



EUROPEAN FORUM FOR NEW IDEAS

Sopot | 2011

IDEAS FOR
EUROPE.
BUSINESS
PERSPECTIVE

REPORT

*"Europe is not a gift given to us.
Europe is a task set out for us.
We need to leave Europe to next generations
a place were we would like to live ourselves"*

Prof. Jerzy Buzek

President of the European Parliament
Chairman, EFNI Programme Council

HONORARY PATRONAGE

Bronisław Komorowski

President of the Republic of Poland

PREZYDENT.PL

Herman van Rompuy

President of the European Council



Jerzy Buzek

President of the European Parliament



Polish Presidency in the Council
of the European Union 2011



MESSAGE FROM THE ORGANIZERS

After the First Forum

The emotions after the first European Forum for New Ideas slowly subsided. We are in the process of summing up and evaluating the event to assess to what extent we attained our goals.

During the Forum, we hosted the representatives of the highest authorities of Poland and the European Union, and leaders of the Polish and European business. The number of participants was far greater than expected. The panellists, including the most prominent intellectuals, attended and actively participated in the debates. Sopot proved to be an excellent venue for the European Forum for New Ideas, and last but not least, the weather was very gracious.

On the last day of the Forum, the Sopot Declaration was announced. The Declaration articulates the strong support of the European business community to the common Europe and further integration of the continent. The detailed recommendations on the key issues of the European economy will be promptly presented to the EU authorities and the governments of the member states.

At the time when invitations were sent out to the participants of the European Forum for New Ideas in 2011, we did not have precise plans regarding the future editions of the Forum. We wanted to find out from the participants, partners and panellists about the opinions and the final decision was to be made after the evaluation of the Forum. Prior to that and already during the course of the event, we received first congratulations. More followed in mail, e-mails and during personal encounters after the event. It was a great joy and satisfaction for all of us.

All these spontaneous words of appreciation, as well as the results of an anonymous evaluation questionnaire, made us believe that we should organize the second edition of the European Forum for New Ideas.

Let us meet in Sopot again, from 26 through 28 September 2012.

Looking forward to seeing you in Sopot next year.




Henryka Bochniarz

President, Polish Confederation
of Private Employers Lewiatan




Jerzy Buzek

Chairman, EFNI
Programme Council

EFNI IN THE EYES OF THE PARTICIPANTS



Arvind Bali, Director, Videocon Telecommunications, Ltd., India: I wanted to thank for the opportunity to serve as a panelist at the European Forum. You managed to gather a wide range of speakers from all arenas. It was a collective effort and thoughts that brought all the participants closer to important issues. The Forum should not be a single event, but a starting point for the work that must be continued over a period of time.

Prof. Claudia Zeisberger, INSEAD, Singapore/France: Congratulations on a wonderful conference and thank you for inviting me to be a part of it. I enjoyed the panel as well as the wonderful location. Certainly Europe at its best! I look forward to staying in touch.

Andrzej Klesyk, Chief Executive Officer, PZU S.A., Poland: Not accidentally, the EFNI took place in TriCity – to show that the idea of a community of interests and solidarity, which was born in Poland, is especially close to us in a global context. I hope that the European Forum for New Ideas has initiated a new dialogue between the government leaders and the world of business in a similar way as the events from twenty years ago opened a new chapter in the history of Central and Eastern Europe.



Andrzej Jonas, Editor-in-Chief, The Warsaw Voice, Poland: It was a truly superb meeting. Intellectually stimulating, socially highly elegant, politically neutral. One had a sense of participating in an important event, being at the right place at the right time. Excellent setting, organization – from a participant's view – beyond reproach. (...) The overheard opinions sounded similarly. I understand one should already start booking a place for the next year. Or am I already late?



Jacek Krawiec, President & Chief Operating Officer, PKN ORLEN S.A., Poland: Not only Europe, but practically, all globalized world needs a new economic order. This is certain. The doubts refer to the shape it should have and what tools should be used to introduce it. In this context, the meetings, like the EFNI, are even more important since many outstanding personalities, who – in their diagnoses and recommendations – are able to reach much further than a few-year perspective, attended the event.

Dr. Mirosław Kachniewski, President, Polish Association of Listed Companies, Poland: The Forum was a large-scale event. The presence of outstanding personalities created an occasion to exchange ideas and experiences on the highest level of content. I think that such initiatives as the EFNI will allow business and political forces to unite in order to defend Europe's competitiveness.

EFNI IN THE EYES OF THE PARTICIPANTS



Maciej Witucki, President, TP Group, Poland: It happens rarely in Poland that one can participate in the exchange of ideas and thoughts among the most renowned and famous representatives of the world public debate. This year's EFNI met the need of a debate on the current problems and ideas how to solve them in the near future. A respectable group of Nobel Prize laureates, intellectuals, politicians and representatives of business met in Sopot and achieved this goal. I wish it continued.



Halina Frańczak, Director of Markets Poland and the Baltic Cluster Deloitte Advisory Sp. z o. o., Poland: Thank you for cooperation and congratulations on a successful undertaking. 'Yes, we can!' does not lose its value – it gains a new dimension.



Michał Boni, Minister – Member of the Council of Ministers, Poland: It was an exceptional meeting of intellectuals, economic experts, Nobel Prize laureates, politicians and businessmen. The organizers have chosen a very interesting subject: what can Europe and Poland do to improve their chances for development? The recommendations that emerged at the end of the Forum go far beyond the level that politicians would be ready to accept. They actually indicate the need of federal Europe. I do not know, if completely integrated on the budgetary side but definitely fiscally and governing their economies in a uniform way.

Prof. Mariá Kadlečíková, former Deputy Prime Minister of Slovakia; former FAO Director for Europe and Central and Eastern Europe, Slovakia: Let me thank you for the invitation to participate in the European Forum for New Ideas. I wish to congratulate the organizers and, especially, President Bochniarz for excellent performance. You managed to gather so many renowned personalities. Moreover, I must highlight that from the logistical and technical points of view, everything was organized with supreme professionalism. I was impressed with the content of the debates and with technological effects, as well as with cultural events.



Staffan Nilsson, President, European Economic and Social Committee (EESC): I was impressed with the statements and comments of the invited panellists, and the topics discussed were very interesting. Thanks to that, I was able to broaden my knowledge on the situation of enterprises in Europe and draw a few important conclusions that might be useful in the work of the European Economic and Social Committee which I am representing. I would like to congratulate the hosts on the impeccable organization of the three-day debates and meetings and for a warm welcome. We were taken care of in a highly professional – but at the same time – very friendly way. Thank you for your wonderful hospitality.

THE SOPOT DECLARATION, 30.09.2011

Europe, it is high time for action

TOGETHER WE HAVE AN OPPORTUNITY TO CREATE THE EUROPE OF OUR DREAMS AND CAPABILITIES.

We have a chance to build Europe based on solidarity and enhanced integration. The European Union, which was created to avoid conflicts, has changed the face of the continent and become an inspiring project for several European generations. We firmly believe, and we want to persuade everyone, that none of the European countries is able to live up to challenges of the contemporary world alone. Changes and challenges, which unfold today, must become the source of our success.

THE GREAT PROJECT OF COMMON EUROPE URGENTLY NEEDS TO:

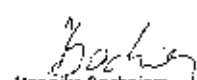
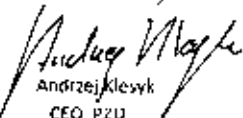
- Accelerate political integration. Further economic integration will not be possible without underlying political integration, which is needed to maintain and enlarge the monetary union, the critical precondition of the integration process.
- Introduce an efficient decision making system, adequate to meet the challenges which we currently face.
- Strengthen the EU institutions, their stance and shared responsibility of the European citizens.
- Complete promptly the European Internal Market and foster deregulation.
- Introduce cohesive and robust economic management and shift all EU policies and institutions to focus on growth, employment, and competitiveness of the European companies.
- Develop efficient business environment to promote innovations, enhance competitiveness and enable Europe to tap into its potential.
- Develop a cohesive population strategy, including immigration strategy, to respond to the demographic challenges.
- Better utilise the potential of women.
- Develop an efficient cooperation policy between EU member states, the Eastern Partnership and the Mediterranean region countries.

These expectations were voiced by the participants of the European Forum for New Ideas. We, the business people are committed to support the implementation of these ideas.

From politicians, we expect strong leadership and effective communication and social dialogue.

The European Project has no precedence. It is high time now to have Europe of Citizens. Let Europeans feel the same responsibility for Europe as the EFNI participants.

Sopot, 30 September 2011

 Henryka Bochniarz President PKPP Lewiatan	 Philippe de Buck Director General BUSINESSEUROPE	 Mirosław Kachniewski President of the Board SEG
 Andrzej Klesyk CEO PZU	 Jacek Krawiec CEO PKN ORLEN	 Maciej Wirucki CEO TP Group

The Sopot Declaration was read by Dr. Henryka Bochniarz during the Closing Session of the Forum and handed over to Prime Minister Donald Tusk and Prof. Jerzy Buzek, President of the European Parliament as well as to the President of the European Council, Mr. Herman Van Rompuy.

BUSINESS COMMUNITY ON ECONOMY, EUROPE AND THE WORLD. REPORT FROM THREE DAYS OF DEBATES



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- 1. Jan Krzysztof Bielecki**, Chairman of the Economic Council to the Prime Minister of Poland and **Leszek Czarnecki**, Chairman of the Supervisory Boards, Getin Holding S.A. and Getin Noble Bank S.A.
2. Speakers in the session 'Is the World Destined for Economic Growth?' during the second day of the EFNI debates
3. Left to right: **Wojciech Kostrzewa**, President and CEO, ITI Group; **Jürgen R. Thumann**, President, BUSINESSEUROPE and **Jacek Adamski**, Director, Economic Department, PKPP Lewiatan

The Only Forum of Its Kind!

Nobel Prize laureates, business leaders, politicians and academics. One thousand outstanding guests from over a dozen countries came to Sopot to participate in the first European Forum for New Ideas.

'It's fantastic that we can talk about the future of the world in Tri-City, where Solidarność was born and once had already changed this world', said Henri Malosse, President of the Employers' Group of the European Economic and Social Committee.

Therefore perhaps, Dr. Nouriel Roubini, an American economist, who had foreseen the financial markets slump in 2007, called on politicians to introduce bold changes. In his view, in Europe, there is too much talk about what needs to be done and no decisions are made. Meanwhile, the time is running. 'The Euro

zone will either integrate or collapse', predicted Nouriel Roubini. 'Europeans did not learn the lesson from Karol Marks's teachings', claimed Hernando de Soto, the famous Latin American economist, former President of the Peruvian Central Bank. Many outstanding speakers echoed the appeals for European solidarity and political integration as well as the call for swift decision making. Prof. Günter Verheugen, former EU Commissioner, warned in a straight way that without integration and solidarity, the project of united Europe will crumble into ruin, while Prof. Oliver E. Williamson,

**BUSINESS COMMUNITY ON ECONOMY, EUROPE AND THE WORLD.
REPORT FROM THREE DAYS OF DEBATES**



Nobel Prize winner, described the current economic situation quoting the title of the book *All the Devils Are Here: The Hidden History of the Financial Crisis*.

Employers also insisted on the acceleration of the political integration of Europe. In the Sopot Declaration, adopted at the end of the debates, Dr. Henryka Bochniarz, President of the PKPP Lewiatan, emphasized that the business community expects, first of all, the acceleration of political integration. 'Further economic integration will not be possible without it, especially maintenance and enlargement of the fiscal union which today is a key condition for integration', she stressed.

In the Sopot Declaration, the representatives of business stated that none of the European countries is able to face contemporary challenges on its own. Therefore, the common European project needs, among others, an effective decision-making system, ability to meet the challenges of our times,

strengthening of the EU institutions and their importance, as well as a joint responsibility of the Europeans, fast completion of the common market coupled with deregulation, coherent and strong economic governance and better use of the potential of women.

Herman Van Rompuy, President of the European Council and one of the Forum's guests, complimented the proposal of the business community on the spot, assuring them that many of the proposed solutions are under discussion at the moment. "We will win this battle", he claimed.

During the three days of the European Forum for New Ideas, five plenary sessions (The Future of Europe in Solidarity?, Capitalism After the Crisis, The World at a Crossroads, New Dimensions of Competitiveness, Is the World Destined for Economic Growth?) and 15 panel discussions (including: Is Capitalism Destroying Democracy?, European Economic Forecast and It's the Innovation, Stupid!) were held.

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Many eminent international speakers attended the event, including Benjamin R. Barber, American philosopher and political theorist, Prof. Oliver E. Williamson, Noble Prize Laureate, Dr. Nouriel Roubini, an American economist, Peter Schwartz, writer and futurist, and Hernando de Soto, Peruvian economist and President of the Institute for Liberty and Democracy.

Distinguished European experts arrived in Sopot in large numbers, just to mention Günter Verheugen, former EU Commissioner, Claudia Zeisberger, Professor at INSEAD Business School, Lord Mandelson, former EU Commissioner, Herman Van Rompuy, President of the European Council, Jürgen Thumann, President of BUSINESSEUROPE, and Prof. Gesine Schwan, President of HUMBOLDT-VIADRINA School of Governance.

Two Presidents of Poland attended the Opening Ceremony, Bronislaw Komorowski, who is currently in office and Lech Walesa. Mr. Donald Tusk, Prime

1. On the way to the plenary session
2. Participants registering for the Forum in the Bay of Art
3. **Beata Stelmach**, Undersecretary of State, Polish Ministry of Foreign Affairs
4. *Left to right:* **Stawomir S. Sikora**, President, Citi Handlowy; **Andrzej Klesyk**, CEO, PZU S.A. and **Prof. Oliver E. Williamson**, 2009 Nobel Prize Laureate in economic sciences
5. *Left to right:* **Michał Boni**, Minister, Member of the Council of Ministers and **Peter Schwartz**, Chairman, Global Business Network; writer and futurist, accompanied by his wife
6. *Left to right:* **Maciej Witucki**, President, TP Group; **Prof. Günter Verheugen**, European University Viadrina, former EU Commissioner for Enlargement and **Cristiano Pinzauti**, Member of the Board, PKPP Lewiatan
7. **Jürgen R. Thumann**, President, BUSINESSEUROPE
8. **Prof. Magdalena Środa**, ethicist, philosopher; **Teresa Kamińska**, President, Pomeranian Special Economic Zone and **Dr. Petra Erler**, Managing Director, EEC
9. *Left to right:* **Martin Kalovec**, Partner and Managing Director, BCG Praha; **Prof. Cezary Wójcik**, Warsaw School of Economics and Polish Academy of Sciences and **Kate Coyer**, Director, Centre for Media and Communication Studies, Central European University in Budapest
10. **Arnaldo Abruzzini**, Secretary General EUROCHAMBRES

**BUSINESS COMMUNITY ON ECONOMY, EUROPE AND THE WORLD.
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Minister of the Republic of Poland, Prof. Jerzy Buzek, President of the European Parliament, Mr. Herman Van Rompuy, President of the European Council, Mr. Janusz Lewandowski, EU Commissioner for Financial Programming and Budget and Mr. Štefan Füle, EU Commissioner for Enlargement and Neighbourhood Policy, added splendour to the Summary Session and the Closing Ceremony.

The Forum was also attended by a great number of prominent Polish panellists including Jan Krzysztof Bielecki, Chairman of the Economic Council to the Prime Minister of Poland; Prof. Danuta Hübner, Member of the European Parliament, Prof. Michał Kleiber, President of the Polish Academy of Sciences; Prof. Magdalena Środa, philosopher at Warsaw University, Prof. Jerzy Hausner, Member of the Monetary Policy Council, and CEOs of major Polish companies.

In two fascinating Counterpoint debates, Peter Schwartz met eye-to-eye with Michał Boni, the Head of Advisers to the Prime Minister of Poland ("The World and Poland in 2030. Future Scenarios"), and Hernando de Soto debated with Janusz Lewandowski, the EU Commissioner for Financial Programming and Budget ("Is a More Fair World Possible?").

The EFNI participants, as well as residents of Sopot and tourists passing by, had an opportunity to compare their views in open, more informal discussions with the panellists at the Bays of Dialogue, situated in front of the Bay of Art (EFNI main venue). Prof. Danuta Hübner shared her opinions on the question whether women make good bosses while Andrzej Jonas, the journalist, answered the question whether it is worth to be in the European Union. Roman Młodkowski awaited those who wanted

**BUSINESS COMMUNITY ON ECONOMY, EUROPE AND THE WORLD.
REPORT FROM THREE DAYS OF DEBATES**



to participate in the discussion on contemporary media and whether they are a threat to democracy.

During the plenary sessions the EFNI guests were debating on the future of Europe in a glass Pavilion of New Ideas overlooking the sea, built especially for the occasion, on the Sopot beach. Discussion panels and other programme events were staged at conference rooms of the Sheraton, Grand and Haffner Hotels.

EFNI participants enjoyed an inspiring cultural programme, including Kora's concert, in a Crooked House, Motion Trio's concert and Witkacy Theatre Performance, based on the texts by St. I. Witkiewicz and T. S. Elliot's poems. A fireworks show on the beach added splendour to the Opening Gala of the Forum. For all three days, EFNI guests cruising amongst the conference sites were basking in the late summer sunshine.

1. EFNI audience actively participated in the debates
2. **Hernando de Soto**, Peruvian economist; President, Institute for Liberty and Democracy
3. **Michał Boni**, Minister; Member of the Council of Ministers and **Pawet Gadomski**, TVP commentator
4. *Left to right:* **Marek Woźniak**, Energy Regulatory Office and **Prof. Andrzej Wiszniewski**, Wrocław University of Technology
5. *Left to right:* **Dr. Dieter Heuskel**, Senior Partner and Managing Director, BCG Germany; **Prof. Claudia Zeisberger**, INSEAD Business School; **Prof. Günter Vergeugen**, European University Viadrina; former EU Commissioner for Enlargement, and **Andrzej Kleszyk**, CEO, PZU S.A.
6. **Agata Wactawik-Wejman**, LLM, Counsel, Policy and Government Relations, Google Poland and **Alek Tarkowski**, Director, Centrum Cyfrowe Projekt: Polska
7. *Left to right:* **John Hanlon**, Secretary General, ELFAA; **Helga A. Griesbeck**, Managing Director – Regional Marketing Europe and Africa, The Boeing Company, and **Andrzej Rode**, Head of Environmental Affairs, PLL LOT
8. *Left to right:* **Piotr Gulczyński**, President, Lech Walesa Institute Foundation; **Benjamin R. Barber**, political theorist and philosopher, and **Henri Malosse**, President, Employers' Group, European Economic and Social Committee (EESC)
9. *Left to right:* **Anatolij Kinakh**, President, Ukrainian Union of Industrialists and Entrepreneurs, and **Stawomir S. Sikora**, President, Citi Handlowy



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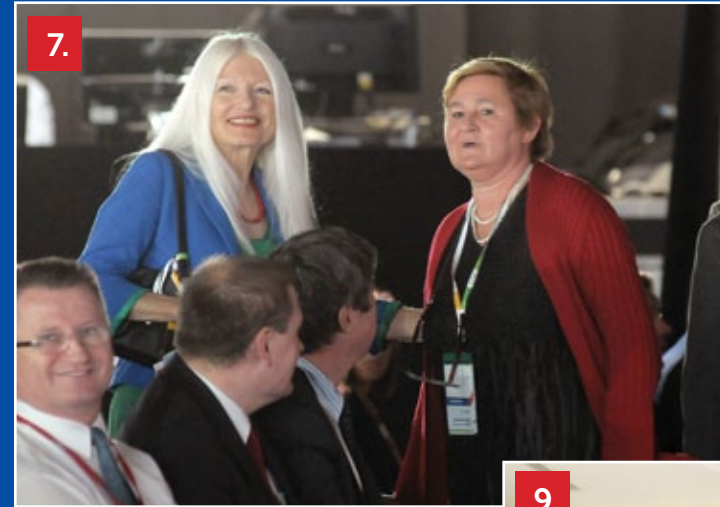


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1. **Dr. Henryka Bochniarz**, President, PKPP Lewiatan officially opens the European Forum for New Ideas
2. **Bronisław Komorowski**, President of the Republic of Poland, at the Opening Ceremony
3. **Jan Krzysztof Bielecki**, Chairman of the Economic Council to the Prime Minister of Poland and Minister **Stawomir Nowak** awaiting the President of Poland
4. *Left to right:* **Jürgén R. Thumann**, President, BUSINESSEUROPE; **Piotr Gulczyński**, President, Lech Walesa Institute Foundation; **Lech Wałęsa**, former President of Poland, and **Bronisław Komorowski**, President of Poland, a few minutes before the Opening Ceremony
5. **Prof. Jerzy Buzek**, President of the European Parliament and Chairman, EFNI Programme Council, addressing the Forum audience
6. *Left to right:* **Henri Malosse**, President, Employers' Group, European Economic and Social Committee (EESC) and Minister **Michał Boni**
7. **Dr. Henryka Bochniarz**, President, PKPP Lewiatan; **Jacek Karnowski**, Mayor of Sopot and **Jürgén R. Thumann**, President, BUSINESSEUROPE, during the Opening Ceremony before the first plenary session
8. **Lech Wałęsa**, former President of Poland, added splendour to the event with his presence at the Opening Ceremony
9. *Left to right:* **Prof. Aleksander Smolar**, President, Stefan Batory Foundation; **Prof. Magdalena Środa**, ethicist, philosopher, and **Jan Krzysztof Bielecki**, Chairman of the Economic Council to the Prime Minister of Poland
10. Many outstanding personalities from the world of business and politics participated in the Opening Ceremony of the Forum



1. Prof. Jerzy Hausner, Cracow University of Economics; Member of the Monetary Policy Council, and Rafał Baniak, Undersecretary of State, Ministry of Economy

2. Minister Michał Boni

3. Prof. Aleksander Smolar, President, Stefan Batory Foundation, and Jan Krzysztof Bielecki, Chairman of the Economic Council to the Prime Minister of Poland

4. Left to right: Jürgen R. Thumann, President, BUSINESSEUROPE; Piotr Gulczyński, President, Lech Walesa Institute Foundation, and Philippe de Buck, Director General, BUSINESSEUROPE

5. Participants carefully studied the programme before the Opening of the Forum. Centre: Tadeusz Aziewicz, MP, Civic Platform

6. Minister Michał Boni and Jürgen R. Thumann, President, BUSINESSEUROPE

7. Małgorzata Niezabitowska, former Government Spokesperson and Prof. Magdalena Środa

8. Economic and political commentators: Jacek Żakowski and Andrzej Lubowski

9. Left to right: Minister Sławomir Nowak; Dr. Henryka Bochniarz, President, PKPP Lewiatan, and Jan Krzysztof Bielecki, Chairman of the Economic Council to the Prime Minister of Poland

10. Over 900 guests participated in the Opening Ceremony of the European Forum for New Ideas

REPORTAGE FROM THE SUMMARY SESSION OF THE EUROPEAN FORUM FOR NEW IDEAS AND EASTERN PARTNERSHIP BUSINESS FORUM (EaP BF)

REPORTAGE FROM THE SUMMARY SESSION OF THE EUROPEAN FORUM FOR NEW IDEAS AND EASTERN PARTNERSHIP BUSINESS FORUM (EaP BF)



1. Henryka Bochniarz, President, PKPP Lewiatan and Jacek Karnowski, Mayor of Sopot open the Summary Session of the EFNI and EaP BF, 30 September 2011

2,3,5. The interventions of Prof. Jerzy Buzek, President of the European Parliament (2), Prime Minister Donald Tusk (3) and Herman Van Rompuy, President of the European Council (5), added splendour to the ceremony

4. Maciej Witucki, President, TP Group, Jacek Krawiec, President & Chief Operating Officer, PKN ORLEN S.A., Mirosław Kachniewski, President, Polish Association of Listed Companies

6.-7. Andrzej Kleszyk, Chief Executive Officer, PZU S.A. and Maciej Witucki, President, TP Group, present the resolutions from the plenary sessions of the Forum

8. Dr. Henryka Bochniarz handing the Sopot Declaration to Prof. Jerzy Buzek, Prime Minister Donald Tusk and Herman Van Rompuy

9. The Recommendations resulting from the debates of the First EaP BF were presented to the guests by Adrian van den Hoven, Director for International Affairs, BUSINESSEUROPE

10.-11. The Sopot Declaration, which was the final result of the European Forum for New Ideas, was distributed among the participants just after it was handed to the Prime Minister and the Presidents of the European Parliament and the European Council.

REPORTAGE FROM THE SUMMARY SESSION OF THE EUROPEAN FORUM FOR NEW IDEAS AND EASTERN PARTNERSHIP BUSINESS FORUM (EaP BF)



REPORTAGE FROM THE SUMMARY SESSION OF THE EUROPEAN FORUM FOR NEW IDEAS AND EASTERN PARTNERSHIP BUSINESS FORUM (EaP BF)

1. Arriving guests were welcomed with a glass of champagne by hostesses. **Dr. Marek Grela**, Principal Adviser for Global and Multilateral Affairs, European External Action Service, Brussels (right)
2. **Janusz Lewandowski**, EU Commissioner for Financial Programming and Budget and **Jacek Karnowski**, Mayor of Sopot
3. **William U. Chandler**, President and Co-Founder, Transition Energy
4. **Prof. Gesine Schwan**, President, Humboldt-Viadrina School of Governance and **Janusz Reiter**, President, Center for International Relations in Warsaw
5. **Dr. Henryka Bochniarz**, President, PKPP Lewiatan; **Lidia Adamska**, Member of the Board, Warsaw Stock Exchange and **Jacek Karnowski**, Mayor of Sopot
6. **Mikołaj Dowgielewicz**, Secretary of State for European Affairs (left) and **Prof. Jerzy Buzek**, President of the European Parliament
7. **Herman van Rompuy**, President of the European Council; **Prime Minister Donald Tusk** and **Małgorzata Starczewska-Krzysztozek**, Chief Economist, PKPP Lewiatan
8. The guests have just received the Sopot Declaration
9. Left to right: **Krzysztof Wolski**, Chairman of the Governing Council, **Laboratorium Kosmetyczne** Dr. Irena Eris with **Henryk Orfinger**, President, Main Board PKPP Lewiatan and **Janusz Dedo**, President of the Board, HSBC Bank Polska S.A.
10. **Henryka Bochniarz**, President, PKPP Lewiatan and **Jacek Karnowski**, Mayor of Sopot

The Future of Europe in Solidarity?
 Host: **Lewiatan**  **PLENARY SESSION**



“Great political projects must be accompanied by dreams which should mobilize for action”, said Dr. Henryka Bochniarz, President of the PKPP Lewiatan, referring to the words of Bronisław Geremek, as she opened the first session of the European Forum for New Ideas.

The debate evolved around the question of the European identity. Henri Malosse said that we are facing a political crisis as we lack leadership, vision and trust. “We built the common market but where is the common Europe? We forgot about it. We have to be united to be stronger together”, he emphasized.

Further development of the united Europe will not be possible without solidarity

He also pointed out that to preserve the idea of Europe we need to change the mindset of the EU administration.

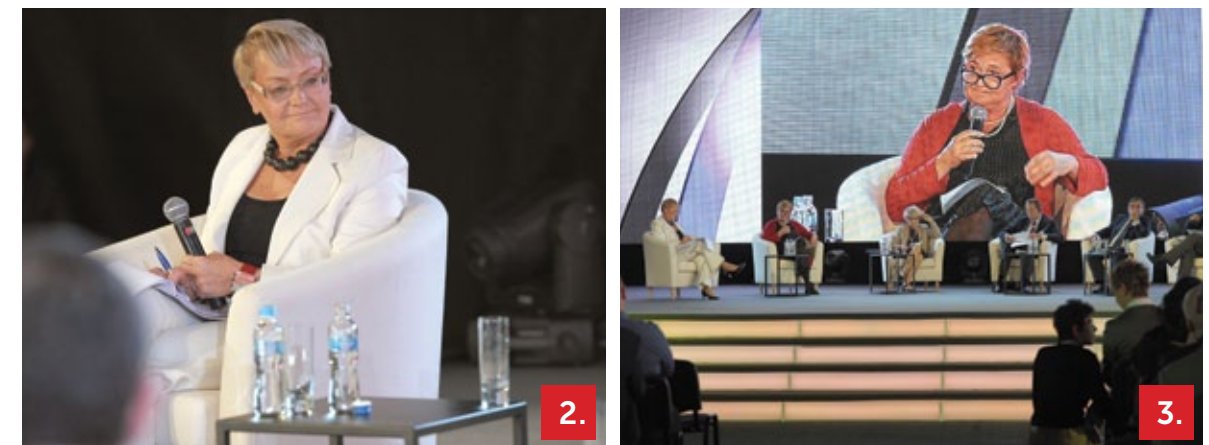
Prof. Danuta Hübner argued that Europe is an incomplete project and the current crisis

provides an opportunity to introduce reforms. She stressed that European leaders are fully aware that Europe must continue its political unity and that it would be a gross mistake to use the crisis as an alibi for keeping Europe closed. She made it very clear that as a result of the demographic changes Europe needs a new social agreement.

Prof. Aleksander Smolar pointed out that European solidarity is fading away as the wealthier member states refuse to pay the bill for those who fall behind.

Prof. Magdalena Środa mentioned the identity deficit. She ventured that Europe needs to work more on its identity than on the euro zone enlargement. Her view is that the main problem of the European identity is that it is based on hostility towards aliens.

Jürgen Thumann appealed not to overuse the word “crisis” and pointed out that many Europeans



do not identify themselves with the EU prosperity as 150 thousand of graduates go annually overseas and only 20% of them return home.

The panellists agreed that:

- It is necessary to take a bottom up approach to inspire the European identity which should be based on whom the Europeans would like to be, not on who they are today or who they were in the past. Common education curricula, textbooks highlighting the European affairs, transnational cultural projects and European media may help with the identity building process.
- Further development of the united Europe will not be possible without solidarity.
- It is necessary to develop the European social capital based on innovations, new technologies, and smart and open European immigration policy.
- Common currency must be strengthened as a source of the European cohesion and the stability factor during the time of crisis.
- The EU leaders must stop thinking in terms of the next elections.

- 1.** Left to right: **Jürgen Thumann** – President, BUSINESSEUROPE; **Prof. Magdalena Środa** – philosopher, ethicist, Warsaw University; **Dr. Henryka Bochniarz** – President, PKPP Lewiatan; **Prof. Aleksander Smolar** – President, Stefan Batory Foundation, **Prof. Danuta Hübner** – Member of the European Parliament; former Chair, Committee of Regional Development in the European Parliament, and **Henri Malosse** – President, Employers’ Group, European Economic and Social Committee (EESC)
- 2.** **Dr. Henryka Bochniarz** – President, PKPP Lewiatan
- 3.** **Prof. Magdalena Środa** – Philosopher, ethicist, Warsaw University
- 4.** **Jürgen Thumann** – President, BUSINESSEUROPE
- 5.** **Prof. Danuta Hübner** – Member of the European Parliament
- 6.** **Prof. Aleksander Smolar** – President, Stefan Batory Foundation

Is the World Destined for the Economic Growth?

Co-Host:



PLENARY SESSION



“Today, the key task for politicians is to tighten international cooperation and take actions to develop a new economic order. This is the only way to solve the global problems”, pointed out the panellists during the session moderated by Jacek Krawiec, President and CEO of PKN ORLEN.

They emphasized that the true dilemma of Europe is how to stimulate growth. Therefore, the old continent must focus on policies fostering growth.

In addition to the urgently needed debt reduction strategy, Europe needs to harmonize its efforts, enhance its efficiency and consistently consolidate the common market. It should also apply a simple constitution.

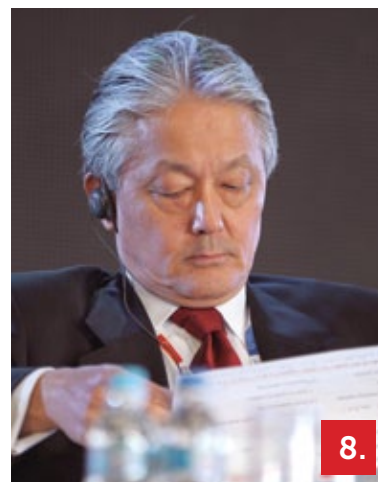
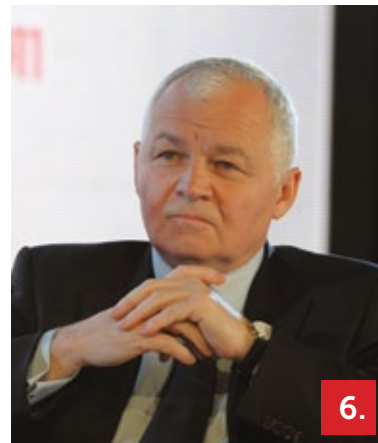
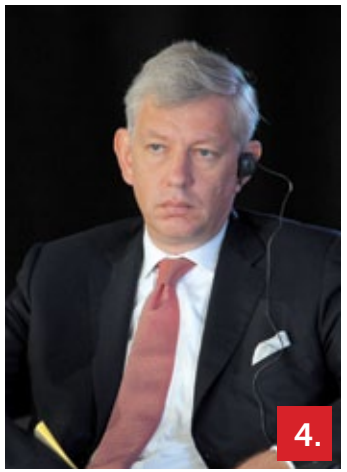
Financial reforms and economic policy must firmly support European competitive advantages. We need new leadership and new leaders who should be able to explain why they take challenging and unpopular political decisions.

The European governments should actively prevent unemployment and reshape education systems to help develop skills and competence which are useful in the economy of the 21st century.

Today, the true dilemma of Europe is how to stimulate growth

We need to give more thought to the climate package. Aren't the targets overly ambitious? Does the European response to the climate change provide a growth opportunity? What needs to be done to ensure that this opportunity presents itself?

“As long as the value of trades made on the oil market is ten times higher than the value of the real underlying oil, the world's economy is not likely to return to equilibrium. Financial surplus or artificial capital should disappear from the markets as it pushes the food prices and drags down the weaker economies”, argued the panellists.



- 1. Left to right: **Dominic Barton** – Managing Director, McKinsey & Company; **Lord Mandelson** – former EU Commissioner for Trade; former Secretary of State for Business, Innovation and Skills; **Peter Schwartz** – Chairman and Co-Founder, Global Business Network; writer and futurist; **Hiromi Yamaji** – Executive Vice President, Executive Chairman of Global Investment Banking, Nomura Securities Co., Ltd.; Dr. **Nouriel Roubini** – Chairman and Co-Founder, Roubini Global Economics, Professor of Economics, New York University's Stern School of Business; **Jan Krzysztof Bielecki** – Chairman, Economic Council to the Prime Minister of Poland, and **Jacek Krawiec** – President and Chief Executive Officer PKN ORLEN S.A. (moderator).
- 2. **Jacek Krawiec** – President and Chief Executive Officer, PKN ORLEN S.A.
- 3. **Dr. Nouriel Roubini** – Chairman and Co-Founder, Roubini Global Economics
- 4. **Dominic Barton** – Managing Director, McKinsey & Company
- 5. **Peter Schwartz** – Chairman and Co-Founder, Global Business Network
- 6. **Jan Krzysztof Bielecki** – Chairman, Economic Council to the Prime Minister of Poland
- 7. **Lord Mandelson** – former EU Commissioner for Trade; former Secretary of State for Business, Innovation and Skills
- 8. **Hiromi Yamaji** – Executive Vice President, Executive Chairman of Global Investment Banking, Nomura Securities Co. Ltd.
- 9. **Prof. Danuta Hübner**, Member of the European Parliament and **Mirostlaw Kachniewski**, President, Polish Association of Listed Companies, listening to the debate

Capitalism After the Crisis

Co-Host:



PLENARY SESSION



1.

“A new world order is emerging. It is not the strongest but the fittest who will survive. Growth will be slower and return rates lower in the coming years. This is not the right time to raise taxes or cut expenses. We need more innovation and effective leadership”, said Mike Kubena.

Kubena is concerned that we are focusing on issues which have no bearing on the future. Professor Oliver E. Williamson noted that it is too late to ask questions; we have to seriously consider whether governments are well organised and trusted by citizens.

Corporate growth should be curbed before companies become too big to fail

The panellists said that one of the causes of the crisis is the widening gap between the value of goods produced by the real economy and the value of financial assets, which has increased dramatically through private creation of money. “There are two ways to bridge the gap: either reduce the value

of financial assets or increase the prices of real goods. Both ways should be used in the current context. To bridge the gap, it is also necessary to increase production.”

Professor Jerzy Hausner said that it is important to unlock the potential of sectors other than the industry, i.e., that of households.

“Local communities also have a potential: they are able to initiate production processes on their own to satisfy their needs”, said Hernando de Soto. He pointed out that well-developed countries have gained an economic advantage because they were able to create property rights registration systems. Using non-monetary assets as security, companies and individuals are able to take loans for further growth. The root cause of the crisis is a failure of the assets registration system. Therefore, this is an epistemological crisis.



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As the system of economic transactions becomes more advanced, creditors are no longer in a position to identify the precise location, ownership, and valuation of assets. Faced with this problem, companies should simplify and consolidate their balance sheets, both to perform a reliable internal review of their effectiveness and to improve transparency for the owners.

The panellists also said that central banks, in particular the FED and the ECB, have been drawn into the dangerous process of money creation, while their primary role is to protect the value of money. Restrictions should be imposed on central banks to prevent the abuse of monetary policy instruments.

- 1. Prof. Jerzy Hausner** - Cracow University of Economics; Member of the Monetary Policy Council; former Deputy Prime Minister of the Republic of Poland, former Minister of Labour and Social Policy; **Mike Kubena** – Chief Executive Officer, PwC Central and Eastern Europe; **Hernando de Soto** – Economist, President of the Institute for Liberty and Democracy; former Governor of Peru’s Central Reserve Bank; **Prof. Oliver E. Williamson** - 2009 Noble Prize Laureate in Economics; Professor at the University of California, Berkeley; **Dr. Mirosław Kachniewski** – President, Polish Association of Listed Companies (*co-moderator*), and **Andrzej Lubowski** – Economic commentator, writer (*co-moderator*)
- 2. Prof. Oliver E. Williamson** - 2009 Noble Prize Laureate in Economics; Professor at the University of California, Berkeley
- 3. Dr. Mirosław Kachniewski** – President, Polish Association of Listed Companies
- 4. Prof. Jerzy Hausner** - Cracow University of Economics; Member of the Monetary Policy Council
- 5. Andrzej Lubowski** – Economic commentator, writer and **Hernando de Soto**, – Economist, President of the Institute for Liberty and Democracy (*left*)
- 6. Mike Kubena** - Chief Executive Officer, PwC Central and Eastern Europe

New Dimensions of Competitiveness

Co-Host:



PLENARY SESSION



1.

“A competitive advantage is not given forever. It takes continuous investments to maintain it”, said Arvind Bali who believes that competition today should be put in the context of corporate and international co-operation and dependencies rather than rivalry.

The panellists said that the EU should focus on competitiveness based on quality, innovations and technological leadership; innovations should be supported by creating conditions for growth, including angel, seed and venture capital, improving their attractiveness to investors, pursuing a migration policy attracting talents, and developing mechanisms of commercialising knowledge produced by universities.

No effort should be spared to make Europe a centre of talents and a Mecca of researchers and scientists. A European research and development centre should be established as soon as possible: a special economic zone, offering special conditions to develop new technologies and businesses. It is important to promote and teach economics and entrepreneurship at all stages of education.

The panellists called for renewed support for economic clusters. They stressed

The European Union must focus on competing by technological leadership and innovation

the importance of selecting strategic foreign investment targets and investing capital in the American or Chinese way.



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1. Left to right: **Arvind Bali** – Director, VIDEOCON Telecommunications Ltd., India; **Dr. Dieter Heuskel** – Senior Partner and Managing Director, The Boston Consulting Group, Germany; **Prof. Claudia Zeisberger** – INSEAD Business School, France/Singapore; **Prof. Jan Bossak** – Warsaw School of Economics, Poland; **Prof. Günter Verheugen** – European University Viadrina, former EU Commissioner for Enlargement, former EU Commissioner for Enterprise and Industry, Germany; **Andrzej Klesyk** – Chief Executive Officer, PZU S.A., Poland (*moderator*)
2. **Prof. Jan Bossak** – Warsaw School of Economics, Poland
3. **Arvind Bali** – Director VIDEOCON Telecommunications Ltd., India and **Prof. Günter Verheugen** – European University Viadrina, former EU Commissioner for Enlargement, former EU Commissioner for Enterprise and Industry, Germany
4. **Prof. Claudia Zeisberger** – INSEAD Business School, France/Singapore
5. **Andrzej Klesyk** – Chief Executive Officer, PZU S.A., Poland
6. **Dr. Dieter Heuskel** – Senior Partner and Managing Director, The Boston Consulting Group, Germany

The World at a Crossroads

Co-Host:



PLENARY SESSION



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“One of the key problems of today is a paralysis of governance caused by political systems which are not fit to solve global problems and operate in complex networks of dependencies”, said the panellists at the last plenary session of the European Forum for New Ideas 2011.

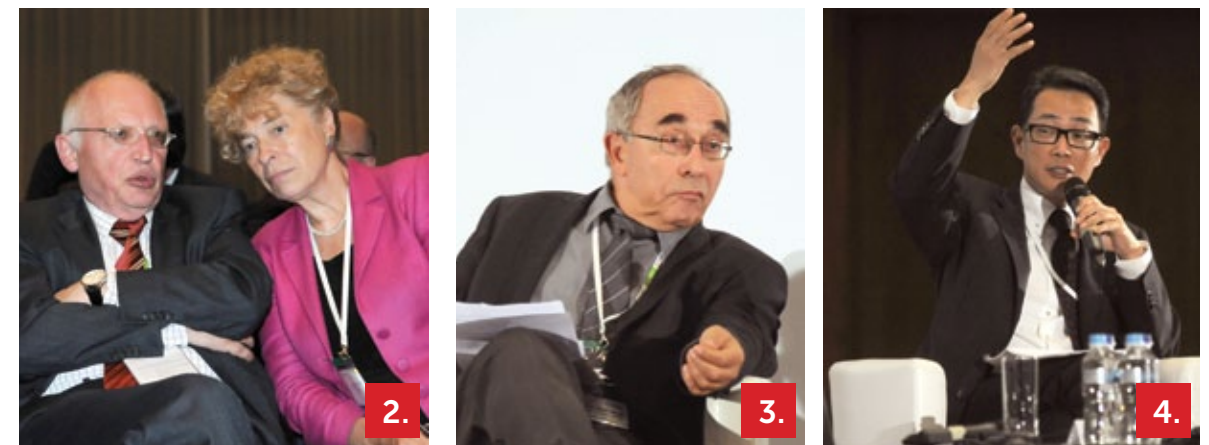
They pointed out that the lack of decision-making capabilities of international organisations is rooted in their reliance on representatives of nation-states. The speakers called for rejection of Euro-centrism in favour of a global approach in order to develop a governance system necessary to solve global problems.

At the EU level, the panellists proposed to develop administrative bodies, like central banks, immune to political pressure but subject to scrutiny mechanisms preventing their erosion and enforcing accountability. The speakers stressed the importance of a new meaning of leadership as the ability to build coalitions and unite people around common goals despite the barriers imposed by diversity. New leadership should be inclusive of differences, effective in creating platforms of understanding, focused on key values and problems relevant to everyone.

According to Benjamin Barber, cities have for centuries been those administrative units which have handled global problems most effectively and operated in a complex network of dependencies. Thus, in future, mayors could play a pivotal role in developing global policy.

Business should get closer to politics

Politicians should sensitise and convince citizens that we need a united, enlarged Europe able to compete globally. Its leaders should have a vision and the strength necessary to encourage citizens’ participation in public life, motivate civic engagement and social awareness. Integration would be helped by more wide-spread use of the English language.



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It is also necessary to educate citizens in economics and finance. Otherwise, it is hard to build popular support for difficult reforms.

The panellists recommended the development of a legal basis effectively strengthening the discipline of the member states and the transposition from business to politics of pragmatic approaches, governance mechanisms and effective decision-making. The speakers agreed that business should get closer to politics, share its experience and stand ready to participate in solving problems.

- 1. Left to right: **Benjamin R. Barber** – Philosopher and political theorist, USA; **Prof. Gesine Schwan** – President, Humboldt-Viadrina School of Governance, Germany; **Prof. Aleksander Smolar** – President, The Stefan Batory Foundation, Poland; **Maciej Witucki** – President, TP Group, Poland (*moderator*); **Stephen Kai-Wong** – Director, Hong Kong Economic and Trade Affairs Office in Berlin, China, and **Prof. Günter Verheugen** – European University Viadrina, former EU Commissioner for Enlargement, former EU Commissioner for Enterprise and Industry, Germany
- 2. **Prof. Gesine Schwan** – President, Humboldt-Viadrina School of Governance, Germany and **Prof. Günter Verheugen** – European University Viadrina, former EU Commissioner for Enlargement, former EU Commissioner for Enterprise and Industry, Germany
- 3. **Prof. Aleksander Smolar** – President, The Stefan Batory Foundation, Poland
- 4. **Stephen Kai-Wong** – Director, Hong Kong Economic and Trade Affairs Office in Berlin, China
- 5. **Benjamin R. Barber** – Philosopher and political theorist, USA
- 6. **Prof. Günter Verheugen** – European University Viadrina, former EU Commissioner for Enlargement, former EU Commissioner for Enterprise and Industry, Germany
- 7. **Maciej Witucki** – President, TP Group, Poland
- 8. The plenary session *The World at a Crossroads* took place at the Sheraton Hotel

Democracy in the Media, the Media in Democracy

Co-Host:



DISCUSSION PANEL



1. *Left to right:* **Jacek Patasiński** – Commentator, TVN 24, Poland; **Peter Lavelle**, Political Commentator, Russia Today, USA; **Ekke Overbeek**, Independent Correspondent in Warsaw, the Netherlands; **Jacek Żakowski** – Columnist for Polityka weekly, Poland and **Prof. Radosław Markowski** – Political Scientist, Director, Center for the Study of Democracy, Warsaw School of Social Sciences and Humanities, Poland
2. **Peter Lavelle**, Political Commentator, Russia Today, USA and **Ekke Overbeek**, Independent Correspondent in Warsaw, the Netherlands
3. **Jacek Żakowski** – Columnist for Polityka weekly, Poland and **Prof. Radosław Markowski** – Political Scientist, Director of the Center for the Study of Democracy at the Warsaw School of Social Sciences and Humanities, Poland

“There is no democracy in the media and neither are there real media in democracy, especially in the internet age”, said Peter Lavelle, Russia Today political commentator, at the panel moderated by Jacek Patasiński of TVN24.

All panel participants stressed that the media are insufficiently interested in the economy and business, which is where decisions of key importance for countries and societies are made. The speakers stressed that the media have been affected by the economic crisis.

The mutual interaction between the two is very strong: the media decide about politics while politics decides about the media

The media have fewer resources to describe an increasingly complex world. In effect, they prefer to present politicians rather than explain economic developments. This is augmented by ignorance becoming rampant among journalists as well as their unwillingness to improve their competences and specialisation. As a result,

citizens are getting emotional debates of politicians instead of expert knowledge.

“The media have begun to represent the interests of owners more often than the common good. This is a threat to democracy”, warned Jacek Żakowski, who thinks that the panaceum is to bolster not-for-profit media produced by foundations and co-operatives.

The panellists noted a crisis of the media as the foundation and vehicle of democracy; in their opinion, mediocracy is becoming wide-spread. However, the speakers agreed that there could be no democracy without the free media. And conversely, the media could not survive without democracy. The mutual interaction between the two is very strong: the media decide about politics while politics decides about the media.

The panellists also noted the growing trend of mass disinformation generated by political parties and those journalists who favour them.

Is Capitalism Destroying Democracy?

Co-Host:



DISCUSSION PANEL



1. **Staffan Nilsson** (left) – President, European Economic and Social Committee, Sweden, and **Dr. Ludwik Sobolewski** – President and the CEO, Warsaw Stock Exchange, Poland
2. **Dr. Marek Grela** – Principal Adviser for Global and Multilateral Affairs, European External Action Service in Brussels, Poland
3. **Eric Stewart** (left) – President, US – Poland Business Council; Partner, Williams & Jensen, USA, and **Stawomir S. Sikora** – President, Citi Handlowy, Poland
4. **Brian Ager** – Secretary General, European Round Table of Industrialists, United Kingdom
5. **Stawomir S. Sikora** – President, Citi Handlowy, Poland

The panel moderator, Dr. Ludwik Sobolewski, emphasised the growing power of global corporations. As they prefer to operate under democratic conditions, it is very likely that non-democratic capitalist countries will lean towards democracy. “It is important to sow the seeds of democracy in corporations of such countries by promoting socially responsible agendas”, said Sobolewski.

The panellists stressed that the nearest future will bring both significant systemic differences and closer political and economic relations between countries. As a result, it will be necessary to reposition Europe and better adapt to the changing world. In addition, it is important to focus on supranational stability and its driving factors: not as a specific regime but rather a system of dependencies.

We need to set specific rules for a healthy and friendly marriage of business and society

In the increasingly complex systems of interdependencies, it is imperative to identify common goals like stability or respect for human rights. It takes time and best practice to develop behaviours valued in the democratic world. This is a recommendation for leaders of democratic countries: they should reconsider their goals. A special challenge is posed by the need to reject populism and focus on a real mission. We need “pure democracy” without corruption but with strong leaders and enforced values.

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Leadership in the New Global Reality

Co-Host:

Deloitte.

DISCUSSION PANEL



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1. **Left to right: Michał Kobosko** – Editor-in-Chief, *Bloomberg Businessweek Polska*, Poland; **Jürgen Thumann** – President, *BUSINESSEUROPE*, Germany; **Janusz Moroz** – Member of the Management Board, Sales, *RWE*, Poland; **Andrzej Klesyk** – Chief Executive Officer, *PZU S.A.*, Poland; **Dr. Leszek Czarnecki** – Chairman of the Supervisory Board, *Getin Holding S.A.* and *Getin Noble Bank S.A.*, Poland; **James H. Quigley** – Former CEO, Senior Partner, *Deloitte Touche Tohmatsu Limited*, USA, and **Prof. Wiktor Askanas** – Visiting Scholar at *L. Koźminski Academy* and Professor Emeritus, *University of New Brunswick*, Canada/Poland
2. **Jürgen Thumann** – President, *BUSINESSEUROPE*
3. **Dr. Leszek Czarnecki** – Chairman of the Supervisory Board, *Getin Holding S.A.* and *Getin Noble Bank S.A.*, Poland
4. **James H. Quigley** – Former CEO, Senior Partner, *Deloitte Touche Tohmatsu Limited*, USA

“What kind of leaders do we need today? A gross challenge for a contemporary leader is to create the team identity with the company”, claimed James H. Quigley during the panel discussion on modern leadership.

Professor Wiktor Askansas said that one of the key goals of today’s leaders is to create a new reality. Dr. Leszek Czarnecki stressed that the current crisis of business models is not a crisis of leadership. The problem is that corporate shareholders no longer exercise supervision powers so leaders enjoy impunity. According to Andrzej Klesyk, the main qualities of today’s leaders are reflection and flexibility; in the opinion of Jürgen Thumann, it is the ability to delegate. For Janusz Moroz, the main goal of a leader is to build a team.

The main qualities of today’s leaders are reflection and flexibility

The panellists pointed out that in the era of Globalisation 2.0, one of the main developments is the repositioning of leaders of societies, companies, organisations and states. However, this does not entail a crisis of leadership. The world has shifted and changed, while the leaders have remained the same. Thus, citizens no longer have faith and confidence in their leaders. The leaders, in turn, are unable to face the fact that their time is up.

We urgently need bold, determined leaders who can impose and inspire changes of behaviour of employees, citizens, voters. The leaders must think in the long term rather than within the horizon of several months until the next election. Without strategic reflection, political leaders cannot build stability.

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

It’s the Innovation, Stupid!

Co-Host:

intel

DISCUSSION PANEL



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1. **Caroline Jenner** – CEO, *Junior Achievement – Young Enterprise*
2. **Left to right: Ruth Ravitz Smith** – Vice President for *Global Government Relations*, *GE Hitachi Nuclear Energy*; **Prof. Michał Kleiber** – President, *Polish Academy of Sciences*, and **Teresa Kamińska** – President, *Pomeranian Special Economic Zone*
3. **Left to right: Caroline Jenner** – CEO, *Junior Achievement – Young Enterprise*; **Ruth Ravitz Smith** – Vice President for *Global Government Relations*, *GE Hitachi Nuclear Energy*; **Prof. Michał Kleiber** – President, *Polish Academy of Sciences*; **Teresa Kamińska** – President, *Pomeranian Special Economic Zone*; **Norbert Biedrzycki** – President of the *Management Board*, *Sygnity S.A.*, and **Christian Morales** – Vice President and General Manager, *Intel EMEA*

“Innovation is the oil of the 21st century. The competitiveness of Europe and European companies should be innovation-driven”, agreed all the panellists during the debate on the role of the innovation in the global economy. They emphasized that the current crisis and ensuing difficulties may stimulate and trigger Europe’s innovation and its forgotten spirit of enterprise.

They pointed out that the main problem in Europe is the institutional approach to innovation building and deliberate focus on science institutions, while in the United States innovation falls in the domain of the industry. “Thus, regulations should be revised, as lots of regulatory provisions fail to support innovation and tend to reward conservative, traditional ideas”, said Prof. Michał Kleiber.

Innovation is the risk which Europe has to learn to accept

Europe also has a problem with innovation measurement. Innovation is often measured by the amount of R&D spending. Consequently,

the process innovation, management and sales innovation go unnoticed.

The panellists claimed that business should be engaged in developing innovation in all possible ways, such as supporting young people in acquiring new skills, helping large and small companies share their expertise and investing in innovative projects.

What Europe needs to be able to compete against the United States in the field of technology? “Europe must learn to take risk. The American organizations view risk as an opportunity. For them, failure is a learning point and valuable experience. In Poland, failure is a disaster”, explained Teresa Kamińska, the President of the *Pomeranian Special Economic Zone*.

Arbitration – an Emblem of Civil Society
 Host: **Lewiatan** SAÐ ARBITRAŻOWY **DISCUSSION PANEL**



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1. **Left to right: Dr. Beata Gessel-Kalinowska vel Kalisz** – President, Lewiatan Court of Arbitration; **Jacek Krawczyk** – Vice President, European Economic and Social Committee; **Philippe de Buck** – Director General, BUSINESSEUROPE; **Prof. Catherine Kessedjian** – Deputy Director, European College of Paris, Director of a Master programme in European Law, University Panthéon-Assas Paris II; **John Beechey** – Chairman, ICC International Court of Arbitration; **Audley Sheppard** – Partner, Clifford Chance LLP; Global Head of International Commercial Arbitration and International Law, and **Sophie Nappert** – Arbitrator, moderator of OGEMID international arbitration platform
2. **Dr. Beata Gessel-Kalinowska vel Kalisz** – President, Lewiatan Court of Arbitration
3. **Sophie Nappert** – Arbitrator, moderator of OGEMID international arbitration platform

“Changes proposed by the European Union should be subject to broad based consultations with the arbitration and business communities”, claimed the representatives of the European Union and arbitration and business communities during the debate about the future of the international arbitration.

They highlighted the urgent need for a close cooperation and dialogue between all interested stakeholders. They pointed out the lack of detailed legislative solutions which should support the EU legislation such as the Lisbon Treaty and Brussels I.

“A lack of detailed legislative proposals causes uncertainty and undermines predictability of the arbitration proceedings. From the business perspective, the most important aspect and advantage of the arbitration is predictability of the proceeding and enforcement of the arbitration decision”, argued the panellists.

They agreed that changes proposed by the European Union should be subject to a broader consultation and both, the arbitration and business communities, should be part of this process.

At the same time, business and arbitration should also use their best efforts to start a dialogue

with the EU and consistently fight for their interest. It is necessary to reach an agreement and join forces to avoid unfavourable consequences of the upcoming regulations and to create the future solutions which should help reconcile the interests of the arbitration and business communities and the European Union.

The European Social and Economic Committee invited the representatives of the arbitration community to continue the debate in Brussels.

From the business perspective, the most important aspect and advantage of arbitration is predictability of the proceeding and enforcement of the arbitration decision

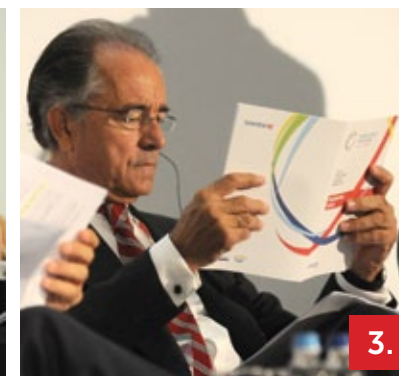
European Economic Forecast
 Co-Host: **citi handlowy** **DISCUSSION PANEL**



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1. **Left to right: Stawomir S. Sikora** – President, Citi Handlowy; **Arnaldo Abruzzini** – Secretary General, EUROCHAMBRES, and **Jesús Banegas Núñez** – President, International Commission of CEOE (Confederation of Spanish Employers)
2. **Stawomir S. Sikora (left) and Arnaldo Abruzzini**
3. **Jesús Banegas Núñez**
4. **Dr. Vilhjálmur Egilsson** – Director General, SA-Confederation of Icelandic Employers (left) and **Anatolij Kinakh** – President, Ukrainian Union of Industrialists and Entrepreneurs; former Prime Minister

“If we want to overcome current difficulties and recover from the economic crisis we need to rescue the euro and improve competitiveness of the European economy”, unanimously agreed all the members of the panel on the European economic forecast.

“We cannot run budget deficit any further and we may not allow the Euro zone to collapse”, said Arnaldo Abruzzini. He pointed out that unlike societies from other continents, the European societies do not trust their governments and the European business is not happy with the scope of the reforms designed to improve competitiveness of European economies.

Jesús Banegas Nuñez claimed that Spanish business supports anti-crisis measures taken by the government of Spain. “We are all aware that structural reforms are necessary to enhance competitiveness of the economy but major cuts in the sectors of education and healthcare raise a lot of concerns”, he added.

Dr. Vilhjalmar Egilsson, Director General of the SA-Confederation of Icelandic Employers, emphasized that during the crisis we should be humble and prepared for the worst scenario. “Let us not look back and brood on the 2008 crisis.

Let’s search for new solutions. We need an efficient financial sector which should not be overregulated. In this context, the proposed tax on financial transactions is not the best solution”, he argued.

Only jointly orchestrated measures aimed at improving economic effectiveness will enable Europe to recover from the current crisis

Anatolij Kinakh, President of the Ukrainian Union of Industrialists and Entrepreneurs and the former Prime Minister of Ukraine made an appeal to the EU not to turn away from Kiev. “Only jointly orchestrated measures aimed at improving economic competitiveness will enable Europe to recover from the current crisis”, claimed the former Prime Minister of Ukraine.

Values or Interest – Driven Agenda? DISCUSSION PANEL

Co-Host:



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1. Left to right: **Piotr Gulczyński** – President, Foundation Lech Walesa Institute; **Benjamin R. Barber** – Philosopher and political theorist; **Henri Malosse** – Chairman, Employers’ Group, European Economic and Social Committee; **Sophie de Menthon** – President, ETHIC; President, French Economic and Social Committee (CESE), and **Grzegorz Hajdarowicz** – Entrepreneur; film producer; publisher
2. **Sophie de Menthon** – President, ETHIC; President of French Economic and Social Committee (CESE) and **Grzegorz Hajdarowicz** – Entrepreneur; film producer; publisher
3. **Benjamin R. Barber** – Philosopher and political theorist (left) and **Henri Malosse** – Chairman, Employers’ Group, European Economic and Social Committee

“Is it possible to practice politics based on values? Do business ethics pay off? Is a true democracy possible without full disclosure of interests? How to define relations between interests and values in the face of the changing world?”, deliberated participants of the debate moderated by Piotr Gulczyński from the Lech Walesa Institute.

“We need personal responsibility based on ethical values of each individual. Business should not wait for legislators to come up with adequate regulations. It should not wait until such standards are endorsed by law. Business should run ahead of such processes and take initiative to comply with the standards. To ensure progress, it is not enough to follow the law. You need to do more than what is required by law”,

The states should be first to remember about responsibility and ethics

pointed out Sophie de Menthon and indicated an important role of CSR.

“Values must always be more important than interests. We should never reverse this order”, said Henri Malosse.

Benjamin R. Barber emphasized that the most important dichotomy of the democracy does

not run between values and interests, it runs between public and private interests. “The great drama of neoliberalism is that the private interest became more important than the public interest. We should always try to strike the balance between the two worlds”, he concluded. He was very critical about the approach where business is allowed to do anything as long as it does not breach the law. “The idea of democracy should not be depreciated or brushed off by using the terms such as the “general public”. The general public is democracy. It is our voice and the state emanates it. The problem of this civilization is that cash, instead of the real value, became the ultimate measure for everything”, argued Barber.

Grzegorz Hajdarowicz emphasized that states should be the first to remember about responsibility and ethics. Only then, they may request the same from the business community – he claimed.

Consequences of General Consumption DISCUSSION PANEL

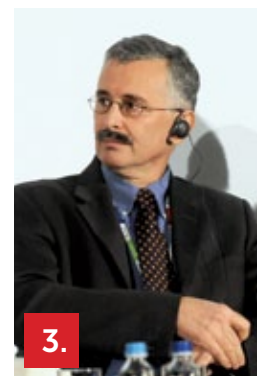
Co-Host:



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1. Left to right: **Leszek Jażdżewski** – Editor-in-Chief, Liberte! (moderator); **Christopher P. Davies** – Deputy Chief Executive Officer, HSBC Bank (China) Company Limited; **Prof. Dariusz Filar** – University of Gdańsk; Member of the Economic Council to the Prime Minister; **Balázs Horváth** – Expert, United Nations Development Programme (UNDP), Poverty Reduction Practice Leader in Europe and the CIS; **Prof. Andrzej Kowalski** – Director, Institute for Agricultural and Food Economics, and **Hernando de Soto** – Economist; President, Institute for Liberty and Democracy;
2. **Dorota Juzala** – Adviser to the Board, Provident Polska, invited the panellists to the discussion
3. **Balázs Horváth** – Expert, United Nations Development Programme (UNDP)
4. **Hernando de Soto** – Economist

“The change of attitude will be a tremendous social challenge as people are used to spending but we need to live up to this challenge and promote a new model of consumption”, argued panellists during the debate co-organized by Provident.

They also pointed out that the current consumption is much larger than ever envisaged, based on the sustainable development scenarios. If consumption continues to grow at such a fast rate, very soon, we are going to run out of fresh water, energy and natural resources, and the world will be on the brink of the ecological disaster. At the same time, the developing countries plan to further develop their consumer sector.


We need to devise legal systems which will support sustainable development

“We may not limit this development by taking the top down approach, as this is a natural process”, argued Hernando de Soto. “However, we may take measures

to prevent fast depletion of natural resources and environmental disaster. We may raise environmental awareness amongst citizens and entrepreneurs, invest in hydropower, teach local communities how to use solar energy, activate women to become more entrepreneurial and channel their unleashed potential towards environmental projects”, he added.

The challenge, which we will have to face, is the limited availability of arable land. Such land is available predominantly in the developing countries. We have to be cautious to avoid a conflict of interest. “The North invests in the South and we may have a situation where the wealthy countries will build their wealth at the expense of the citizens of the countries whose land they will use. It is also important to give proper consideration to the issue of the intensification of crop production”, pointed out the panellists.

Energy and Environment. Europe's Dilemmas

Co-Host: 

DISCUSSION PANEL



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1. **Left to right: Wojciech Kuśpik** – Chief Executive Officer, PTWP S.A. Group (*moderator*); **Luis-Jacques Urvoas** – Vice President, Corporate Strategy, EDF; **Marek Woszczyk** – President, Energy Regulatory Office; **Marek Krzykowski** – Chairman of the Board, International Paper-Kwidzyń; **Marek Serafin** – Member of the Board, Petrochemical Operations, PKN ORLEN S.A., and **Tomasz Terlecki** – Head of Central and Eastern Europe Programme, European Climate Foundation
2. **Wojciech Kuśpik (left) and Luis-Jacques Urvoas**
3. **Tomasz Terlecki**

How to reconcile climate challenges and competitiveness of the energy sector? The European Parliament and European Commission intend to step up the climate targets and believe that they will stimulate growth of the European economy.

Representatives of the energy sector who attended this panel pointed out that this approach carries many risks and ultimately, it may lead to higher energy prices and costs of products. It may also cause the loss of competitiveness to the advantage of the emerging markets. Companies claimed that costs of such energy policy are very high while the outcomes remain uncertain. They also emphasized the negative impact of higher energy prices on competitiveness of the economy. It does not mean that business refuses to face the climate challenges. The point is to develop a comprehensive policy to address climate, energy and industry issues.

Panellists emphasized the need for collective and substantial R&D investments. They claimed that countries which fail to invest in R&D, will not be able to access gigantic revenue which will be generated by clean technologies. Ecologically active countries (e.g. Scandinavian countries) may become highly competitive and they should serve as an example for others.

The implementation of the Climate Package in its current form will seriously jeopardize competitiveness of high energy consuming industries as well as foreign investments, especially in the short and mid-term, before investments in clean technologies start showing returns. On the other hand, the development of clean technologies will produce new jobs, help expand technological capital and, in the long run, it will generate savings.

Poland's response to the climate policy should be based on the improvement of the low energy efficiency

The implementation plans for the Climate Package must be prepared urgently. They should address both, the implementation methods and emerging opportunities. Europe needs a plan which should envisage a long term energy policy, from the cost and legislative perspectives.

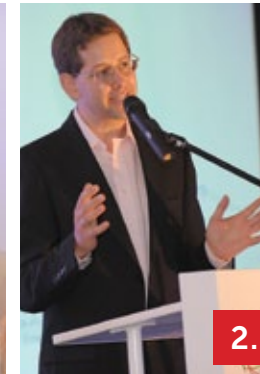
Where Will the Internet Lead Us to?

Co-Host: 

DISCUSSION PANEL



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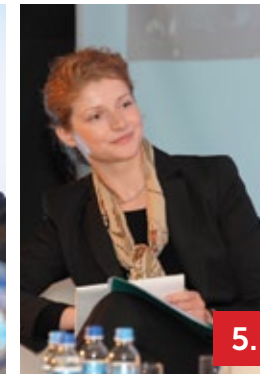
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1. **Dr. Kate Coyer** – Director, Center for Media and Communication Studies, Central European University in Budapest
2. **Prof. Cezary Wójcik**, Warsaw School of Economics and Polish Academy of Sciences
3. **Nelson Mattos** – Vice President of EMEA Product Management & Engineering, Google
4. **Martin Kálovec** – Partner and Managing Director, The Boston Consulting Group Prague
5. **Agata Wactawik-Wejman** – LLM, Counsel, Public Policy and Government Relations, Google
6. **Dr. Alek Tarkowski** – Director, Centrum Cyfrowe Projekt: Polska

"The Internet is becoming an important driving force of the European economy. Europe should take advantage of the capability of the digital economy to develop its internal market and improve competitiveness", pointed out the panellists debating on the future of the worldwide web.

They emphasized that the Internet will become the key driver of the economic growth. They stressed that it helps curb corruption, since governments become more transparent and argued that as the Internet offers access to the vast resources of knowledge, it also gives people the freedom of expression. "Let's remember, though, that it is only a tool in the hands of people", reminded Dr. Kate Coyer. "Therefore, the title of this panel should rather be: Where people will lead themselves using the Internet?", added Prof. Cezary Wójcik.

Nelson Mattos identified four trends of the Internet development. First, it will continue to drive economic growth as it enables small players to compete against the global corporations. Second, the role of the Internet will become more prominent as the volume of information available online

The Internet will become the main factor for the economic growth

increases steadily and the social media play more important role in building relationships. Third, the Internet will continue to drive democratization and provide access to knowledge. Fourth, the Internet will help solve major social problems as it will enable access to health advice or deliver weather warnings, etc.

According to Dr. Alek Tarkowski, the great challenge of the 21st century is to build the information sharing infrastructure based on a truly open exchange. To accomplish this, we need legal regulations, corporate responsibility and courage to think about the new formats and frontiers of the Internet.

The End of the Men's World?

Co-Host:  DISCUSSION PANEL



- 1. Dr. Petra Erler** – Managing Director, EEC (left) and **Arni Hole** – Director General, Royal Ministry of Children, Equality and Social Inclusion
- 2. Prof. Magdalena Środa** – Ethicist and philosopher, Warsaw University (left) and **Teresa Kamińska** – President of the Board, Pomeranian Special Economic Zone
- 3. Irene Natividad** – President, Global Summit of Women
- 4. Left to right: Carol Lambert** – Partner; Co-Chairman, Global Center for Corporate Governance, Deloitte France; **Prof. Zbigniew Izdebski** – Dean of the Faculty of Education, Sociology and Health Sciences, University of Zielona Góra

What are the implications of increased concentration of intellectual and social capital in the hands of women? Are women better suited for a post-industrial society? How can the state and business make use of equality and diversity policies? These were the issues discussed at the panel co-hosted by the Pomeranian Special Economic Zone.

“We are experiencing an identity crisis”, said Professor Magdalena Środa. “It affects both women and men. However, women are striving to redefine themselves. Men fail to do so because they are certain of the persistence of the patriarchal world, although its foundations are increasingly unstable today. In Poland, there are many men but very few partners.”

Progressive legislative parity movement will alter corporate governance worldwide

“We need a robust family policy in order to invest in the future”, said Arni Hole. Women should not be forced to choose between professional and family life. Irene Natividad emphasised the concept of womenomics: “Women are gaining more purchasing power on the market and thus

becoming a valuable consumer group, but they are also a well-educated labour force, so much in demand in today’s business world.” “Progressive legislative parity movement will alter corporate governance worldwide. Mixed management boards offer more opportunities for compromise”, said Teresa Kamińska.

The panellists agreed that we are witnessing a unique revolution, possibly the biggest one in history: the existing concept of society is being deconstructed as women are entering the labour market and becoming more active. This should be facilitated by parity solutions introduced in many different areas of life. However, this should not be the only tool of promoting the equality of women and men; it is also important to support education, overcome stereotypes and change the way of thinking.

Concerns about Food

Co-Host:  DISCUSSION PANEL



- 1. Dr. Robert Thompson** – former Director for Agriculture, The World Bank, Visiting Scholar, John Hopkins University (left) and **Andrzej Gantner** – General Manager, Polish Federation of Food Industry - Union of Employers
- 2. Laurent Freixe** – Vice President, Nestlé S.A.; Zone Director for Europe, Nestlé
- 3. Left to right: Prof. Günter Verheugen** – European University Viadrina; former EU Commissioner for Enlargement; former EU Commissioner for Enterprise and Industry; **Prof. Mariá Kadlečíková** – former FAO Director for Europe and CEE; former Deputy Prime Minister of the Slovak Republic; **Dr. Robert L. Thompson** and **Andrzej Gantner**

According to the panellists, food safety and access to food and water are as important today as energy security.

The panellists pointed out that in order to ensure food safety and access to food, the entire value chain should be examined, from farming through food production to retail sale. The process should be made more transparent and improved at all stages: for instance, 40 percent of food in Africa is wasted in the absence of adequate storage facilities; it takes no less than 10 thousand litres of water to produce 1 litre of bioethanol! Comprehensive knowledge can help to make rational decisions.

Europe must reconsider its agricultural policy. The EU is now spending EUR 60 billion not to ensure safe access to food, in spite of all declarations, but to protect European farmers, reduce production and maintain food prices. As a result, European fields turn into wasteland while the Third World countries suffer hunger.

It is a moral imperative for the well-developed countries to support the poor countries. Europe and the USA should cut agricultural subsidies and expand the free trade area. For example,

the market is closed to inexpensive cane sugar. We should be consistent and follow the economic rationale. The existing system is bad for customers, who have to pay more for some products, and also bad for the Third World countries. Subsidies should be used to develop technologies improving the productivity of agriculture.

Europe and the USA should cut agricultural subsidies and expand the free trade area

It is necessary to invest more in agricultural research and innovations. It is necessary to invest in rural areas. One half of the population live in the countryside; it will be difficult to develop agriculture without access roads, access to the Internet, electricity, running water and storage facilities.

Public-private partnership should play much greater role in rural development.

Smart Grids. New Generation of Power Industry

Co-Host:



DISCUSSION PANEL



- 1. Left to right: Paweł Rabej** – Managing Partner, Publisher of THINKTANK Magazine (*moderator*); **Rafał Czyżewski** – President, Energa-Operator, and **Marek Woszczyk** – President, Energy Regulatory Office
- 2. Prof. Andrzej Wiszniewski** – Wrocław University of Technology; former Minister of Science
- 3. Dr. Bartosz Wojszczyk** – Global Smart Grid Technical Leader for GE Energy, and **Marek Samotyj** – Technical Executive, Power Delivery and Utilization Sector, EPRI



“From the perspective of operators, we can expect a smart grid revolution”, said Rafał Czyżewski.

According to the President of Energa-Operator, it will require active participation of the key energy market players, in particular Distribution System Operators (DSO). Therefore, it is urgent to define common action priorities and draft a roadmap of smart grid implementation. The goal should not only be to create opportunities for customers and to develop distributed generation but also to improve the reliability of supplies and the quality of energy.

The panellists agreed that incentives should be created to encourage investment in smart grids.

Smart grid implementation opportunities require changes of the energy market model, especially the structure of production sources and the role of customers. It is important to develop a new model of development planning, system balancing, grid management, and energy supply security responsibilities.

Distributed and dispersed generation offers unique

opportunities for the Polish power system. It is important to create better conditions for distributed and dispersed generation by eliminating administrative and legal barriers and implementing incentives for investors.

The new regulatory model should support innovation, quality and effectiveness of DSO

It is crucial to improve the elasticity of energy demand, develop a demand management market, and standardise technologies. This can only be done with the co-operation of partners from different areas, including the public administration.

Co-ordinated information and education initiatives are necessary in order to minimise potential resistance to new technologies.

Climate: A New Playing Field for the Business Game

Co-Host:



DISCUSSION PANEL



- 1. Left to right: Andrew Hill** – Climate Change Manager, TESCO Group; **William Chandler** – President and founder, Transition Energy, and **Adam Wilanowski** – Founder and Partner, Lediko Walendowski i Wilanowski Sp. z o.o.
- 2. Prof. Zbigniew Bochniarz** – Visiting Professor, Evans School of Public Affairs, University of Washington (*moderator*)
- 3. Czesław Grzesiak** – Vice President, TESCO Polska
- 4. Dr. Sally Uren** – Vice President, Forum for the Future

“If sustainable development is the goal, then global carbon emissions have to be significantly reduced. Energy should be generated where it is used in order to make considerable savings and to protect the environment”, said William Chandler, President and founder of Transition Energy.

The panellists agreed that Europe should create a single energy market. It was stressed that there is no common power grid which would allow carbon-based economies to use green energy; without technology transfers, less innovative economies cannot reduce emissions. Thus, European governments should make strategic decisions which energy sources should be used in the EU and invest in them globally.

The panellists emphasised that the new climate policy will require changes in three areas: optimisation of the emission effectiveness of existing assets and products; stimulating demand for low-carbon solutions; managing electricity prices and incentives for a low-carbon economy.

Adam Wilanowski said that apparent threats should be perceived as opportunities.

Companies should monitor the supply chain in order to reduce greenhouse gas emissions

The Climate and Energy Package, strongly criticised by some countries, creates new jobs and new opportunities for innovative business. How to encourage businesses to change? “Mainly by speaking the language of benefits”, said Czesław Grzesiak whose company is looking for allies among central and local governments and research centres and engages in direct contacts with stakeholders to convince them that environmental infrastructure solutions provide millions of euros of benefits.

Airplane! Is There a Pilot on Board? The Future of the Aviation Market in Europe

DISCUSSION PANEL



- 1. Left to right: Jacek Krawczyk** – Vice President, European Economic and Social Committee; **Krzysztof Krystowski** – Chief Executive Officer, Avio Polska; **Antonio De Palmas** – President of European Union and NATO Relations, Boeing International; **John Hanlon** – Secretary General, European Low Fares Airline Association; **Helga A. Griesbeck** – Managing Director, Regional Marketing Europe and Africa, The Boeing Company, and **Grzegorz Polaniecki** – President of the Board, Enter Air
- 2. Helga A. Griesbeck** – Managing Director, Regional Marketing Europe and Africa, The Boeing Company, and **Andrzej Rode**, Head of Environmental Affairs, PLL LOT
- 3. Jacek Krawczyk** – Vice President, European Economic and Social Committee

The aviation industry will face consolidation, further cost reductions, increased competitiveness and new technologies, admitted the panel participants.

Jacek Krawczyk, Vice President of the European Economic and Social Committee, said that the aviation industry will face serious technological challenges. In his opinion, the market has become extremely competitive so everybody is looking for cost-cutting opportunities, for instance in fuel consumption. In this context, the Single European Sky project is strategically important. The effectiveness impact

We expect consolidation of the industry and decreasing market shares of the oldest carriers

of this pan-European initiative is the key to the further growth of European air traffic. Thus, the implementation of the technology project SESAR is the EU's top priority.

According to Helga A. Griesbeck, Managing Director, Regional Marketing Europe and Africa, Boeing,

the aviation industry will grow in the long term. Carriers in Europe may look ahead with optimism while the Polish market will develop more dynamically than the industry in other countries.

John Hanlon, Secretary General of the European Low Fares Airline Association (ELFAA), expects consolidation of the industry and decreasing market shares of the oldest carriers.

Krzysztof Krystowski, CEO of Avio Polska, underlined that Asian markets will grow at the fastest pace. According to Antonio De Palmas, President of EU and NATO Relations, Boeing, it is necessary to agree upon issues related to safety and biofuel.

Grzegorz Polaniecki, President of the Management Board, Enter Air, criticised the carbon emissions trading scheme which has been advantageous for financial institutions but not for the aviation industry.

Economic Climate Today and Life After the Crisis

LECTURE



“Either the EU will continue to integrate or it will disintegrate, leading to the breakup of the Euro zone”, said Dr. Nouriel Roubini, the famous American economist, a.k.a. Dr. Doom.

In his lecture, delivered early on the second day of the Forum for a select audience of invited guests, the Chairman of Roubini Global Economics said that the lack of decisions is Europe's main problem". There is plenty of noise in the EU, lots of recommendations, but no actions. A crisis which may arise unless proper decisions are taken will be very profound. Decisions have to be made immediately, not today or tomorrow: they should have been made yesterday. This is the last call", said Dr. Roubini.

Strong leadership can save the economy. Only strong leaders can make difficult political decisions

According to the Chairman of Roubini Global Economics, well-developed countries will be hit by recession in the coming quarters. "The Euro zone will see the second phase of a typical financial crisis", said Dr. Roubini, but did not want to anticipate its scale.

"Greece should be allowed to leave the Euro zone in a smooth controlled exit. You can be part of the European Union without participating in the monetary union", said the American economist who believes that the new economic order entails new relations with emerging markets as well as the exit of several member states from the Euro zone.

"What can help to overcome the coming recession is economic growth and new jobs. However, we worry first about the deficit and only then about economic growth", said Roubini.

Dr. Roubini also talked about leadership. "We live in a world where countries grow increasingly contentious as there is no more the single leader. The world is more and more fragmented. We need more co-operation and co-ordination because the fiscal, economic and political problems facing us require international collaboration", said Dr. Roubini. He stressed that strong leadership can save the economy. Only strong leaders can make difficult political decisions which will stimulate economic growth. "We are faced with very serious threats", warned Roubini.

The World and Poland in 2030. Future Scenarios

PARTNER: WIADOMOŚCI COUNTERPOINT



Peter Schwartz – Chairman, Global Business Network; writer and futurist (left) and **Michat Boni** – Member of the Council of Ministers, Head of the Team of Strategic Advisers to the Prime Minister of the Republic of Poland

How will tomorrow look like? What can surprise us? How to prepare for meeting the unknown? Peter Schwartz, the world-known American futurist, and Michat Boni, Head of the Team of Strategic Advisers to the Prime Minister of the Republic of Poland; author of the report Poland in 2030, discussed the scenarios for more and less distant future.

The world is changing very fast, new economic centres are emerging, power is shifting from the West to the East and from the North to the South. The only effective solution for politicians and for businesses is to build scenarios based on detailed comprehensive analysis and imagination. "It is hard to expect sensible growth without scenarios. Decisions must be taken based on careful analysis by people who are able to understand the changes. Politics must not be isolated from the fast changing world", kicked off Peter Schwartz.

Minister Boni emphasised that we need a new European contract. "Will Europe bring itself to do this?"

According to Peter Schwartz, the key challenge to Poland and Europe is integration of diversity. In the times of falling birth rates, aging societies and increasing inflows

of migrants from countries with totally different cultures, we will have to learn to live together. The American futurist emphasised the demographic paradox of the 21st century: the longer we live, the fewer children we have. Schwartz said that women are the future of the world.

"In the United States, the majority of law and medical university graduates are women. Women set up businesses, climb up the career ladder in the military and other jobs, previously reserved for men. The new world will be a world of women. Women will shape it and act as leaders", said Schwartz.

"Could a military conflict be the consequence of the economic crisis?", asked the moderator, Paweł Gadomski of the Polish Television, at the conclusion of the debate. "I think not. We don't have troops or combat capabilities. We don't have war culture", said Peter Schwartz. However, he admitted that the world is at the risk of chaos and disorder.

Is a More Fair World Possible?

PARTNER: PZU COUNTERPOINT

Are the revolutions and riots in North African countries a prelude to an attempt of the poor South at taking a seat at the table of the rich world? How to shape harmonious co-operation between affluent countries and poor countries? These questions were raised in the debate of two leading economists: a representative of the developing world, Hernando de Soto, and a representative of the well-to-do West, Janusz Lewandowski.

Hernando de Soto called on the Western world for an understanding of the social structure of developing countries. "There are many small businesses, including for instance street vendors, who are stopped from doing business by the law and the ruling elites. Businesses and the economic situation of such countries cannot be assessed under European criteria. You have to put yourselves in the shoes of developing regions and try to comprehend local interdependencies. This will help to reach the groups in need of assistance and not the elites which often represent the authoritarian regime. If small

businesses are given a development opportunity in their home country, they will not migrate to welfare states", said the expert in developing countries.

Janusz Lewandowski emphasised that Europe is trying to support democratic processes. "From the EU perspective, it is necessary to identify examples of countries where democracy also produces economic benefits, especially that Europe and its lifestyle are becoming a point of reference, for instance for Arab states", said the EU Commissioner for financial programming and budget.

Left to right: **Hernando de Soto** – President, Institute for Liberty and Democracy; **Andrzej Jonas** – Editor-in-Chief The Warsaw Voice (moderator) and **Janusz Lewandowski** – EU Commissioner for financial programming and budget



Among the guests listening to the debate were: **Małgorzata Niezabitowska** – former Government Spokesperson; **Danuta Raczkiwicz-Chenczke** – President, Raczkiwicz-Chenczke Consultants, and **Henryk Orfinger** – President, Main Board PKPP Lewiatan (behind, second to the right),



The First Eastern Partnership Business Forum

PARTNERS:



BUSINESSEUROPE



The First Eastern Partnership Business Forum, which took place in Sopot on 30 September 2011, was organized parallel to The Second Eastern Partnership Summit held in Warsaw.

During the opening session, the statements were made by organizers, including Dr. Henryka Bochniarz, President of the Polish Confederation of Private Employers Lewiatan and Philippe de Buck, Director General of BUSINESSEUROPE, partners of the Forum, including Beata Stelmach, Undersecretary of State at the Ministry of Foreign Affairs and Jacek Krawczyk, Vice President of the European Social and Economic Committee, and heads of the official delegations from Ukraine, Georgia and Azerbaijan.



During the main session, presentations were focused on financing opportunities for the projects implemented in the Eastern Partnership countries. The presented options ranged from bank financing, including EIB loans, to capital market solutions such as the Warsaw Stock Exchange. The representatives of Eurochambres and OECD discussed measures aimed at further development of the economic relations with the EP countries. The SME panel included the presentation of the available mechanisms of financial and technical support.

During the evening session attended by Donald Tusk, Prime Minister of Poland, Jerzy Buzek, President of the European Parliament, and Herman van Rompuy, President of the European Council, the representative of BUSINESSEUROPE presented the recommendations prepared by the European business communities, aimed at the further development of the economic cooperation between the EU and EP countries. The recommendations were consulted with employers' organizations and chambers of commerce from the EP countries.

BUSINESSEUROPE presented the Final Declaration to the European authorities.

- 1.** Left to right: **Philippe de Buck** – Director General, BUSINESSEUROPE; **Beata Stelmach** – Undersecretary of State, Ministry of Foreign Affairs; Members of the official delegations from Ukraine, Georgia and Azerbaijan, and **Jacek Krawczyk** – Vice President, European Economic and Social Committee
- 2.** **Dr. Henryka Bochniarz** – President, PKPP Lewiatan; Vice President, BUSINESSEUROPE
- 3.** **Philippe de Buck** – Director General, BUSINESSEUROPE, and **Beata Stelmach** – Undersecretary of State, Ministry of Foreign Affairs



The Official Statement of the First Eastern Partnership Business Forum

BUSINESSEUROPE and business associations from the EP countries appeal to political leaders from the EU and EP states to continue their efforts to enhance economic cooperation with the EP countries. Accordingly, the First Eastern Partnership Business Forum, held parallel to the Second Eastern Partnership Summit, formulated recommendations regarding the business dimension of the Eastern Partnership. The recommendations shall be presented to the governments of the EU member states, EP countries and the EU authorities.

The business community calls for:

1. Ambitious partnership between the EU and EP countries.

The Eastern neighbours of the EU had to fight multiple crises. Today, these countries are important and recognized players on the global market. The EP plays an important role in concerted efforts to ensure prosperous development and future of Europe and, therefore, it should be strengthened and consolidated.

2. The complex EU concept encouraging the EP countries to follow along the pathway of the economic transformation which includes:

- Support to structural reforms
Increased competitiveness is the precondition for the improvement of the economic performance. Economic potential should be released by way of better regulations of the public and private sectors.
- Cross-border and regional economic integration
Support to the economic growth in the EP countries will bring mutual benefits. A network of comprehensive agreements will provide opportunities for economic activity.
- Support to SMEs
Small and medium size enterprises are the backbone of the economic growth and the EP is a good tool to support SMEs in Eastern Europe. Capital markets need to be strengthened and a network should be developed between public and private sector organizations in the EU and EP countries. SMEs should



- 1.** Left to right: **Arnaldo Abruzzini** – Secretary General, EUROCHAMBRES; **Archil Gachechiladze** – Vice President, Bank of Georgia; **Anatoliy Kinakh** – President, Ukrainian Union of Industrialists and Entrepreneurs; Member of Parliament, Adviser to the President of Ukraine; **Dr. Ludwik Sobolewski** – President and CEO, Warsaw Stock Exchange; Ambassador **Paweł Wojciechowski** – Permanent Representative of the Republic of Poland to the OECD, and **Adrian van den Hoven** – Director for International Affairs, BUSINESSEUROPE
- 2.** **Adrian van den Hoven** – Director for International Affairs, BUSINESSEUROPE



1. Arnaldo Abruzzini – Secretary General, EUROCHAMBRES (left) and **A. V. Koryagin** – President, Association of Employers of Belarus
2. Anatoliy Kinakh – President, Ukrainian Union of Industrialists and Entrepreneurs
3. Borys Kolesnikov – Deputy Prime Minister of Ukraine; Minister for Infrastructure
4. The Forum began with official breakfast for the Heads of delegations

be provided with cost efficient advisory and consulting services. East Invest as an important project supporting investments and trade on a regional scale has a tremendous business potential and should be further developed beyond 2013.

- Greater role of the European financial institutions Instruments and funds allotted to the European Investment Bank within its Eastern European mandate, including Eastern Partners Facility, must be subject to a review to assess their utility and attractiveness compared to other instruments, and their accessibility to prospective private sector investors. Conclusions drawn from such a review should help increase support to SMEs in the EP countries and the EU investors seeking business partners in the EP countries.

3. Enhancing bilateral relations by way of a closer economic cooperation and finalizing association agreements. Once set up, in-depth comprehensive free trade areas will have positive impact on liberalization of trade and investments.

- In-depth comprehensive free trade areas will become a powerful tool to foster necessary economic and regulatory reforms, which are needed to create better conditions for investments, more conducive business environment and to ensure certainty of the law. In-depth comprehensive free trade areas should help abolish customs tariffs in the industry. Whenever necessary, transition periods should be offered to enable companies from the EP countries to adjust to the new regulatory framework and standards.

- Market services and investments should be fully liberalized to boost economic growth.

- Convergence with the EU policy Implementation of the *acquis communautaire* will be a great challenge to the EP countries. Based on the former enlargement experience, the EU should develop and launch a new technical assistance strategy.

4. Striving to strengthen its energy security based on the cooperation which is to ensure natural gas supply to all interested parties, the EP and EU countries have to take joint efforts to ensure long-term economic and legal convergence of their energy security positions. Closer cooperation between the EU and EP states will provide interesting trade opportunities to companies from both sides, yielding mutual benefits. Therefore, both the EU member states and EP countries should respect and improve the provisions of the Energy Charter Treaty and the Energy Community Treaty. This includes further efforts to develop transparent, reciprocal and non-discriminatory legal regulations levelling the playing field for all companies which wish to do business in the EP countries, what shall help enhance competitiveness and market openness. There is a firm belief that an agreement must be reached in order to eliminate the practice of the two-fold energy valuation. This practice leads to tensions in trade, undermines efforts taken to promote energy efficiency and has an adverse impact on the investment climate. At the same time, cooperation in the area of energy should be compliant with the 2008 EC initiative regarding natural resources.



1. Jacek Adamski - Deputy Director General, PKPP Lewiatan (left) and **Philippe de Buck** – Director General, BUSINESSEUROPE
2. Vera Kobalia – Minister for Economic Development of the Republic of Georgia
3. Entrepreneurs from Ukraine listening to the debates
4. Artur Waliszewski – Country Business Director, Google Poland and CEE, presented the project The Internet Revolution. How the Internet may support the development of SMEs? to the participants of the EP Business Forum

5. BUSINESSEUROPE and business associations from the EP countries are pleased that the European Commission allocated additional funding to the European Neighbourhood Policy.

Additional funds, especially those supporting civic society and business organizations, will help strengthen national economies and reinforce the position of the EP countries as important economic partners of the EU. Business communities from the EU and EP countries appeal to make the best possible use of the Eastern Partnership Civic Society Forum and to:

- Develop comprehensive programmes for institutional and administrative capacity building of the representative civic society organizations
- Strengthen business organizations in the EP countries

It is a common practice not to consult the business community during the negotiating processes in the EP countries. Consequently, the business community is not adequately prepared to face a massive challenge of the harmonization of the regulatory framework. The EU help for support programmes addressed to the business community may be very well targeted.

6. There is a need for cooperation between the public and private sectors and greater infrastructure investments supported by EIB, EBRD and other international financial institutions.

The Eastern Partnership

The Eastern Partnership was founded in May 2009. Undoubtedly, this is a truly meaningful initiative for the EU and business communities in the EP countries. The EP plays an important role not only because it promotes partnership agreements, free trade agreements and visa facilitation for the Eastern neighbours of the EU but it may also provide a dynamic stimulus, which Europe urgently needs during the time of the crisis and changes which unfold in the global economic system.

On 18 February 2008, the EU opened negotiations on in-depth comprehensive free trade area with Ukraine, which should be finalized during the Polish presidency in the EU, at the end of 2011. Successful negotiations on Free Trade Area with Ukraine would open the way towards future agreements between the EU and its Eastern partners.

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Conference of the Ministry of the Economy



Promoting Poland as a Country Seeking Solutions to Economic Problems

The conference opened with a session on the economic and financial position of Poland in the global economy, as well as the initiatives taken by Poland in view of the global crisis. Lewiatan Chief Economist Dr. Małgorzata Starczewska-Krzysztożek discussed the specificity of economic growth in Poland in the time of the crisis on global markets, as well as the Polish anti-crisis experience. The question how Poland avoided the crisis in 2008-2009 was addressed by Rafał Baniak, Undersecretary of State in the Ministry of the Economy. Professor Dariusz Filar attempted to forecast threats for the Polish economy. The session identified opportunities and threats for the Polish economy in the short term.

The second session focused on innovations and energy challenges for Europe. President of the Polish Academy of Sciences Professor Michał Kleiber presented his concepts for supporting innovation of businesses and economies in the EU and in Poland. Beata Jaczewska, Director of the Economic Development Department of the Ministry of the Economy, discussed the reform of the European patent system. Environmental and energy challenges were outlined by Daria Kulczycka, Director of the Energy and Climate Protection Department of Lewiatan.

The role of the Polish economy in the time of economic globalisation was discussed by Professor Juliusz Gardawski, Professor Jerzy Hausner, Dr. Andrzej Rzońca, Rafał Baniak and Jeremi Mordasewicz.

New challenges and ideas in Poland and Europe were discussed by the President of Poland Bronisław Komorowski, former President of Poland Lech Wałęsa, Jürgen Thumann and Dr. Henryka Bochniarz.

PARTNERS:



The conference was co-financed by the European Regional Development Fund

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Business and Ethics. Meeting of the Employers' Group of the European Economic and Social Committee (EESC)



"In order to avoid the mistakes which caused the current crisis, we need a new economic order. Ethics and moral principles should play an important role", stated the participants of the meeting of the Employers' Group of the European Economic and Social Committee.

The title of the meeting was "Business and Ethics". "What better place to discuss new ideas for Europe and European entrepreneurship than the city where the Solidarity movement was born", said Henri Malosse, President of the Employers' Group of the EESC, in his keynote address.

Prof. Magdalena Środa put forth the idea of drafting a Sopot Manifesto containing a business code of conduct. "The current crisis was partly caused by disrespect for basic values in business", said Prof. Środa.

The participants agreed that ethics reaches beyond business and concerns the entire society as well as individual behaviours. The participants concluded that business is as ethical or unethical as society at large. Philippe de Buck warned against separating business ethics from moral principles.

The idea of top-down European regulation of business ethics was criticised. "The EU should not intervene under any circumstances. This area should remain in the discretion of businesses", said Sophie de Menthon, Chairman of Ethic Movement and a French member of the European Economic and Social Committee.

PARTNER:



1. The participants of the meeting were welcomed by **Henri Malosse**, Chairman, Employers' Group, EESC

2. **Sophie de Menthon** - President, ETHIC; President, French Economic and Social Committee (CESE)

3. In the audience the EESC members: **Anna Nietyksza** – President, EFICOM S.A., and **Marian Krzaklewski** – former President of NSZZ Solidarność

4. **Arnaldo Abruzzini** – Secretary General, EUROCHAMBRES

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Poland's Energy Landscape 2020 – 2050. Debate



"Poland cannot create its energy landscape from a backward position, by failing to learn lessons from policies of its neighbours", warned Paweł Smoleń of Vattenfall Europe AG at the debate on the future energy mix of the Polish economy.

The discussion on the first day of the European Forum for New Ideas brought together representatives of the energy sector with experience on local and international markets of conventional, nuclear and renewable energy, representatives of the oil and gas industry, as well as banks and consultancies. They discussed the difficult position of the energy sector in view of the burden of environmental regulations, the dependence of investments on the price of carbon emission allowances, growing concerns about nuclear energy after Fukushima, the economic crisis, as well as unstable local regulations. All these factors have contributed to an investment stalemate in the European energy sector.

Many different directions of development in the Polish energy sector were reviewed, from dynamic growth of renewable energy to the introduction of nuclear power to the country's energy mix. The speakers considered the question whether dynamic development of transborder connections and energy imports are a more viable option than expansion of local generation capacity. The proponents of nuclear power emphasised its advantages. They recommended that the Polish government should require potential suppliers of nuclear technology to commit themselves to direct global co-operation with Polish companies to ensure their broad participation in the implementation of the national nuclear power programme.

It is not clear now what the optimum energy mix will be in 40 years' time. We need diversification

PARTNER: **DZIENNIK GAZETA PRAWNA**



1. Left to right: **Joachim Wojaczek** – Vice President, Everen Sp. z o. o.; **Krzysztof Piotr Wilbik** – member of the Board, Everen Sp. z o. o., and **Paweł Smoleń** – Head of Centralised Asset Management, Vattenfall Europe AG
4. **Ziemowit Iwański** – Executive Director for Central and Eastern Europe, GE (left) and **David Boone** – Director, International Operations-Nuclear, Fluor
3. The representatives of conventional and nuclear as well as renewable energy, petrochemical and banking sectors and consulting companies debated on the future of the Polish energy

The participants recommended mitigation of regulatory risks at the national level: adoption of a new Energy Law as well as a separate Gas Law and Renewable Energy Sources Law. "This is necessary for the energy sector to decide about the directions of investment", said the participants.

Paweł Smoleń of Vattenfall pointed out that since Germany, within a few years, has developed wind energy capacities exceeding the demand of the Polish economy, the same could be done in Poland.

Mirostlaw Bieliński of Energa said that it is possible to create a carbon-free energy sector by 2050 but it is not clear now what the optimum energy mix will be in 40 years' time. "We need to build different energy sources and diversify the investment portfolio of companies and countries. It is a mistake to focus only on technologically innovative projects", warned Bieliński.

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

International Arbitration in the 21st Century: Beyond Splendid Isolation?



The debate, closed to the public, focused on the future of arbitration in Europe and the impact of EU regulations on economic and investment arbitration.

The economic arbitration section raised the issue of the significant impact of European regulations on the economy and international trade. The main concern of the arbitration community is the impact of the controversial judgment of the European Court of Justice in the West Tankers case and of Brussels I on the enforceability of arbitration decisions and, consequently, the needs of businesses.

The debate brought together leaders of the key European arbitration institutions and associations including: International Court of Arbitration (ICC), London Court of International Arbitration (LCIA), Austrian Arbitration Association (ArbAut), ArbitralWomen, Swiss Arbitration Association (ASA), Chamber of Arbitration of Milan, Chamber of Commerce (CAM), Chartered Institute of Arbitrators (CIArb), Deutsche Institution für Schiedsgerichtsbarkeit (DIS), International Federation of Commercial Arbitration Institutions (IFCAI), Judicial Arbitration and Mediation Services International (JAMS), Permanent Court of Arbitration (PCA), Arbitration Institute of the Stockholm Chamber of Commerce (SCC), Corte de Arbitraje de la Cámara de Madrid, Union Internationale des Avocats (UIA) and Vienna International Arbitral Centre (VIAC).

The debate was organised by the Lewiatan Court of Arbitration under the patronage of Krzysztof Kwiatkowski, Minister of Justice of the Republic of Poland, and Radosław Sikorski, Minister of Foreign Affairs of the Republic of Poland.



1. Heads of the most important European arbitration institutions and associations took part in the debate
2. **Prof. Albert Henke** – University of Milan (left) and **Bartosz Krużewski** – Partner, Clifford Chance
3. **Beata Gessel-Kalinowska vel Kalisz** – President, Lewiatan Court of Arbitration (left) and **Judith Gill**, Partner, Allen & Overy

PARTNERS:

Lewiatan
SĄD ARBITRAŻOWY

CLIFFORD
CHANCE

CMS
Law . Tax

GESSEL
ATTORNEYS AT LAW

SALANS

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

6th Congress of the Boards of SEG Listed Companies



The 6th Congress of the Management Boards of the SEG Listed Companies offered an opportunity to discuss the prospects of the economy after the crisis.

Professor Oliver E. Williamson, 2009 Nobel Prize laureate in Economics, was a special guest of the Congress organised by the Association of Listed Companies in co-operation with Polska Grupa Energetyczna, PwC and the National Depository for Securities.

During the plenary session Capitalism After the Crisis and in informal discussions, the guests debated on the evolution of the economy and economic policy in the wake of the crisis. They discussed the impact of the recent events on a new economic order and possible redefinition of the role of the market and the state. "Unfortunately, the participants of the debate are pessimistic about the future. They see no institutions capable of leading the Western world out of the crisis: a genuine 'crisis of crisis management'. Politicians do not try to look for solutions whose time horizon exceeds their term of office. The response to the subprime crisis, where the fire was put out with a heap of money, is a clear example of short-sightedness", said Dr. Mirosław Kachniewski, President of the Association of Listed Companies.

According to congress participants, an additional threat for economies stems from the fact that money today is no longer created only by monetary institutions of countries but also by private institutions. As a result, markets are flooded with hundreds of billions of dollars generated by leveraged financial institutions. Consequently, financial markets have grown disproportionately big and strong compared to the real economy, which augments upturns and downturns. In addition, Europe must face the problem of excessive production costs which may hinder its competitiveness in the long term.

The participants of the session Capitalism After the Crisis received Professor Williamson's book *The Mechanisms of Governance*, signed by the author.

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Konkordia - 2nd Co-operation Forum



Over 150 NGO representatives discussed effective relations between foundations and associations on the one hand and businesses, research institutions and local governments on the other.

Panel discussions, debates, workshops, foreign guests, surprise evening events, participation in the opening of the European Forum for New Ideas, a meeting with Professor Jerzy Buzek were among the attractions awaiting the guests of the 2nd Co-operation Forum of Konkordia.

The guests discussed the models of intersectoral co-operation, problems in mutual relations between NGOs and their partners, volunteer employee initiatives, and the evaluation of NGOs' activities. The conference presented the results of a one-year work of Konkordia experts: the guidebook Magic NGOs. To reach a broader group of beneficiaries with the guidebook and to promote the benefits of mutual co-operation among different sectors are the next steps of the Konkordia project agreed at the conference.

The Forum was part of the Konkordia project, a social movement which supports improvements of the quality of the Polish NGOs and initiatives dialogue of the third sector with businesses, local governments and research institutions.

The meeting took place at the Haffner Hotel under the patronage of the President of the European Parliament Professor Jerzy Buzek and the Polish Minister of Labour and Social Policy Jolanta Fedak.

1. Dr. Henryka Bochniarz – President, PKPP Lewiatan (left) and Prof. Jerzy Buzek, President of the European Parliament
2. Kinga Sokotowska (left) and Jorge Gimeno – Members of Tallo Foundation, Konkordia Forum organizer
3. 150 representatives of NGOs from all the country took part on the conference

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Intel Challenge Europe 2011 in Poland



The Intel Challenge is one of the leading high-rank international events held annually by Intel Corporation as a competition of the best young technology companies. The European finals of the Intel Challenge were held for the first time in Poland in 2011.

Out of 128 entries, 32 teams from 13 countries were invited to Tri-City. Young inventors presented their discoveries and business plans. A panel of international venture capital and new technology marketing experts was impressed by the high standards of the finalists and hard pressed to select four winning teams. The winners were **Bucky'o'Zun** and **WeDecide** (Denmark), **PhotoGenie** (Israel) and **NeurON** (Poland). The authors of projects with the biggest business potential will present them in November 2011 as Europe's representatives at the Intel Global Challenge finals at the University of California, Berkeley.

The four winning teams were not the only winners of the Intel Challenge. Having established business contacts during the competition, many young inventors found ways to finance and develop their projects.

The awards (cheques) were presented to the winners by Intel Corporation Vice President Christian Morales, President of the European Parliament Professor Jerzy Buzek and Lewiatan President Dr. Henryka Bochniarz.

To watch the Intel Challenge Europe 2011 finals on YouTube visit <http://www.youtube.com/watch?v=GWkaJR0cBww>

The event was organised on 26-28 September in Tri-City in co-operation with the fund INVESTIN, the Foundation for Advanced Technologies and the Polish Confederation of Private Employers Lewiatan.

PARTNER:



SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Lech Wałęsa Institute Civic Academy



The Civic Academy is an international summer school organised by the Lech Wałęsa Institute for young leaders of public life from the European Union and Eastern Partnership countries.

The interest in this year's Academy meeting was beyond all expectations of the organisers who received more than 200 applications. Thirty selected young leaders from twelve European countries were invited to Tri-City.

The participants had very different backgrounds: a gene researcher from Oxford University, a French aviation expert and the founder of a leading Georgian NGO.

This year's edition of the Civic Academy focused on the meaning of responsibility in public life. Thoughts were offered among others by the trade unionist and former Brazilian President Luiz Inácio Lula da Silva, the eminent writer and political scientist Dr. Benjamin Barber, Adam Mickiewicz Institute Director Paweł Potoroczyn, Mayor of Gdańsk Paweł Adamowicz and Batory Foundation President Professor Aleksander Smolar.

The broad range of topics discussed at the sessions and panels organised during the European Forum for New Ideas allowed Academy participants to explore their interests and meet leading experts in their areas.

PARTNER:



1. The participants of Civic Academy 2011 on Westerplatte
2. **Luiz Inácio Lula da Silva** – former President of Brazil and trade union activist, Laureate of 2011 Lech Wałęsa Prize, was a special guest of the Civic Academy (right)
- 3-6. **Paweł Adamowicz** – President of Gdańsk (3); **Paweł Potoroczyn**- Director, Adam Mickiewicz Institute (4); **Dr. Benjamin Barber** – renowned American philosopher and political theorist (5), and **Prof. Aleksander Smolar** – President, Stefan Batory Foundation (6)

SUMMARY OF THE EUROPEAN FORUM FOR NEW IDEAS

Launch of the Gdańsk Institute for Market Economics report Cloud Computing: Flexibility, Efficiency, Security



1.



2.



3.

1. Left to right: **Andrzej Strug** – Director, IT Department, National Health Fund; **Dr. Małgorzata Starczewska-Krzysztożek** – Chief Economist, PKPP Lewiatan; **Marek Kosycarz** – Director for CSR, Microsoft Poland; **Dr. Bohdan Wyżnikiewicz** – Author of the report and Vice President of the Gdańsk Institute for Market Economics; Minister **Michał Boni** – Member of the Council of Ministers; **Dr. Małgorzata Bonikowska** – Managing Partner, Publisher THINKTANK Magazine, and **Krzysztof Piątek** – Project Manager, THINKTANK Magazine (*moderator*)
2. **Dr. Małgorzata Starczewska-Krzysztożek** – Chief Economist, PKPP Lewiatan
3. **Dr. Bohdan Wyżnikiewicz** (*left*) and Minister **Michał Boni**

The report **Cloud Computing: Flexibility, Efficiency, Security on the role of the IT and high-tech sector in improving the competitiveness of selected areas of social and economic life in Poland** was presented at the joint event of Microsoft, the Gdańsk Institute for Market Economics and THINKTANK Magazine on the second day of the European Forum for New Ideas.

The report was published by the Gdańsk Institute for Market Economics in co-operation with Microsoft Poland and a broad group of experts in many different social and economic segments, where high technologies play a leading role, were invited by THINKTANK.

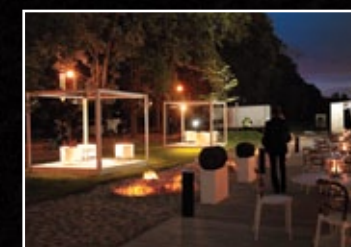
The report focuses on four areas: education, health care, administration, and small and medium-size enterprises. It was discussed by a panel featuring Minister Michał Boni, Member of the Council of Ministers; Dr. Małgorzata Starczewska-Krzysztożek, Chief Economist of PKPP Lewiatan; Dr. Bohdan Wyżnikiewicz, report author and Vice President of the Gdańsk Institute for Market Economics; Andrzej Strug, Director of the IT Department of the Polish National Health Fund; Dr. Małgorzata Bonikowska, Publisher of the THINKTANK Magazine, and Marek Kosycarz, Director for CSR, Microsoft Poland.

The panel participants discussed the impact of advanced technologies like cloud computing on competitiveness, efficiency and productivity in addressing the needs of today's consumers, entrepreneurs and citizens. They shared their thoughts on opportunities, threats and the potential of modern provision of IT services in these areas.

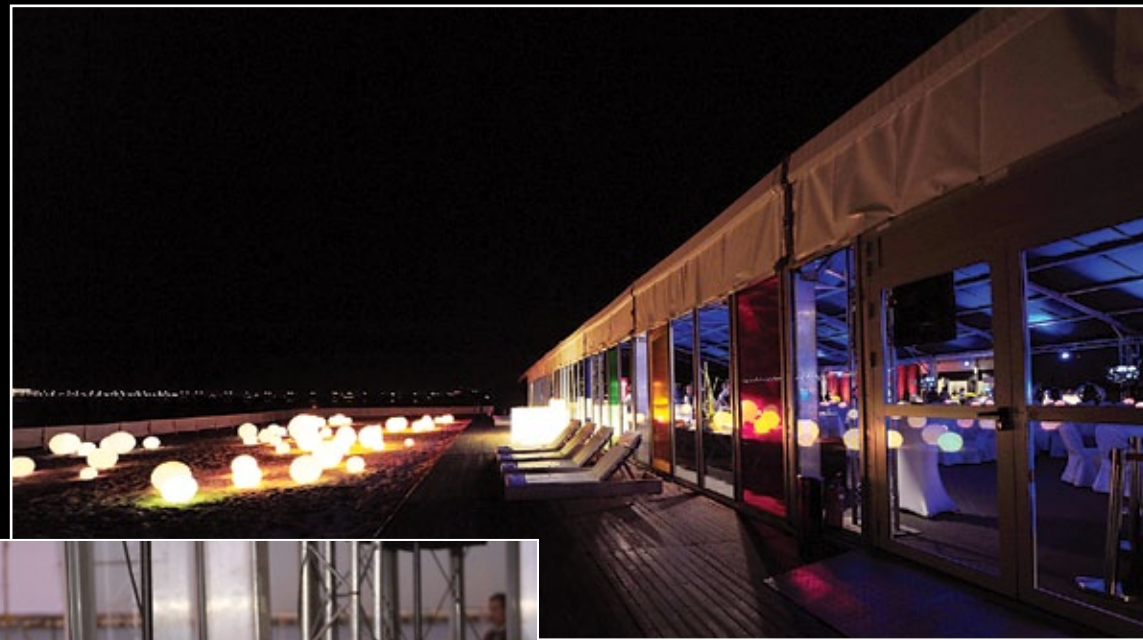
The report and a summary of the panel discussion are available at <http://www.microsoft.com/poland/administracja>

PARTNER: **Microsoft**

EFNI ON THE STREETS AND BEACHES OF SOPOT





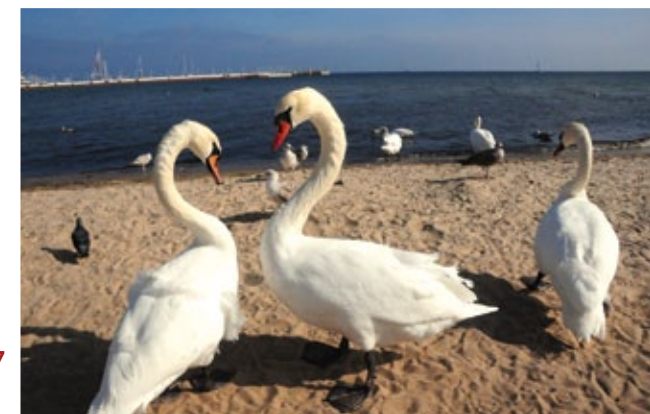




EFNI AFTER HOURS. CLOSING GALA



EFNI VENUE -SOPOT



The conference Forum took place in Sopot, a charming resort on the Baltic Sea coast

and one of the most picturesque towns in Poland.

Sessions and panels were held at the Sheraton Hotel Conference Centre, situated next to the famous pier, the Grand and Haffner Hotels, and in spacious glass pavillion, built for the occasion on the beach, right on the sea.

Its special microclimate makes it a favoured spa destination. The famed pedestrian street, Bohaterów Monte Cassino, leading down to the pier, is lined with numerous feature buildings, galleries, pubs and cafés.

Wide sandy beaches stretch along all Sopot coast for about 4.5 km. The longest wooden pier in Europe stretches into the sea for over 511 metres. Built over a hundred years ago, it is the most remarkable showcase of the town. The other two landmarks

EFNI VENUE -SOPOT

are the stylish Grand Hotel and the modern Crooked House.

Sopot is only 25 km away from the Gdańsk international airport which offers many scheduled flights to the main destinations in Europe and worldwide. It takes only one hour to fly to Warsaw, two hours to Frankfurt am Main or Brussels, slightly longer to Paris, and just three hours to reach London.



PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Arnaldo ABRUZZINI, Italy
Secretary General, EUROCHAMBRES

He is still a member of several Boards of Directors and a shareholder in companies working in the IT and voice- and call-processing sectors. Prior to joining EUROCHAMBRES in 1999, he has founded and managed several companies active in strategic development, marketing, communications and business consultancy in Europe and the United States.



Prof. Wiktor ASKANAS, Canada/Poland
Visiting Scholar at L. Kozminski Academy; Professor Emeritus at the University of New Brunswick

Judge of Canadian Competition Tribunal. CEO of International Management Center in Budapest. Dean of Business Faculty, University of New Brunswick. Founding Member of Polish Institute of Directors. Internationally acclaimed consultant, author of over 100 publications on management, leadership and business.



Jesús BANEGAS NUNEZ, Spain
President, International Commission of CEO (Confederation of Spanish Employers)

Former president of the Internal Market Committee of BUSINESSEUROPE and AMETIC (the Spanish Electronics, Information Technology and Telecommunications Trade Association). Member of the Advisory Board for Telecom and Information Society of Spanish Government (CATSI) and the Board of Prince Felipe Award for Innovation.



Dominic BARTON, United Kingdom
Dyrektor Zarządzający, McKinsey & Company
Managing Director, McKinsey & Company
Previously, he was McKinsey's Chairman in Asia. He is a trustee of the Brookings Institution and is the chairman of the International Advisory Committee to the President of South Korea. Author of more than 80 articles on financial services and the issues and opportunities facing global and Asian markets. He is a Rhodes Trustee.



Norbert BIEDRZYCKI, Poland
President of the Management Board, Sgynity S.A.

He started his professional career in Oracle Polska Sp. z o.o. in 1994, where he was responsible for developing the business application department and managed the implementation department. He worked for McKinsey and Company Poland Sp. z o.o. providing services to clients from the telecommunication and high-tech sectors in the European market.



Brian AGER, United Kingdom
Secretary General, European Round Table of Industrialists

He was for 16 years Director General of EFPIA, the European Federation of Pharmaceutical Industries and Associations. He served as Secretary General of EUROPABIO, a Brussels-based industry forum addressing policy issues affecting biotechnology in Europe. He worked for the European Commission's Directorate General for Science, Research and Development, as a consultant with the OECD, and for the UK Government's Health and Safety Executive.



Arvind BALI, India
Director, VIDEOCON Telecommunications Ltd.,

In 1993 he joined Videocon Group where he held several key positions: General Manager-Operations; Vice President Operations Sales & Marketing and Expansion Projects for Videocon Glass Plants in Bharuch, Gurata, India and Piaseczno. He is actively involved in Business Development, Project Management & Telecom Infrastructure Development in Videocon.



Dr. Benjamin R. BARBER, USA
Philosopher and political theorist

Distinguished Senior Fellow at Dēmos, President of the Interdependence Movement, and Walt Whitman Professor Emeritus at Rutgers University. Author of 17 books. He appears frequently in broadcast media and news publications worldwide, and consults regularly with political and civic leaders in the U.S. and around the world. He writes and speaks on a wide variety of questions including education, globalization, terrorism, and the new politics of the Middle East.



John BEECHEY, United Kingdom/France
Chairman, ICC International Court of Arbitration

Partner in Clifford Chance LLP, responsible for the development of international arbitration practice. He is a former member of the Board and Executive Committee of the American Arbitration Association. He has also served as a Vice-President of the Court of the LCIA. He participated in IBA working groups on international commercial arbitration.



Jan Krzysztof BIELECKI, Poland
Chairman, Economic Council to the Prime Minister; former Prime Minister of Poland

Former lecturer in economics at the University of Gdańsk, removed due to his engagement in the Solidarity Trade Union. Chairman of Liberal-Democratic Congress (1992-93), Delegate of Poland to the European Parliament, Minister for European Integration. Served as Executive Director on the Board of Directors of the European Bank for Reconstruction and Development; former President of Bank Pekao S.A.

PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Dr. Henryka BOCHNIARZ, Poland
President, Polish Confederation of Private Employers Lewiatan; Vice President, BUSINESSEUROPE; Vice President, Boeing Central and Eastern Europe

She takes part in the work of the Enterprise Policy Group advising the European Commission. Co-chair of the Polish Tripartite Commission for Socio-Economic Affairs and Good Practice Committee of the Warsaw Stock Exchange. One of the founders and voluntary President of the Confederation of Private Employers Lewiatan. She chairs the Programme Council of the Women's Congress. She was a candidate for President of the Republic of Poland in 2005.



Dr. Michał BONI, Poland
Minister; Member of the Council of Ministers

In 1991, Minister of Labour and Social Policy, then Secretary of State in the Ministry. Deputy to the Sejm of the first tenure. Since 1995, Director of Social Policy Reform Programme at Stefan Batory Foundation. In 1996-1997, Director and Member of Public Affairs Institute Team. Until 2007, Head of the Team of Advisers to the Minister of Labour and Social Policy.



Prof. Jan BOSSAK, Poland
Warsaw School of Economics (SGH)

Visiting professor at universities in the USA, Japan, Great Britain and Belgium. The President of the Polish-American Enterprise Fund (1991-1992), the President of the Second National Investment Fund (1995-1997), the President of the Erste Securities Polska S.A. investment bank (1999 - 2003), the Director of the World Economy Research Institute at the Warsaw School of Economics (1990 - 1993). Co-founder and Vice-Chairman of the Poland-Japan Economic Committee.



Prof. Jerzy BUZEK, Poland
President of the European Parliament; former Prime Minister of Poland

A politician, academic lecturer, activist of Solidarność, community activist and educationalist. During his term as Prime Minister, he led Poland to join NATO and negotiated Polish accession to the European Union. He was a member of the European Parliament's Committee on Industry, Research and Energy and its Committee on the Environment, Public Health and Food Safety. Vice President of the European Energy Forum.



Dr. Kate COYER, USA
Director, Center for Media and Communication Studies, Central European University in Budapest

She is the co-author of the Alternative Media Handbook and her research focuses on the relationship between technology and activism and the role of civil society in policy making processes. She has been producing radio programmes and helping build community radio stations.



Prof. Zbigniew BOCHNIARZ, Poland/USA
Visiting Professor at the Evans School of Public Affairs, University of Washington in Seattle

He was Visiting Professor at the University of Minnesota, where he founded the Center for Nations in Transition, an international leader in designing and delivering foreign assistance for Central and Eastern Europe in many areas. He was Warsaw School of Economics faculty member for many years. He is the author of over 100 publications, including 15 books.



Dr. Matgorzata BONIKOWSKA, Poland
Managing Partner; Publisher, THINKTANK Magazine

She worked for the public television TVP. Served as Head of the European Information Centre at the Office of the Committee for European Integration. She developed and implemented the government public information programme on Poland's integration with the EU. Served as EC expert. Collaborator of the Center for International Relations. President of the India EU Council.



Dr. Philippe de BUCK, Belgium
Director General, BUSINESSEUROPE

In 2002, he became Director General of BUSINESSEUROPE, which represents more than 20 million companies in Europe which employ over 106 million people. Formerly Chief Executive Officer of Agoria, the Belgian multi-sectoral federation for the technology industry. He is a member of the Board of Directors of ING SA-NV and BASF Antwerpen nv. He is also the Chairman of the Fund under the patronage of ING Belgium.



William U. CHANDLER, USA
President and Co-Founder, Transition Energy; Research Director, Energy Transition Research Institute

Board member of the Environmental Law Institute. Fellow of the Pacific Northwest National Laboratory (PNNL) for 18 years. He taught energy policy at Johns Hopkins University School of Advanced International Study, and served as a lead author for the Intergovernmental Panel on Climate Change. Author and co-author of several books.



Dr. Leszek CZARNECKI, Poland
Chairman of the Supervisory Boards of Getin Holding S.A. and Getin Noble Bank S.A.

Main shareholder of six companies listed on the Warsaw Stock Exchange. He built European Leasing Fund from scratch, later he created Getin Noble Bank, nowadays the biggest Polish private bank, as well as Getin Holding. He was awarded by several business organisations, Polish and foreign media. He is the author of two books: *Simply Business* and *Risk in Banking. A Post-crisis Perspective*.

PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Rafał CZYŻEWSKI, Poland

Vice President, Energa-Operator S.A. In 1991-98, he was Head of the Financial Analysis Department and Managing Director of a consulting firm, Doradca Consultants. He served as Executive Director in a pharmaceutical distribution company. Later, he joined UTiWorldwide (logistics) where he was responsible for developing and implementing investment projects across Europe (2003-2008).



Dr. Vilhjálmur EGILSSON, Iceland
Director General, SA-Confederation of Icelandic Employers

He is a well-known commentator on current affairs in the Icelandic media. Former Permanent Under Secretary at the Ministry of Fisheries and Executive Director at the International Monetary Fund. He was a Member of Parliament. For many years, served as Secretary General of Iceland Chamber of Commerce.



Prof. Dariusz FILAR, Poland
Faculty Member, University of Gdańsk

Since 1973, Faculty Member at the Department of Economics, University of Gdańsk. He was a visiting professor at the Center for Russian and East European Studies (CREES), University of Michigan, Ann Arbor (USA). He served as Chief Economist of Bank Pekao S.A. He was a Member of the NBP Monetary Policy Council. In March 2010, he was appointed to the Economic Council to the Prime Minister.



Štefan FÜLE, Czech Republic
EU Commissioner for Enlargement and Neighbourhood Policy

He started his diplomatic career as a Desk Officer in the United Nations Department at the Czechoslovakian Ministry of Foreign Affairs. In 2009, he was appointed European Affairs Minister in the Czech government. Served as First Deputy Defence Minister, Czech Permanent Representative to NATO and the UN, Czech Ambassador in the UK and Lithuania.



Paweł GADOMSKI, Poland

TVP Polish public television "Newcast" journalist

He is the author of numerous materials covering finance and economy issues. He received the Polish Bank Association award for journalistic professionalism and his search for new and interesting ways of presenting banking topics in electronic media. He also received the Władysław Grabski award given to the best business journalists by the National Bank of Poland, Polish Journalists Association and Polish Press Agency.



Christopher P. DAVIES, United Kingdom
Deputy Chief Executive Officer, HSBC Bank (China) Company Limited

He has spent more than 25 years with the HSBC Group, and held senior management positions in Europe and North America. When last based in London, his responsibilities included the HSBC Group's China Affairs activities. In New York, Mr. Davies was a member of the Board of Trustees of the China Institute and the Board of Directors of the City Parks Foundation. He is also a member of the Brookings Institution's forum on "Growth through Innovation."



Dr. Petra ERLER, Germany
Managing Director, EEC

After the first democratic elections in the GDR, she entered the Foreign Ministry. Later, she served as State Secretary in the Office of the Prime Minister. After German unification, she worked first as Head of the Department for European Affairs at the Representation of the State of Brandenburg at the federal government. In 1999, she joined the European Commission as a member of the cabinet of Commissioner Verheugen. She left the Commission in 2010 and now works as Managing Director in her own company.



Laurent FREIXE, France
Vice President, Nestlé S.A., Zone Director for Europe, Nestlé

Started his career at Nestlé France in 1986 in the field of sales and marketing. Then he joined the Management Committee of Nestlé France and was appointed Head of the Nutrition Division. In 2003 became Market Head at Nestlé Hungary. Four years later he was appointed Market Head of the Iberian Region taking responsibility for Spain and Portugal.



Archil GACHECHILADZE, Republic of Georgia
Deputy CEO, Bank of Georgia

Deputy CEO, Corporate Banking, previously served as Deputy Director in charge of Corporate Recovery at TBC Bank, Georgia. He worked as Senior Associate at Salford Equity Partners, Senior Analyst at the EBRD in Tbilisi and London, Senior Financial Analyst at KPMG Barents in Tbilisi, and the Team Leader for the World Bank's CERMA Project in Tbilisi. Mr. Gachechiladze is CFA Charterholder and a member of the CFA Society of the United Kingdom.



Andrzej GANTNER, Poland
General Manager, Member of the Board, Polish Federation of Food Industry - Union of Employers

Vice Chairman of the Food Policy Council at the Minister of Agriculture and Rural Development, Chair of the Committee for Economic Affairs, Food Policy Council, Vice Chairman of the Council for Diet, Physical Activity, and Health at the Minister of Health. For more than 19 years Mr. Gantner has been involved in the food economy, both as a researcher and as a marketing, sales, and management executive.

PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Dr. Beata GESSEL-KALINOWSKA vel KALISZ, Poland

President, Lewiatan Court of Arbitration

Expert practitioner in M&A, private equity, commercial law and arbitration, experienced arbitrator. Founder and Managing Partner of GESSEL Attorneys at Law. Member of the ICC Arbitration Commission and of the Board of Directors of ArbitralWomen. Her book on M&A transactions is an essential source of legal doctrine in this respect in Poland.



Helga A. GRIESBECK, USA

Managing Director, Regional Marketing Europe and Africa, Commercial Airplanes, The Boeing Company

She joined the Operations Research department of McDonnell Douglas Corporation in Long Beach, California in 1969, as a Sales Manager with an increasing portfolio of markets. She played an important role in developing the market base for MD-80 and MD-11. Since 1997, Director, Marketing Europe and Russia for the Boeing Commercial Airplanes Group in Seattle.



Piotr GULCZYŃSKI, Poland

President, Lech Wałęsa Institute Foundation

Political scientist, international relations and NGO management specialist. In 1996-1997 Personal Assistant to Prof. Władysław Bartoszewski, since 1997 in the Lech Wałęsa Institute Foundation. In 2010 he was appointed by the President of Poland Bronisław Komorowski to Advisory and Consultation Team of National Security Strategic Review.



John HANLON, United Kingdom

Secretary General, European Low Fares Airline Association (ELFAA)

Joined British Airways in 1968 as a graduate trainee and spent 30 years in overseas Regional General Management positions in Europe, the Middle East and Africa. His last position with British Airways was as General Manager Africa and the Indian Ocean, based in Johannesburg. Awarded OBE in 1993 for services to British aviation interests in Nigeria. Joined Flybe in 2000, becoming Director Alliances. In June 2006 appointed Secretary General of ELFAA – European Low Fares Airline Association, having previously chaired the Airspace Work Group within ELFAA.



Dr. Dieter HEUSKEL, Germany

Senior Partner and Managing Director, The Boston Consulting Group

Consultant for public and private development projects in West Africa (1976 – 1979). In 1980, he joined The Boston Consulting Group, co-founding BCG's Düsseldorf office. Since 1998, he has been a member of the BCG's worldwide Executive Committee, and Head of the German Management Team (1998 – 2006). Since , he has been Chairman of BCG Germany.



Dr. Marek GRELA, Poland

Principal Adviser for Global and Multilateral Affairs, European External Action Service in Brussels

From 2006 to 2010 Director in the General Secretariat of the Council of the European Union. Former Polish Ambassador, Permanent Representative to the European Union (2002 - 2006), Permanent Representative to FAO and WFP in Rome (1998 - 2001). In 1981 - 1989 he was a senior research fellow at the Polish Institute of International Affairs.



Czesław GRZESIAK, Poland

Vice President, TESCO Polska Sp. z o.o.

He successfully restructured and reorganized state-owned enterprises of Lower Silesia region and served on Supervisory Boards of several companies. He joined TESCO Polska Sp. z o.o. in 1995 when Tesco began its business operation in Poland. Vice President of the Polish Confederation of Private Employers Lewiatan, member of the Board of POHID (Polish Organization for Retail and Distribution).



Grzegorz HAJDAROWICZ, Poland

Entrepreneur; film producer; publisher, Poland

Founder and the main stakeholder of the GREMI capital group. Honorary Consul of the Republic of Brazil. Graduate of the Jagiellonian University in political sciences. Owner of the Republica Publishing Company issuing the following publications: *Rzeczpospolita* daily, *Uważam Rze* weekly, stock market newspaper *Parkiet*, *Przekroj* weekly and *Sukces* monthly. He also invests in real estate and film productions and has co-produced *The City Island* with Andy Garcia as the main character.



Prof. Jerzy HAUSNER, Poland

Faculty member of the Cracow University of Economics; Member of the Monetary Policy Council

From the mid-1990s, he served in many important public and government functions. He led the team of advisers to the Deputy Prime Minister Grzegorz Kotodko. He served as Government Plenipotentiary for Social Security Reform in Włodzimierz Cimoszewicz's government. Member of the Polish Parliament (2001-2005). Deputy Prime Minister and Minister in the governments of Leszek Miller and Marek Belka. Author of the reform plan for public finances.



Andrew HILL, United Kingdom

Climate Change Manager, Tesco Group

He joined Tesco in 2000, and has worked across the business in a wide range of strategic roles covering store location, market research, brand development and food quality. He is responsible for Tesco's work with its thousands of suppliers to reduce carbon emissions and tackle Climate Change across the supply chain.

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Arni HOLE, Norway

Director General, Royal Ministry of Children, Equality and Social Inclusion

She is in charge of family policies provisions for children, measures against family violence, equality and anti-discrimination on the basis of gender, ethnicity, disability, sexual orientation, religion and age. She co-ordinates international co-operation within these fields with UN, EU/EEA, Council of Europe, The Nordic Council of Ministers.



Adrian van den HOVEN, Belgium

Director for International Relations, BUSINESSEUROPE

Adrian van den Hoven is Director of the BUSINESSEUROPE International Relations department with overall responsibility for trade negotiations and bilateral relations. He worked as a International Relations researcher and adjunct professor in Italy (EUI), France (Nice) and Canada (Windsor) prior to joining BUSINESSEUROPE in 2003. He received his PhD in Political Science from the University of Nice, France in 2000.



Prof. Zbigniew IZDEBSKI, Poland

Dean of the Faculty of Education, Sociology and Health Sciences, University of Zielona Góra

Head of the Counselling and Sexology Chair, University of Zielona Góra. He works for the Biomedical Aspects of Development and Education Lab at the Faculty of Education of the University of Warsaw. A long-standing WHO expert on sex education and HIV/AIDS prevention. He is a member of a number of associations and Polish and international scientific organisations.



Caroline JENNER, United Kingdom

CEO, Junior Achievement-Young Enterprise Europe

She began her career as an entrepreneur. She has been deeply engaged in entrepreneurship education policy with the European Commission, serving on expert groups for secondary schools. In addition, appointed as Senior Vice President Europe for JA Worldwide in 2004, she has worked on global initiatives such as the World Economic Forum's 2010 Report on Entrepreneurship Education.



Dr. Mirosław KACHNIEWSKI, Poland

President, Polish Association of Listed Companies

Formerly with the International Finance Faculty at the Warsaw School of Economics, the Ministry of Privatization, and the Commission of Securities and Exchanges. He served many important functions in IOSCO, an organisation of capital market regulators. Member of the authorities of the European Association of Listed Companies. Author of numerous publications on economics.



Balázs HORVATH, Hungary

Expert, United Nations Development Programme (UNDP); Poverty Reduction Practice Leader in Europe and the CIS

He manages regional projects and provides policy advice to UNDP country offices on poverty reduction, social protection and fiscal issues. He provides strategic policy analysis and support to UNDP's global activities. He was a part of the core teams that prepared the Regional MDG report for the Global MDG Summit, and the Regional Human Development Report on Social Exclusion.



Prof. Danuta HÜBNER, Poland

Chair, Committee of Regional Development, European Parliament, Member of European Parliament

In 2004-2009 she was European Commissioner for Regional Policy. Before that she was Poland's Minister for European Affairs, Head of Office of the Committee for European Integration and Secretary of State for Poland's Ministry of Foreign Affairs, and the Head of the Chancellery of the President of the Republic of Poland. In 2000-2001, she was Executive Secretary at the United Nations Economic Commission for Europe in Geneva.



Leszek JAŻDŻEWSKI, Poland

Co-Founder and Editor-in-Chief of LIBERTÉ!

Political scientist, columnist, Vice President of Liberal Forum, Secretary of Transport Integration Association. Co-author of *Liberal Reflections on Life Chances and Social Mobility in Europe and Democracy in Europe of the People, by the People, for the People?*



Andrzej JONAS, Poland

Editor-in-Chief, The Warsaw Voice

Founder and Editor-in-Chief of *The Warsaw Voice*; press and television commentator. Served as Vice President of the Association of Polish Journalists (1995-2002) and Vice President of the European Association of Journalists (1997-1999). Lecturer at the Journalism Department at the Warsaw University and at the Diplomatic Academy. Co-Founder of the Association of the Children of the Holocaust in Poland.



Prof. Maria KADLEČÍKOVÁ, Slovakia

Former FAO Director for Europe and CEE; former Deputy Prime Minister of Slovakia

Professor of the Slovak Agricultural University in Nitra, Slovak Republic. Awarded four Honorary Doctorates. Recently, member of the Slovak Academy of Agricultural Sciences, two Science Councils at the Slovak University of Agriculture, and the International Advisory Board at the Corvinus University in Budapest, Hungary. Former Vice Rector of the Slovak Agricultural University (1985-1990).

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Dr. Martin KÁLOVEC, Czech Republic
Partner & Managing Director, The Boston Consulting Group Prague

He leads the CEE Telecom team. During his consulting career, he has advised telecom and banking clients in Central Europe and North America on both strategic and operational issues, including post-merger integrations, strategic expansions, reorganizations and efficiency improvements.



Dr. Jacek KARNOWSKI, Poland
Mayor of Sopot

From 1990, he has been a City Counsellor and Deputy Mayor of Sopot. He became the Mayor of Sopot in 1998. He was a Member of the Regional Parliament (1990-1998) and served as the Chairman of the Environmental Committee. From 2007, he has served as Vice President of the Union of Polish Cities. Delegate to the Congress of Local and Regional Authorities of the Council of Europe. Co-Founder of the Task Group of the Central Government and Self-governments.



Prof. Michał KLEIBER, Poland
President, Polish Academy of Sciences; former Minister of Science and Information Technology, former Adviser to the President of the Republic of Poland

An expert on application of modern computer science in research, technology, and medicine. He also explores growth policies, with particular interest in strategies fostering the development of education and science, and innovative growth. Former faculty member of universities in Germany, USA, and Japan. Editor-in-chief of Archives of Computational Methods in Engineering



Andrzej KLESYK, Poland
Chief Executive Officer, PZU S.A.

Former Partner in Boston Consulting Group (Warsaw, Poland) and Partner in McKinsey&Co in London. Founder of Inteligo Bank, a pioneering online bank project. From 1989 to 1990 in the Ministry of Economic Reform. Member of the Economic Council at the Polish Prime Minister, Programme Board of The Institute of Public Affairs, Board of Trustees of National Museum in Warsaw.



Michał KOBOSKO, Poland
Editor-in-Chief, *Bloomberg Businessweek Week Polska*

He gained his professional journalist experience working for *Gazeta Wyborcza* daily. He was Deputy Editor-in-Chief and Editor-in-Chief of *Puls Biznesu* daily, *Forbes* monthly, *Newsweek Polska*, *Dziennik. Polska-Europa-Swiat*, *Dziennik Gazeta Prawna*. In 2010, he worked for Axel Springer Polska as the publisher of *Newsweek Polska* and *Forbes* magazines. He sat on the jury of several press competitions.



Teresa KAMIŃSKA, Poland
President, Pomeranian Special Economic Zone

Head of the Nuclear Power Plant Task Force in the Pomeranian Region. Since 2004, she heads the team of advisers to Prof. Jerzy Buzek. Her focus is on regulations of energy and SME sectors, research organization and funding, and European Research and Innovation Area. She was named "Manager of the Year" by *Polska Dziennik Baltycki* in 2009.



Prof. Catherine KESSEDJIAN, France
Deputy Director, European College of Paris, Director of a Master programme in European Law, University Panthéon-Assas Paris II

In 2004, she was appointed a Hauser Global Professor at New York University School of Law where she teaches International Commercial Transactions and a seminar on Rule Making Processes in a Global World. Deputy Secretary General of the Hague Conference on Private International Law (1996-2000). She taught European Business Law and international arbitration.



Anatoliy Kinakh, Ukraine
President, Ukrainian Union of Industrialists and Entrepreneurs; Member of Parliament, Adviser to the President of Ukraine

He was elected to the Ukrainian Parliament for five consecutive terms. Mr. Kinakh took different posts in the executive authorities – from the Governor of the region to the Prime Minister of the country. He was one of the pioneers in building the Ukrainian civil society. He has been the President of the Ukrainian Union of Industrialists and Entrepreneurs for the last ten years. By profession, Mr. Kinakh is an engineer, specialised in ship construction.



Vera Kobalia, Georgia
Minister of Economy and Sustainable Development

Vera Kobalia is one of the most prominent representatives of the young reformist government. She started off at the NGO „Coalition for Justice,” in a relatively short time. She managed to turn the attention of international community to the issues of protecting the rights of refugees in Georgia. However, very soon, she was appointed to another important position. She was only 28 when she became the Minister of Economy and Sustainable Development.



Bronisław KOMOROWSKI
President of the Republic of Poland

As a member of the anti-Communist opposition for many years (printer, journalist, and publisher of underground press), Mr. Komorowski was frequently arrested and persecuted, and interned during the Marshall Law period in Poland. He was a Member of Parliament for several terms. He served as Minister of Defence, Chairman of the Parliamentary Defence Committee and Speaker of the House. Former member of the Freedom Union (UW) and later Conservative People's Alliance (SKL). Former activist of Civic Platform. Currently, he is not a party member.

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Prof. Andrzej KOWALSKI, Poland
Director, Institute for Agricultural and Food Economics; Head of the Department of Rural Development, Warsaw School of Economics

Prof. Kowalski is a Director of Institute for Agricultural and Food Economics (2000) and head of the Department of Rural Development, Warsaw School of Economics (2008.) He is a member of the Scientific Council of Collegium of World Economy at the Warsaw School of Economy and Scientific Council of Polish Team of IIASA. He is a foreign member of the Ukrainian Academy Of Agrarian Sciences.



Jacek KRAWIEC, Poland
President & Chief Executive Officer, PKN ORLEN S.A.

Graduate of Poznań University of Economics. In 1992-1997, he worked for Bank PEKAO S.A., Ernst & Young S.A. and PriceWaterhouse Sp. z o.o. Later he served as President of the Management Board and CEO of Impexmetal S.A., President of the Management Board of Elektrim S.A., Managing Director for Sindicatum Ltd. London, and President of the Management Board of Action S.A. Chairman of the Supervisory Board of Unipetrol a.s. and Member of the Supervisory Board of Polkomtel S.A.



Marek KRZYKOWSKI, Poland
International Paper Kwidzyn Sp. z o.o.

In the paper industry for 28 years. His career started in the Pulp and Paper Plant (Zakłady Celulozowo – Papiernicze) and continued after the plant was acquired by International Paper Kwidzyn. After 1996 he served as Vice President and Technical Director, and since 2005 President of the Management Board of International Paper Poland. He also supports the Youth Enterprise Foundation as Vice President.



Wojciech KUŚPIAK, Poland
CEO, PTWP S.A. GROUP

Editor-in-chief of *Nowy Przemysł*, a business monthly magazine and for www.wnp.pl portal. Publisher of industry magazines such as *Rynek Zdrowia* (health), *Rynek Spożywczy* (food), and web portals, including www.portalsamorządowy.pl, www.propertynews.pl, and organizer of successful conferences, including the largest conference event in Central Europe, i.e. European Economic Congress.



Peter LAVELLE, USA
Political commentator, *Russia Today*, USA

Peter J. Lavelle is host of *CrossTalk*. Prior to *CrossTalk*, he hosted at RT's "IMHO" In My Humble Opinion and In Context. He was a Davis and Fulbright scholar. He has been living in Eastern Europe and Russia for over 25 years. Before becoming a television commentator and television host, Peter Lavelle worked with many press titles and radio stations.



Jacek P. KRAWCZYK, Poland
Vice President, European Economic and Social Committee

He served as Secretary of State in the Ministry of Industry and Trade (1991), President of financial institutions, and Optimus S.A. He is the Vice President of PKPP Lewiatan. He serves on the Management Board of E-STAR and Supervisory Board of PLL LOT. He is a member of the Aviation Platform, advisory body to the Vice President of the European Commission responsible for transport. He graduated from the Warsaw University, INSEAD, and HEC.



Krzysztof KRYSZTOWSKI, Poland
CEO, Avio Polska

Since 2008, President of the Bielsko Aviation Companies Federation with members from the aerospace industry, mainly from Silesia. Since 2004, Chairman of the Council of the FIRE Innovation Centre Foundation. Between 2003 and 2006, he served as Under-Secretary of State at the Ministry of Economy where his responsibilities included innovation in the economy.



Mike KUBENA, USA
CEO PwC Central & Eastern Europe

Member of the Global Strategy Council which is the key global leadership body responsible for ratifying the global strategy of PwC. He started his career in PwC in the USA in 1987, as tax consultant. He had led the firm's practice in Russia for 3 years and PwC Tax and Legal services in Russia before that. As a Tax Partner, he has worked on a broad range of tax planning projects.



Carol LAMBERT, France
Partner; Co-Chairman, Global Center for Corporate Governance, Deloitte France

She joined Deloitte in 1987 and spent more than 10 years in the audit department serving multinational companies. She then transferred to the firm's Quality and Risk Department. Serves as the Ethics and Governance leader at Deloitte France. For the past two years, she has also been the Co-Chair of the Deloitte Corporate Governance Center, a network of governance leaders and governance centres involving over 35 firms.



Janusz LEWANDOWSKI, Poland
EU Commissioner for Financial Programming and Budget

Researcher at the University of Gdańsk in 1974-1984. Served as expert to Solidarity Trade Union. Former Member of Parliament and Minister of Privatization. Since 1993, Chairman of the Board of Trustees at the Gdańsk Institute for Market Economics. Observer in the European Parliament (2003-2004). Member of the European Parliament (2004-2010) and Chairman of the EP Committee on Budgets (2004-2007).

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Andrzej LUBOWSKI, Poland/USA
Economist, writer, and commentator

Polish-born, since 1982 residing in the United States, former banker, served on boards of several American and European companies. Regularly contributes to main Polish newspapers on key economic and political developments. The author of *Kontuzjowane Mocarstwo* (The Injured Superpower), a book on the strengths and weaknesses of the United States.



Adil MAMMADOV, Azerbaijan
President, Azerbaijan Export and Investment Promotion Foundation (AZPROMO)

Graduated from Reading University in the UK and holds MA in Business and Management in Emerging Markets. He worked in the United Nations Economic Commission for Europe in 2003-2004. He also worked as the Head of Extractive Industries Transparency Initiative (EITI) Secretariat at the State Oil Fund (SOFAZ) of the Republic of Azerbaijan (2005-2009).



Prof. Radostaw MARKOWSKI, Poland
Director, Centre for the Study of Democracy, Warsaw School of Social Sciences and Humanities; Head of Comparative Politics Division, Polish Academy of Sciences

He specializes in comparative politics and electoral studies. Since 1995, PI of the Polish National Election Study and since 1997, member of the Planning Committee of the Comparative Study of Electoral Systems (CSES); Polish PI of the European Election Study since 2004. He serves on several editorial or advisory boards.



Sophie de MENTHON, France
Chairman of ETHIC, Qualified Personality of French Economic and Social Committee (CESE)

She created Multilignes Conseil, a telemarketing company, in 1976. She is now managing ETHIC organization whose main goal is to promote the concept of ethical business. She launched the first 'Enterprise Day' in France to claim 'I love my job!'. She is a radio commentator on RMC radio and BFM for 'Good morning business'.



Janusz MOROZ, Poland
Member of the Management Board, Sales, RWE

He worked for Telekomunikacja Polska (2001-2006), the national telecom operator, where his recent positions were the Regional Executive Director and Director for Transmission Network Investment. Prior to joining TP Group, he worked for Unilever (1993-2000)



Henri MALOSSE, France
President, Employers' Group, European Economic and Social Committee (EESC)

President of the EESC's Section for Employment, Social Affairs and Citizenship (SOC) and Economic and Monetary Union, Economic and Social Cohesion (ECO) sections. He is currently the Director and Adviser to the Presidency of the French Assembly of Chambers of Commerce and Industry, and Adviser to the President on European matters. He also lectures on European affairs at several European universities.



Lord MANDELSON, United Kingdom
Member of the House of Lords. Former EU Commissioner for Trade; former Secretary of State for Business, Innovation and Skills

He was European Trade Commissioner from : **from 2004 to 2008**. He held four different Cabinet positions in the British government under Tony Blair and Gordon Brown, the most recent being First Secretary of State and Business Secretary. He was a Member of Parliament. In 2011 he launched Global Counsel, a strategic advisory firm, of which he is the Chairman.



Nelson MATTOS, Brazil/Switzerland
Vice President of EMEA Product Management & Engineering, Google

He joined Google in 2007 and is responsible for all engineering and product development activities across the Europe, Middle East and Africa region. He served in different positions at IBM and was an associate professor at the University of Kaiserslautern in Germany. He has published more than 80 papers and holds 13 patents.



Christian MORALES, Spain
Vice President and General Manager of Intel Europe, Middle East and Africa (EMEA)

He joined the company in 1980. He is responsible for Intel product sales and marketing in the EMEA region. He has held senior international management roles. Prior to this role, he was Intel's Vice President of the Sales and Marketing Group and Co-General manager of Asia Pacific. Before that, he was General Manager of Latin America.



Sophie NAPPERT, Canada/United Kingdom
Arbitrator, moderator of OGEMID

She was Head of International Arbitration at a global law firm. Commended as 'one of the top new-generation arbitrators'. She is a Moderator on OGEMID, the online discussion forum on issues of international law and international arbitration. Areas of experience include: energy and natural resources, construction, infrastructure, investment disputes.

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Irene NATIVIDAD, USA
President, Global Summit of Women

President of the Global Summit of Women, an annual international gathering of women leaders from around the world, and co-chair of Corporate Women Directors International, which promotes the increased participation of women on corporate boards globally. She was selected by the US press as one of the '21 Leaders for the 21st Century' and named one of the '100 Most Powerful Women in America'.



Ekke Overbeek, The Netherlands
Journalist

Started his work in professional journalism in 1998 at the *Dutch Financial Daily*. Since twelve years working as independent correspondent in Warsaw, covering developments in Central-Europe for newspapers, radio- and television stations in the Netherlands and Belgium: *Het Financieele Dagblad*, *Trouw*, *De Tijd*, EO Radio, BNR nieuws radio, VRT, NOS and Radio Netherlands Wereldomroep.



Jacek PAŁASIŃSKI, Poland
Television and radio journalist; correspondent

Since 1977, he was an active member of pre-Solidarity opposition movement. In 1981, he left Poland for Italy. Co-founder of the Solidarity Committee in Italy. Formerly, a journalist with Radio ZET, Rzeczpospolita daily, and the weekly magazine WPROST. Currently with TVN24 news channel. Member of Stowarzyszenie Wolnego Stowa (Association for Freedom of Speech). Serves on the Board of Foreign Press Association in Italy.



James H. QUIGLEY, USA
Former CEO, Senior Partner, Deloitte Touche Tohmatsu Limited

Senior Partner with Deloitte U.S. During his 36 years with the organization, he has held a number of leadership roles. Involved with several international business organizations. He earned an honorary Doctorate of Business from two US universities. Co-Author of the best-seller *As One: Individual Action, Collective Leadership*.



Dr. Nouriel ROUBINI, USA
Chairman and Co-Founder, Roubini Global Economics

Formerly on the faculty of Yale University's department of economics. Professor of economics at New York University's Stern School of Business. Former economic adviser at the White House and the U.S. Treasury Department. Author of many expert opinions. He has published over 70 papers and reports on international macroeconomic issues and co-authored many books.



Staffan NILSSON, Sweden
President, European Economic and Social Committee (EESC)

He was President of EESC Group III (Various Interests) for six years, and Vice-president for another six. When he became a member of the EESC and Group III (1995), he has actively contributed his expertise to the fields of agriculture, sustainable development and international cooperation. Currently, he plays a key role in the EU-Turkey Joint Consultative Committee and the Euromed Committee.



Antonio de PALMAS, Italy
President of European Union and NATO Relations, Boeing International

He joined Boeing in 2003 and was responsible for all company communications for Southern Europe. Earlier, he developed his career in Brussels in the EU policy areas for eight years working for various business interests. He has been extensively involved in the liberalization of the telecom sector and the development of electronic commerce.



Grzegorz POLANIECKI, Poland
Chairman of the Board, Enter Air

He has worked in the aviation sector for the past 12 years, as Passenger Service Manager responsible for passenger and aircraft services and a specialist and auditor in the ground services department. He contributed to opening of the new scheduled flights to new Polish airports. He was also in charge of crew planning and coordination.



Paweł RABIEJ, Poland
Managing Partner, Publisher of THINKTANK Magazine

He specializes in issues concerning leadership, communication and innovation. He was active on the Polish press market where he held many senior positions. Head of the consortium responsible for promoting Poland's accession to the European Union. Member of the Association of Professional Speakers in Poland and the Club of the Polish Business Roundtable.



Kinga RUSIN, Poland
Journalist; author of TV programmes and documentary films; co-author of the best-seller *Co z tym życiem?* (What to Do with this Life?)

She graduated from Warsaw University with degrees in Italian studies and journalism. In 1994, she was awarded the Wiktor Prize as a TV Discovery of the Year and in 2008 she received the Wiktor audience award. Ms. Rusin is a co-owner and co-founder of the natural cosmetics brand PAT@RUB and Vice President of the Foundation ABCXXI – Cała Polska czyta dzieciom (All of Poland Reads to Kids).

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Marek SAMOTYJ, USA

Technical Executive, Power Delivery and Utilization Sector, EPRI

He joined EPRI in 1985, as a Project Manager. He was a Research Assistant to the Energy Modelling Forum at Stanford University, a Fulbright Senior Scholar and a Fellow of the Professional Journalism Program at Stanford University. Recipient of many awards including an award for lifetime achievements funded by *Power Quality* magazine and *The Financial Times*.



Peter SCHWARTZ, USA

Co-Founder and Chairman, Global Business Network; futurist, writer

He works with corporations, governments, and institutions to create alternative perspectives of the future and develop robust strategies for a changing and uncertain world. Member of the Council on Foreign Relations, the World Economic Forum Global Agenda Council, the World Affairs Council and, in Singapore, the Research, Innovation and Enterprise Council. He is the author of many books.



Audley SHEPPARD, New Zealand/Ireland/United Kingdom

Partner, Clifford Chance LLP; Global Head of International Commercial Arbitration and International Law

He specialises in the resolution of major disputes arising out of infrastructure and energy projects, and international trade and investment. He also sits as an arbitrator. Visiting Professor at the School of International Arbitration, Queen Mary, London. Vice-President of the London Court of International Arbitration.



Ruth Ravitz SMITH, USA

Senior Vice President, Global Government Relations, GE Hitachi Nuclear Energy

She serves on the executive committee of the U.S.- Poland Business Council. She is a Co-Chair of the bipartisan working group established by the Third Way to address nuclear issues and a member of the Nuclear Energy Institute's Supplier Advisory Committee. She served as Vice President of Government Affairs in Alstom and was principal in the government law & strategies practice at Brown Rudnick.



Dr. Ludwik SOBOLEWSKI, Poland

President, Warsaw Stock Exchange

He was a lecturer at the Faculty of Law and Administration at the Jagiellonian University and worked for the Council of Ministers' Office. Served as Adviser to the Management Board of Warsaw Stock Exchange and headed the Task Force for Separation of National Depository for Securities from WSE. Former Vice President of the National Depository for Securities. Chairman of the Supervisory Board of BondSpot.



Prof. Gesine SCHWAN, Niemcy

Professor of Politology, President, HUMBOLDT-VIADRINA School of Governance; former President, European University Viadrina

Served as the President of the European University Viadrina, she is currently the President of the HUMBOLDT-VIADRINA School of Governance. Former Co-Chairwoman of the German-Polish Forum. In 2005 – 2009, she served as coordinator of the Federal Government for German-Polish Cooperation. Since 2004, she has been Member of the Commission of SPD. She was twice a Candidate for the Federal President.



Marek SERAFIN, Poland

Member of the Management Board; Petrochemical Operations, PKN ORLEN S.A.

He joined Impexmetal S.A. Group, first as Operations Director of Huta Aluminium Konin S.A. and later as President and CEO of Huta Zawiercie S.A. He also served as General Manager of ArcelorMittal Group and President of the Management Board of the companies Huta Warszawa and Silscrap Sp. z o.o.



Stawomir S. SIKORA, Poland

President, Citi Handlowy

Co-author of Poland's economic transformation after 1989. Has over 20 years of executive experience on the boards of the banks listed on the Warsaw Stock Exchange. Since 2003, President of Bank Handlowy w Warszawie S.A. where Citigroup is a major stockholder. Vice President of PKPP Lewiatan, a member of the Polish Bank Association's Council and of the Emerging Markets Advisory Council at the International Institute of Finance.



Prof. Aleksander SMOLAR, Poland

Political scientist; President, Stefan Batory Foundation

Co-Founder and Member of the Board of the European Council on Foreign Relations. Émigré in 1971-1989. Co-Founder and Editor-in-Chief of a quarterly political émigré magazine, *Aneks*. While abroad, served as Spokesperson for the Social Self-defence Committee of the KOR Workers' Defence Committee. Former political adviser to Prime Minister Tadeusz Mazowiecki and Foreign Policy Adviser to Prime Minister Hanna Suchocka.



Hernando de SOTO, Peru

President, Institute for Liberty and Democracy

Served as President of the Executive Committee of the Copper Exporting Countries Organization, as CEO of Universal Engineering Corporation, and as Governor of Peru's Central Reserve Bank. He has advised heads of state in several countries on property reform programs. Author of *The Other Path* and *The Mystery of Capital*. *Time* and *Forbes* named him one of the leading innovators in the world.

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Beata STELMACH, Poland

Undersecretary of State, Ministry of Foreign Affairs

She is responsible for global economic policy, promotion and cultural diplomacy. She worked on the Polish capital market since its beginning and has extensive management experience. She graduated from the Warsaw School of Economics, Calgary University (MBA), and INSEAD (MBA).



Prof. Magdalena ŚRODA, Poland

Professor, ethicist, philosopher

Professor at the Ethics Department of the Institute of Philosophy at the Warsaw University. She founded and managed a post-diploma study programme in ethics and philosophy. Author of many publications and several books. Editor of science journals. Member of the Committee on Ethics in Science, Polish Academy of Sciences. Plenipotentiary for Equal Status of Men and Women in the government of Marek Belka.



Tomasz TERLECKI, Poland

Head of Central and Eastern Europe Programme, European Climate Foundation

Founder and former Executive Director of the CEE Bankwatch Network, one of the largest advocacy NGOs from the new EU member states. He is a multilingual professional with over a decade of senior level management experience in fundraising, financial management, capacity building and organizational development.



Jürgen R. THUMANN, Germany

President, BUSINESSEUROPE

At the age of 19, he took over the management of Thumann Stahl-Service Center as a partner and expanded the family business. Later he founded Heitkamp & Thumann KG in Düsseldorf, which presently has 16 locations in Europe, Asia and North America. Chief Executive Officer of Hille & Müller and Vice President of BDI, German Federation of Industries. Serves on Supervisory Boards of many companies.



Donald TUSK

Prime Minister of the Republic of Poland

During his student years, he was the "Solidarity" activist. He co-founded the Liberal and Democratic Congress (KLD). He was Deputy Chairman for the Freedom Union (UW). Former Senator and Deputy Speaker of the Senate. Member of Parliament for four terms. Former Deputy Speaker of the House. Since 2003, Chairman of the Civic Platform (PO).



Eric STEWART, USA

Partner, Williams & Jensen; President of US – Poland Business Council

He serves as a Senior Adviser to the US Chamber of Commerce, as the Executive Director of the US Turkmenistan Business Council and as the President of the US-Poland Business Council. Prior to joining Williams & Jensen and the US Chamber, he served as the Deputy Assistant Secretary for Europe/Eurasia at the U.S. Department of Commerce. In 2006, Mr. Stewart was awarded the Officer's Cross of the Order of Merit of the Republic of Hungary by the President of Hungary.



Dr. Alek TARKOWSKI, Poland

Director, Centrum Cyfrowe Projekt: Polska; Member of the Board of Strategic Advisers to the Prime Minister of Poland

Co-author of "Poland 2030" report. He is building a digital civil society in Poland. Public Lead of Creative Commons Poland, a project promoting open copyright models. Expert in sociology of the internet, social and cultural effects of digital technologies and open models for production of knowledge and communication.



Dr. Robert L. THOMPSON, USA

Former Director of Agriculture and Rural Development, The World Bank; Visiting Scholar, John Hopkins University, School of Advanced International Studies

He held the Gardner Endowed Chair in Agricultural Policy at the University of Illinois at Urbana-Champaign. Senior Fellow of the Chicago Council on Global Affairs. Serves on the International Food and Agricultural Trade Policy Council. Former World Bank Director of Rural Development. Professor of Agricultural Economics at Purdue University. Assistant Secretary at the U.S. Department of Agriculture.



Grażyna TORBICKA, Poland

Journalist, documentary film maker

Documentary film maker and author of *Piramida marzeń* (Pyramid of dreams), *Gem, set, mecz – Fibak* (Game, Set, Match - Fibak). She hosts the film programme "Kocham kino" (I love cinema) for the second channel of the Polish public television (TVP2). From 2007, she has served as Artistic Director of the Film and Art Festival "Two Reversides". She holds many awards, including Rzeczospolita daily Golden Award, Golden Cross of Merit, Gloria Artis Silver Medal for Merit to Culture.



Dr. Sally UREN, United Kingdom

Deputy Chief Executive, Forum for the Future

She joined Forum for the Future in 2002 and currently oversees Forum's partnerships in both the UK and globally, as well as Forum's networks and communication activities. She is Chair of Kingfisher plc's Independent Stakeholder Panel, a Panel Member of the UK's Green Energy Supply Certification Scheme. She founded and directed the Sustainability Group at private consultancy Casella Stanger.

PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Louis-Jacques URVOAS, France
Vice President, Long-term Strategy at Corporate Strategy, EDF

He joined EDF in 1982. He managed setting up of the energy savings scheme and coordinated EDF actions regarding energy demand control. He was also a Core Group member of the EEB (Energy Efficiency in Buildings) Project of the WBCSD. Former Strategic Marketing Director at EDF Customer Branch.



Prof. Günter VERHEUGEN, Germany
Professor, European University Viadrina, former EU Commissioner for Enterprise and Industry

German politician (member of FDP, SPD). Former member of the federal parliament and Deputy Minister of Foreign Affairs. In 1999, he became the EU Commissioner for Enlargement in Prodi's Commission. He continued in Barosso Commission as Commissioner for Enterprise and Industry and Vice President of the Commission. Currently, Professor at the European University Viadrina.



Artur WALISZEWSKI, Poland
Country Business Director, Google Polska & CEE

For the last five years, he has managed the operations of Google Poland, being responsible for planning and implementing Google business development strategies in Poland, and recently also in Central and Eastern Europe. Previously, Mr. Waliszewski belonged to the group which created Onet.pl, the biggest Internet company in Poland. In 1996, he was one of its first Polish employees and during the last four years at Onet, he was the Member of the Board and the Director of the portal.



Dorota WARAKOWSKA, Poland
Television journalist and international commentator, media consultant

She worked for the Polish public television company (TVP) for 15 years and from 1991, she covered the most important political and economic events in Poland and worldwide, including Poland's accession to the EU. She was a correspondent in the USA, newscast journalist for Wiadomości and Panorama news programmes and managed journalist teams for both programmes. Deputy Director of Channel 1 TVP.



Prof. Oliver E. WILLIAMSON, USA
2009 Nobel Prize Laureate in Economics

Professor of the Graduate School and the Edgar F. Kaiser Professor Emeritus of Business, Economics, and Law at the University of California, Berkeley. Member of the National Academy of Sciences. He has been awarded 12 honorary degrees and holds numerous titles awarded by many institutions. Honorary Founding Editor of the Journal of Law, Economics and Organization. He has published six books and over 140 articles.



Herman VAN ROMPUY, Belgium
President of the European Council

Mr. Van Rompuy was Prime Minister of Belgium (2009). Prior to this he served as President of the Chamber of Representatives and held a number of portfolios in the Belgian Government. Before entering federal politics in 1975, he worked as an economist in Belgium's central bank. He held a variety of party and parliamentary positions. From January 2010, the first full-time President of the European Council.



Agata WACLAWIK-WEJMAN, Poland
LLM, Counsel, Public Policy and Government Relations, Google

She has extensive experience in government, financial and international affairs sectors. She served on the Management Board of the National Depository for Securities and worked as legal counsel at the World Bank in Washington, and in the Constitutional Tribunal in Poland. She is a member of Centrum Prawa Bankowego at the Jagiellonian University and co-founder of Inpris, a think tank with focus on law. Author of science and political publications. Attorney at law and member of the New York State Bar Association.



Lech WAŁĘSA
Former President of the Republic of Poland

One of the key leaders of the protests in the Gdańsk Shipyard, in 1980, which led to signing of the Gdańsk Agreement. Laureate of 1983 Nobel Peace Prize. In 1989, he headed the delegation of the democratic opposition during the Round Table negotiations. In 1995, he founded The Lech Walesa Institute to support democracy and local governments in Poland and throughout the world.



Adam WILANOWSKI, Poland
Founder and Partner, LEDIKO Walendowski i Wilanowski Sp. J.

Expert on energy efficient, environmentally friendly LED lighting systems. Since 2001, he has actively promoted and implemented LED technology. His company, LEDIKO, specializing in innovative and energy efficient lighting solutions, has been recognized many times for environmentally friendly engineering solutions. Laureate of "GreenEvo" programme under the auspices of the Ministry of Environment.



Prof. Andrzej Józef WISZNIEWSKI, Poland
Professor, Wrocław University of Technology

He was the President of the Wrocław University of Technology. Former Minister of Science and President of the State Committee for Scientific Research. He obtained Honorary Doctorates from the Connecticut State University, Lviv University of Technology, and Wrocław University of Technology. Currently, he continues his work at the Wrocław University of Technology.

PANELLISTS AND GUESTS

Complete bio notes contributed by panellists and guests, are available at the EFNI website www.efni.pl



Maciej WITUCKI, Poland
President, Telekomunikacja Polska Group

He began his career in Cetelem Bank, in France and in Poland. Former President of Lukas Bank. Since 2009, a member of the Directors Board of the Atlantic Council of the United States, a leading American think-tank. Council Member of the Bronistaw Geremek Center Foundation and member of Management Board of PKPP Lewiatan. President of the Chamber of the French Commerce and Industry in Poland (CCIFP).



Dr. Bartosz WOJSZCZYK, Poland/USA
Global Smart Grid Technical Solutions Director, GE Energy

He is responsible for development of Smart Grid technology in the transmission and distribution department of GE Energy. He is a member of IEEE Power Engineering Society / Standards Association (IEEE 1547), IBC Asia, and Smart Grid Advisory Committee. He worked for multinational companies, including Accenture, Quanta-Technology (Quanta Services), Legrand-Fael (Legrand), Energy Recovery Group and other.



Marek WOSZCZYK, Poland
President, Energy Regulatory Office

He has worked for ERO continuously since April 1998. He represents ERO in the Council of European Energy Regulators (CEER) and since 2011, he was elected Vice President of the CEER Board of Directors. He is a member of ACER Board of Regulators and takes part in the proceedings of Panel on Polish Nuclear Energy - advisory body to the Prime Minister.



Hiromi YAMAJI, Japan
Executive Vice President, Executive Chairman of Global Investment Banking, Nomura Securities Co., Ltd.

He has run Nomura's global investment banking operations from the firm's European headquarters since April 2009. From 2002-2005, he was President and CEO of Nomura Europe Holdings, overseeing Nomura's European operations. Prior to that, he headed the Global Investment Banking business in Tokyo and the Wasserstein Perella Corporate Strategy & Services team in New York.



Jacek ŻAKOWSKI, Poland
Journalist, commentator for *Polityka* weekly

Chair of Journalism at Collegium Civitas. He writes a Monday column for *Gazeta Wyborcza* daily and moderates Friday morning broadcasts on the TOK FM Radio, as well as Friday evening interviews with a Guest of the Week on TVP Info. Former moderator of programmes on TVP2, Polsat, and TVP1. Former Press Spokesman of OKP (Solidarity's representation in Parliament) and President of the Polish Information Agency. Author of several books.



Dr. Paweł WOJCIECHOWSKI, Poland
Ambassador, Permanent Representative of the Republic of Poland to the OECD

Polish economist, manager, Doctor of Science and Technology (Information Technology), and diplomat. He served as Minister of Finance (2006) and Deputy Minister of Foreign Affairs (Undersecretary of State) in 2009-2010.



Stephen Kai WONG, China
Director, Hong Kong Economic and Trade Affairs (Central and Eastern Europe); The Government of the Hong Kong Special Administrative Region Office in Berlin

He is responsible for commercial relations, economic and trade matters, as well as establishing and developing contacts with the governments, politicians, trade organizations, business corporations, academia, and think-tanks. His task is to promote Hong Kong's trade interests and overall image in the region. Former associate expert at the UN Centre for Human Rights in Geneva and Deputy Solicitor-General in Hong Kong.



Prof. Cezary WÓJCIK, Poland
Warsaw School of Economics and the Polish Academy of Sciences; Chief Economic Adviser to PBP Bank

Former fellow and alumni of the Harvard Kennedy School of Government leadership development program, as well as a graduate of other major leadership programs at IESE or HEC Paris. Recipient of the Prime Minister's Award and the City Bank Award for economic research. His works have been published in Journal of Banking and Finance, Journal of Comparative Economics, Economics of Transition, Economic Systems, Emerging Markets, Finance and Trade, Focus on Transition.



Prof. Claudia ZEISBERGER, France
Professor, INSEAD Business School, Centre for Decision Making and Risk Analysis, Financial Women's Association (Singapore)

Academic Co-Director of INSEAD Global Private Equity Initiative (GPEI). She teaches in INSEAD's MBA, EMBA and Executive Education programmes and was nominated repeatedly for the Best Teaching Award in PE. Throughout her 16 years in Asia, she has advised institutional investors, especially family offices from Asia & the Middle East on the inclusion of Private Equity in their investment portfolios.

ORGANIZERS



Polish Confederation of Private Employers Lewiatan aims to foster competitiveness of the Polish economy and success of the Polish enterprises. It brings together 59 sector and regional associations of private employers and 24 individual members, and represents 3500 companies. PKPP Lewiatan represents employers in the Tripartite Commission for Social and Economic Affairs. It prepares and procures top quality legal and economic expert opinions. Since PKPP Lewiatan was founded, its experts provided opinions on over 2000 drafts of statutory laws and secondary regulations covering different areas of economy. They take efforts to ensure that propositions of business communities are endorsed during the course of the legislative process. PKPP Lewiatan is the only Polish employers' organizations having its office in Brussels and a member of BUSINESSEUROPE, the largest employers' organization in the European Union.



BUSINESSEUROPE plays a crucial role in Europe as the main horizontal business organisation at EU level. Through its 41 member federations, BUSINESSEUROPE represents 20 million companies from 35 countries. Its main task is to ensure that companies' interests are represented and defended vis-à-vis the European institutions with the principal aim of preserving and strengthening corporate competitiveness. BUSINESSEUROPE is active in the European social dialogue to promote the smooth functioning of labour markets.



Sopot is one of the most beautiful tourist destinations and a resort on the Baltic coast. Its pristine sandy beaches cover 4.5 kilometres of the waterfront. The city is nested between the sea and moraine hills. More than 60 percent of its space are parks and woods. Sopot is the ideal location for all sports; it is a home to over 200 pubs, clubs, discos and restaurants. Sopot highlights include Ergo Arena, the biggest and most modern events venue in Northern Poland; Opera Leśna, a scenic amphitheatre; Krzywy Domek, the eye-catching "crooked house"; and Monciak, Poland's most popular pedestrian street.

STRATEGIC PARTNERS



Orange

TP Group is the largest telecommunication group in Central Europe. Apart from TP, its members are PTK Centertel – Orange network operator and internet portal Wirtualna Polska.

TP Group operates on fixed and mobile telephony, Internet and data transmission markets. The services of TP are used by over 6 million fixed-line customers. Over 2.3 million of TPG's customers benefit from its broadband Internet access and 600,000 households watch TV from TPG. Orange, partner of the Polish Presidency in the EU, is the market leader in Poland with over 14,5 mln users. TP Group is a part of the global telecommunications group, France Telecom.



PKN ORLEN

One of largest refiners of crude oil in the CEE region specializing in processing crude oil into unleaded petrol, diesel, heating oil, aviation fuel, plastics and other petroleum related products. It operates in six segments: refinery, oil, wholesale, retail, petrochemical and chemical. It has seven refineries (in Poland, the Czech Republic and Lithuania), and over 2,600 retail outlets offering services in Poland, Germany, the Czech Republic and Lithuania. It employs around 22,000 people.



PZU

The PZU Group is one of the largest financial institutions in Poland and in Central and Eastern Europe. PZU provides comprehensive insurance cover for all major areas of private, public and economic life. The Group also manages a pension fund, mutual funds and savings programs. In 2010, the Company went public. Its shares were purchased by over 250 thousand retail investors and 2.6 thousand institutions.



SEG

The Polish Association of SEG Member Companies (SEG) is an organization of issuers listed on the Warsaw Stock Exchange. The mission of the Association is to facilitate co-operation of issuers in order to contribute to Polish economic and social life, strengthen market economy, as well as improve organizational capacity of its members. SEG contributes to development of financial markets through educational, promotional, and lobbying activities. We integrate the community of issuers by organizing numerous trainings and seminars and represent common interests of listed companies.

MAIN PARTNERS



Citi Handlowy

It is one of the biggest financial institutions in Poland and offers a wide range of innovative corporate, investment and consumer products and services. The Bank's capital group includes Dom Maklerski Banku Handlowego (brokerage house) and Handlowy Leasing. Being part of Citigroup ensures the Bank's clients an access to financial services in over 100 countries.



Deloitte

Deloitte Poland is one of the leading global professional services organizations in the country, providing services in audit, tax, legal, strategic and technology consulting, risk management and financial advisory. Deloitte in Poland employs over 1100 people and operates through a network of nine local offices in major Polish cities.



EDF

EDF Group, is a comprehensive energy service provider with operations in every business, including energy generation, transport, distribution, trading and sales. EDF is the leading electricity producer in Europe. In France, it mainly has nuclear and hydraulic production facilities, with an electricity output that is 95% free of CO2 emissions. The Group generated consolidated sales of €65.2 billion in 2010. EDF is listed on the Paris Stock Exchange.



Lech Wałęsa Institute Foundation

The Foundation is an apolitical non-profit non-governmental organization. It focuses on the following goals: to record the life and activity of Lech Wałęsa, to protect national heritage, the tradition of independence and solidarity, to promote human rights and democracy.



Intel

Intel, the world leader in silicon innovation, develops technologies, products, and initiatives to continually advance how people live. Intel is the world's largest semiconductor chip maker. Company develops solutions that transform the way people live, work, communicate, and play. Intel's legacy of innovation continues to challenge the status quo and to lead the world to discover what's next.



PGE

PGE Capital Group is the largest power sector companies in Poland and one of the biggest in Central and Eastern Europe. The activities of PGE Polska Grupa Energetyczna focus on the following areas: Conventional Power Generation, Renewable Power Generation, Nuclear Power Generation, Wholesale, Distribution, Retail.



CNN

Since 1985, CNN International is the world leading global 24-hour news network. The channel's output comprises its trademark breaking news, sports, current affairs, documentaries and feature programming across a range of platforms including mobile and IPTV, over and above the landmark television service and international website, CNN.com



Dziennik Gazeta Prawna

Dziennik Gazeta Prawna is a daily newspaper with business profile. It consists with white and yellow pages. White pages contain business information and yellow pages contain law news.



GRUPA ENERGA

ENERGA Group is an integrated energy sector company, whose main areas of activity are: production, sale, distribution and transmission of electric and thermal energy. ENERGA delivers electric energy to 2.5 million households and more than 300 thousand companies. The Group operates a distribution system for electric energy in the area of 75 thousand square km and leads in Poland in supply of energy from renewable sources.



Warsaw Stock Exchange

The Warsaw Stock Exchange is the biggest securities exchange in CEE. The WSE organises trading on one of the most dynamically growing capital markets in Europe. It operates a regulated market of shares and derivative instruments, the alternative stock market NewConnect, Catalyst, a market for issuers of bonds, and an energy market. Since 9 November 2010, the WSE is a public company listed on the Warsaw Stock Exchange.



Nestlé

Nestlé is the largest food company in the world. The Company began its Polish operations in 1993. Today, it offers food products under such brands as NESCAFÉ, NESTLÉ, GERBER and WINIARY. The Group also includes such entities as: manufacturers and distributors of bottled water (Dar Natury, NAŁĘCZOWIANKA) and Toruń-Pacific CPP (breakfast cereals).



Pomeranian Special Economic Zone

The Pomeranian SEZ offers a coherent entrepreneurial support programme consisting of the Gdańsk Science and Technology Park, industrial areas and the Baltic Industrial Park developed in the formed Gdynia Shipyard area, where the investor can obtain tax exemptions.

MAIN PARTNERS



Provident Polska S.A.

The company is a member of International Personal Finance, the international financial group listed on the London Stock Exchange. Provident is present in Poland since 1997. The company is a leader in the sector of fast cash loans. Provident serves 782,000 customers in Poland (IPF has a total of 2 million customers).



PwC

PwC is a leading global network of companies which provide professional consulting services to the public and the private sector. Drawing upon the expertise and qualifications of over 161 thousand employees in 154 countries, PwC builds relations with clients based on services of top quality, transparency and integrity.



The Lewiatan Court of Arbitration

The Lewiatan Court of Arbitration, is a modern institution, recognized internationally and regionally, aimed at swift and quick settlement of property and corporation disputes. For businessmen, it means quick decisions settling disputes and reduction of business operations costs.



TVN24

Up-to-date, interactive and credible information transferred rapidly and by professional reporters with use of cutting-edge technologies – these are the key advantages of the station TVN24. The station broadcasts from the most advanced studio in Europe. Up-to-date information is ensured by the network of reporters in Warsaw and in nine branches in Poland. Flow of foreign news to the station is continuous and uninterrupted thanks to world agencies, foreign colleagues and reporters.

PROGRAMME PARTNERS



LIBERTÉ!

A liberal magazine and institution, its mission is to promote open society, an open market, united Europe, and quality public debate in Poland.

TECHNOLOGY PARTNERS



Dell

Global computer manufacturer ranked #41 on the Fortune500 list. Dell offers innovative products and services to individuals and companies including laptops and desktops, mobile devices, projectors, printers and servers.



Puls Biznesu

The mission of Bonnier Business (Poland) – owner of Puls Biznesu, a leading business daily in Poland and – is to be the leading provider of relevant information to the members of the business community. Every year in different rankings Puls Biznesu assesses companies on the basis of their influence on development of Polish economy i.e. Pillars of Polish Economy, Gazelles, Stock Exchange Company of the Year.



RWE

RWE is one of Europe's five leading electricity and gas companies, specialized in the generation, trading, transmission and supply of electricity and gas for millions of clients in Europe. RWE Polska is one of the most advanced and competitive electricity suppliers in Poland.



Tesco Polska

Tesco Polska's core purpose 'to create value for customers to earn their lifetime loyalty' has shaped our growth in Poland since 1995. We now have 380 stores, whether hypermarkets or small shops. Leading against climate change we can use our trusted global brand to inspire 29 000 staff and 5 million weekly customers to protect the environment.



WPROST

WPROST weekly is one of the leading weeklies in Poland. Published since 1982, since 1989 is the national weekly. The publisher of WPROST is Agencja Wydawniczo-Reklamowa WPROST. Its majority shareholder is Platforma Mediowa Point Group. The Editor-in-Chief of WPROST weekly is Tomasz Lis. WPROST is one of the most quoted media and the most quoted weekly in Poland.



THINKTANK

A platform for the exchange of experience between business leaders and the public administration. THINKTANK conducts research and offers expertise in innovation, leadership, communication, and public policy. Publisher of the quarterly THINKTANK.



Google

Google is a global technology leader, founded in 1998 by Stanford Ph.D. students Larry Page and Sergey Brin. Google's innovative search technologies connect millions of people around the world with information every day.

SUPPORTING PARTNERS



American Chamber of Commerce in Poland

AmCham is non-profit and nonpolitical organization which aim is to actively promote American investments in Poland and other activities for the benefit of the business environment. AmCham's current membership is over 300 companies.

CLIFFORD
CHANCE

Clifford Chance

One of the biggest global law firms with around 3.2 thousand lawyers. The only integrated law firm present on the world's biggest markets, it provides advisory in key projects to governments, companies, and legislators.



GESSEL

GESSEL is one of Poland's premier law firms with eighteen years of experience, offering complex legal services. Best quality legal expertise together with the unique working style have won the firm consistent recommendations from legal market analysts, clients and other law firms.



METRO GROUP

A leader in global trade, METRO GROUP is present in 33 countries and has 290 thousand employees. In Poland, METRO GROUP operates 143 stores of the following sales brands: MAKRO Cash & Carry, Real, Media Markt, and Saturn, staffed with 24 thousand employees.



Salans

Salans is a full service international law firm operating from 22 offices. Salans is a full-service commercial law firm offering quality advice in all areas of the law.

LOGISTIC PARTNERS



Enter Air

Enter Air is the largest Polish charter airline, although the airline's first flight took place in April 2010. The airline carries tourists to the most popular holiday resorts. Enter Air operates aircrafts Boeing B737-400 and B737-800.



Bioton S.A.

Bioton S.A. is a Polish biotechnology company, one of the few companies in the world producing recombinant human insulin.



CMS

CMS Cameron McKenna is the largest law firm in Europe, with over 140 lawyers in the Warsaw office. Our specialized industry groups deliver legal support to leading multinationals, major domestic players and public sector entities.



Hill & Knowlton

Hill & Knowlton Poland is a leading consulting company in Poland, offering consulting services in: Corporate, Crisis and Marketing Communications, Public Affairs, Healthcare PR, Digital PR, Event Organization and training sessions. Awarded with Silver Lion in PR Cannes Lions (2011).



Microsoft

Microsoft is an international supplier of computer software, global cloud computing solutions, server applications and other information technologies, addressed to individual customers, businesses and administration.



Konsalnet

Konsalnet is the leading provider of security services in Poland. The company offers manned guarding services, cash handling, secure transportation, monitoring and installation of systems for technical protection nationwide.

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EFNI IN NUMBERS

1,116 participants, including **729** from Poland and **387** foreign guests

544 persons (technicians, waiters, artists) took care of the guests

128 outstanding panellists, including **68** international speakers

198 accredited journalists, including **29** from the international media

800 media publications

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