business Services association, in cooperation with FICIL and other strong NGOs, has come up with recommendation letter addressed to K.Karins, what are the things that should be changed and what are the possible solutions to improve the overall situation in our country.

The screenshot shows the top navigation bar of ir.lv with categories like COVID-19, AKTUĀLI, VIEDOKĻI, INTERVIJAS, ŽURNĀLI, CEĻDĀJUMI, DARBĪNĪBAS, NOMETNES, IR SVARĪGĀKAIS VEIKALS, and AĢONĒT. The article title is "Kā attālinātais darbs ietekmē darbu un privātās dzīves līdzsvaru" by Monta Geidāne, ABSL Latvia izpilddirektore, published on 27. aprīlis, 2021. 7:00. The article text begins with "Ilgstošā pandēmija radinājusi biroja darbiniekus mēnešiem strādāt attālmāti. Klātienē darba traucējoši apstākļi kādam ilkkas laukiem ilgā nokļūšana uz biroju vai".

The screenshot shows a news article titled "Aicina Kariņu pārskatīt valsts īstenoto cilvēkkapitāla attīstības politiku" by Džeivis, 10.05.2021. It features a photo of Fredis Bikovs, ABSL Latvia valdes priekšsēdētājs. The article discusses the initiative to encourage the Prime Minister to review the human capital qualification and re-qualification policy.

The screenshot shows a magazine article titled "Cilvēkkapitāla atpazīcība ik gadu pieaug" (Human capital recognition increases every year). The article discusses the initiative to encourage the Prime Minister to review the human capital qualification and re-qualification policy. It features a photo of Fredis Bikovs and a quote: "Latvijā ir aptuveni 50-60 tūkstoši dāktāvēs pabalstu saņēmēju. Mūsuprāt, ir diezgan nāvi iedomāties, ka visi šie cilvēki aizvērsies darbā jād ar Covid krīzes beigām."

Advocating For The Needs Of Industry

Advocating the needs of the industry as a separate responsibility includes different sub-tasks. One of them is work with European Regional Development Funding (ERDF) program "Support for employee training needs". The association reminds all its members and GBS community to use the given support; otherwise, it might be the case that Central Financing and Contracting Agency (CFLA) decides (which is their legal right) to minimize the allocated financial resources under this particular support program for our industry, assuming that it is not necessary if not used to the extent and level required initially.



Official Recommendation Letter Addressed to Prime Minister of Latvia K.Karins

For the purpose to raise one of the most significant questions in the Business Services industry - availability of skilled talent - the association prepared an official recommendation letter to Latvia's prime minister Krisjanis Karins with the encouragement to review the existing human capital qualification and re-qualification policies run by Latvia. The letter was prepared in cooperation with the Foreign Investor's Council in Latvia and other strong and well-known non-governmental organizations. The American Chamber of Commerce, the Norwegian Chamber of Commerce, the Swedish Chamber of Commerce, the Association of Exporters, Startup association - all of them put their names under the letter, thus showing their support. Moreover, about 20 large exporting companies, almost half of them represented by Business Service centers, also put their names under the letter joining the call for immediate action.

You can find all the necessary information about ERDF program on the ABSL Latvia homepage. Please note that during the second quarter of 2021, ABSL Latvia has signed one additional contract with KIC, meaning that all association's members and non-members (representing the industry) have a chance to receive KIC training services immediately without the need to spend time on the procurement process since it's already done.



The main call in this official recommendation letter is to organize a council meeting under K.Karins leadership and discuss the people qualification questions with all the responsible ministries and institutions. The reason why ABSL Latvia is raising those questions is the industry's growing challenges to attract the talent with the needed skills and competencies. Meanwhile, the government of Latvia spends large amounts of financial resources and also EU money to organize training under the State Education Development Agency of Latvia (VIAA) called "Life-long education program". This particular approach is not considered to be the most efficient solution, since in most of the cases, the training providers are comparably small centers that have passed the official accreditation process and thus own all the rights to provide their courses under this support program. Besides, people don't have any possibility to get feedback from one or another program to make a decision based on the quality of program and future opportunities after graduating it. When it comes down to the needs of the Business Services industry, which consistently creates well-paid jobs, it's a pity to say that none of those companies would choose the same training centers for their employees that are mainly represented in life-long education program coordinated by VIAA.

Other News

Investment and Development Agency of Latvia Releases Relocation Guide

Around 8% of all talent employed by the Global Business Services industry in Latvia are foreigners - high-level professionals from countries like Ukraine, Russia, Belarus, India, etc. HR teams working with relocation projects receive many questions from foreigners about life in Latvia, culture, cost of living to help them make their final decision about moving to Latvia and taking the job offer in Riga or any other city of Latvia.

Investment and Development Agency of Latvia has just released a Relocation guide - an informative material answering all the possible questions around life in Latvia.

You can download the Relocation guide here:

<https://bit.ly/3eJlei7>

Feel free to share it with all your foreign employees, friends, and the ones who still are on their way to decide about moving to Latvia.



Aļesja Kirčenko (Deputy Head at SEB Global Services Riga) elected as ABSL Latvia Chairperon of the Board



ABSL Latvia Board has officially elected Alesja Kircenko (Deputy Head at SEB Global Services in Riga) as the new Chairperson of the Board.

"I am honoured by ABSL's decision to choose me as the new chairperson. Even before the association was founded, I was actively advocating for the best interests of our industry, especially the necessary improvements in immigration process and availability of qualified workforce. In my new capacity I will continue to work on the things that we have started, and I have a lot of trust in ABSL's future plans for developing our industry. Currently the average salary has exceeded 2000 euros before tax, highlighting the growing contribution to Latvia's economy by the global business services industry. Therefore we expect much more targeted action by the state and municipal institutions to promote the development of our sector, attract new investments and facilitate the creation of new, well-paid jobs that create high added-value," says Aļesja Kirčenko, the new chairperson of ABSL Latvia and deputy head of SEB Global Services in Riga.

Read the full article here <https://bit.ly/3rym87b>