

25-27  
September  
2013

Lech Wałęsa

Nobel Peace Prize Laureate, Poland

We should redefine what the left and  
what the right is.

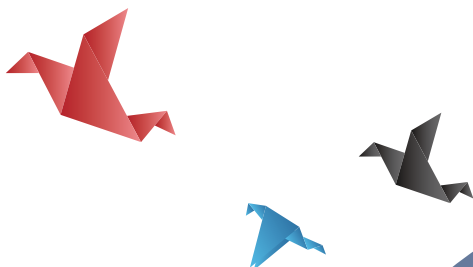
na nowo zdefiniować  
lewicę i prawicę.

EXPERIENCING "SOLIDARITY"  
- EUROPE'S DISTANT MEMORY  
AND LESSONS FOR THE FUTURE



## EFNI 2013 | REPORT

WHERE TO NOW, EUROPE? HOW TO RENEW THE OLD CONTINENT?  
A BUSINESS PERSPECTIVE



**EFNI**

EUROPEAN FORUM  
FOR NEW IDEAS



SOPOT | 25-27 SEPTEMBER 2013

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REPORT

**WHERE TO NOW, EUROPE?  
HOW TO RENEW THE OLD CONTINENT?**  
A BUSINESS PERSPECTIVE

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## FOR EUROPE



*"If we want to build a Europe with a better future, we must base it on solidarity and ten new lay commandments" said Lech Wałęsa, receiving his EFNI prize. We created this award so that starting this year we can honour the creators of new ideas, initiators of change, visionaries who create the future. Lech Wałęsa started transformations that not even philosophers dreamed of 30 years ago. Can his appeal from EFNI 2013 to create a decalogue of global, lay values on the basis of which one can re-arrange the Old Continent, democracy and economy, cause an avalanche of changes?*

*It is difficult to tell right now, but many illustrious minds present at this year's Forum, such as Mario Monti, spoke in a similar vein, stressing that the construction of a post-crisis Europe should start with the rebuilding of confidence and solidarity in intra-EU relations.*

*Others, such as Ivan Krastev, called for the creation of positive narration for Europeans. They pointed out that the application of fear, threat of huge losses to which the collapse of the EU could lead, does not mean at all that this may not happen. They warned against one of the greatest threats to integration: irrational belief that the EU is "unsinkable".*

*During the several dozen debates that took place in Sopot this year, we discussed how to reform Europe's economy and democracy so that Europe emerges from its slump, is ready to challenge today's times and becomes closer to the citizens. As entrepreneurs and managers, we have no doubt that the Old Continent needs*

*above all good management and not more regulations, and one of the greatest challenges facing it is the future of the young generation of Europeans and its involvement in creating a new vision of the common continent. Without them, the ambitious European project not only has no chance of success, but has no sense either.*

*Our special guest this year, Zygmunt Bauman, said that EFNI refreshes thinking and is one of the few events to start where most similar conferences finish. Could we have expected a more wonderful review? After all, when we began work on the first EFNI three years ago, this is what we were concerned with: an airing of heads, creating a platform of multi-track and multilateral discussion, and creating various prospects. Without this it is impossible to understand the world, develop business and manage people today.*

*We invite everyone who shares this thinking to next year's EFNI on 1-3 October.*

*See you soon!*

### **Henryka Bochniarz**

President, Boeing Central and Eastern Europe,  
President, Polish Confederation Lewiatan

### **Jerzy Buzek**

Member of the European Parliament,  
Chair, EFNI Programme Council



## LET'S START AND TRANSLATE WORDS INTO ACTIONS



*There are lots of important conferences where European policies are discussed but EFNI is the one and only forum specialising in new ideas. BUSINESSEUROPE was therefore delighted to support Lewiatan in organising this event.*

*The work to strengthen the economy of Europe is not finished yet. We must continue to improve public finances, we must do more for growth, and we must improve access to finance for companies if we want to have a full recovery in Europe.*

*The crisis will only be really over when we return to sustainable growth. To have more jobs we must address Europe's competitiveness weaknesses. There are excellent reform proposals in the European Country Specific Recommendations. Member States must implement them. And we must strengthen the governance of the Euro area, develop the Single Market and create a real banking union.*

*Let's start and translate words into actions! We need less words, more action and above all: coherence in action.*

### **Emma Marcegaglia**

President of BUSINESSEUROPE

## I INVITE YOU TO SOPOT AGAIN



*Thanks to the European Forum for New Ideas, for three days in September Sopot was the birthplace of new ideas and a centre of creative discussions and interesting solutions. The third edition of EFNI attracted to our city the most distinguished economists; people of science, politics and culture; guests from Poland and Europe. The EFNI award was conferred for the first time. It was awarded to Lech Wałęsa, former President of the Republic of Poland and honorary citizen of Sopot.*

*During the sessions and panels we discussed overcoming the crisis, Europe's responsibility for those who pass through it with great difficulty; joining the Eurozone; competitiveness and innovation; and our openness towards them.*

*Residents of Sopot also joined in the discussions; they eagerly took part in open meetings at the Bays of Dialogue. These meetings prove that sometimes it is worth stepping down from the podium, listening to people and finding a different perspective.*

*I warmly thank all participants for coming to our beautiful city. I am hopeful that we will meet again in Sopot next year.*

### **Jacek Karnowski**

Mayor of Sopot



# WHERE TO NOW, EUROPE? SUMMARY



# THE SOPOT DECLARATION 2013

## WHERE TO NOW, EUROPE?

### HOW TO RENEW THE OLD CONTINENT?

Europe and the whole world face great challenges. We, Europeans, will not be relieved from the necessity of establishing the vision of Europe of 21st century. When struggling with the crisis in many countries we are searching for new solutions for societies, economy, and the European democracy. We need good answers to build a strategy which will bring development, security and a long-lasting basis of prosperity for Europeans. We need to strengthen our position in the world.

Problems that Europe is currently facing will take time to resolve. The feeling that the crisis of common values is inevitable and permanent threats resulting from divergent interests of member states will not leave us for a long time. Evoking European solidarity, reconstruction of the European economic and social model, rising to demographic challenges, and making the European economy return on the track of competition and innovation demand arduous effort. This is the reason why we should keep together. The future of the next generations of Europeans is our common responsibility. It should be based on values building European identity – openness, tolerance, respect, work, solidarity, and dialogue.

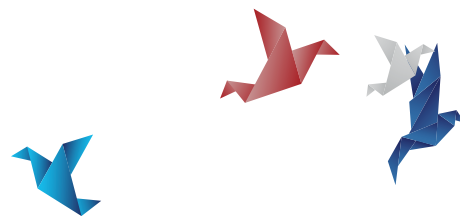
#### WE INDICATE THREE MOST PROMINENT AREAS, WHICH DEFINE THE SHAPE OF EUROPE IN 21ST CENTURY.

1. **Taking care of a great European project and the stability of democracy and European institutions as well as building trust between European citizens. It is necessary to remember about:**

- identity of Europe in 21st century in social, political, and economic dimensions. EU constitutes a specific hybrid which joins rules of federation and strong national states, and, at the same time, it accepts individual actions of particular states. Being aware of the above, it is necessary to create a uniform mechanism to control functioning of administration and particular institutions in order to prevent future economic crisis, and facilitate supranational cooperation;
- consistency of actions. Recovery from the crisis will be possible only if both the European Union and member states will be equally motivated to introduce reforms. It is necessary to reach a consensus on a final shape of the Eurozone, and to complete planned activities. At the same

time, we cannot exclude possible reduction of debts of countries which are not able to tackle it on their own. In this case, additional guarantees of effective protection from future crisis of public debt are necessary to provide;

- courageous decisions, solidarity as well as restoring confidence in the EU institutions, policy, business and trust between citizens. Confidence was abused by the financial crisis which was, at the same time, the crisis of inability to make serious decisions, lack of strong leadership and vision as well as inability to put good ideas into practice. If governments are not open-minded and responsible, it will be difficult to face challenges which come together with global political, economic, and social processes.



**I Competitive and innovative European economy in the globalized multi-polar world. To make economy the driving force of Europe it is necessary to:**

- I** rebuild the potential of development. Restoring fast economic growth has to stay the priority of all the European governments. However, economic growth should be based on a more durable basis – investment, not financial transfers. Consequently, activities of the European Investment Bank and the European Bank for Reconstruction and Development should be subordinated to development aims exclusively, and we should make the full use of divergent financial mechanisms supporting investments of enterprises. Competition demands the growth of effectiveness, innovation, and productivity of enterprises. These aims cannot be achieved without a serious and well-considered deregulation of the EU economy directed mainly at sectors whose improvement will translate into the best results. A responsible energy policy is a condition to reindustrialize Europe;
- I** use of digital technologies. The use of state of art technologies in business and culture is much less advanced in Europe than in America and Asia. However, now Europe has a chance to be the first to introduce fast service and administration digitalization to facilitate running business in the whole Europe;
- I** international trade development. Trade policy is already a great European success. Free trade agreements are profitable for all the countries. It is necessary to finalize negotiations on the agreement with the United States, and next with Japan and Canada. The success of following agreements might lead to the increase of confidence in the EU institutions in future.

**2. Taking care of and investing in young generations of Europeans. To make young generations participate in building a common future of Europe we need to:**

- I** invest in education. The quality of education depends not only on finances but also on the support of the surroundings. It is worth using Finland's education experience or German vocational education experience in other European countries to make skills and qualifications of young Europeans a determinant of their status and position in the world.
- I** build a labour market, where it is easy to find a new job and support presence of groups which up till now were excluded. It will allow those who are currently unemployed to find jobs when labour force in Europe will start diminishing. Young people should acquire appropriate qualifications necessary for employers in schools, and older people should find it easier to acquire new skills.
- I** increase social capital. Effectiveness of undertaken activities in all the areas – from politics through economy to culture - will depend on whether people trust one another, and whether they have confidence in European and state institutions as well as ability to cooperate. The feeling of common identity, focus on same values, and cooperation constitute an opportunity for young people to function worthily in a changing Europe.

**EUROPE NEEDS COURAGE TO TAKE ON CHALLENGES. WE, PARTICIPANTS OF THE EUROPEAN FORUM FOR NEW IDEAS, HEREBY DECLARE TO SUPPORT CHALLENGING DECISIONS AND INITIATIVES. WE ARE CONVINCED THAT OUR COMMON EFFORTS AND CONSISTENCE WILL ALLOW US TO STRENGTHEN BELIEF IN THE EUROPEAN PROJECT AND TO RENEW THE OLD CONTINENT.**

Sopot, 27 September 2013



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### EFNI 2013 SUMMARY

HOW TO HEAL THE OLD CONTINENT AND WHAT TO DO TO OVERCOME THE CRISIS OF THE INTEGRATION PROJECT – THIS QUESTION WAS CONSIDERED FOR THREE DAYS BY WORLD-FAMOUS ECONOMISTS, BUSINESS LEADERS, POLITICIANS AND SCIENTISTS FROM POLAND, EUROPE AND OTHER CONTINENTS TAKING PART IN THE 3RD EUROPEAN FORUM FOR NEW IDEAS IN SOPOT.



HENRYKA BOCHNIARZ, MARIO MONTI, LECH WAŁĘSA, JERZY BUZEK

### DISTINGUISHED GUESTS

This year, the following individuals came to Sopot, among others: Benjamin R. Barber, one of the most eminent American political scientists; Prof. Zygmunt Bauman, world-famous sociologist and philosopher; Ivan Krastev, Bulgarian political scientist and one of today’s greatest political thinkers; José Ignacio Torreblanca, one of Europe’s most interesting young political analysts; Mario Monti, former Prime Minister of Italy; and William H. Dutton, professor at the University of Oxford. The list of panellists and guests also included the most distinguished representatives of the world of business, politics, science, culture, and the media.



IRENE NATIVIDAD



ALEKSANDRA JASIŃSKA-KANIA, ZYGMUNT BAUMAN, ADAM MICHNIK



HENRI MALOSSE



BENJAMIN R. BARBER



MARKUS J. BEYRER, GÜNTER VERHEUGEN



DONALD TUSK, JACEK KARNOWSKI, HENRYKA BOCHNIARZ



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## HOW TO HEAL THE OLD CONTINENT?



DONALD TUSK DURING EFNI'S OPENING GALA

THE FIRST TWO EDITIONS OF EFNI WERE MARKED BY THE FINANCIAL CRISIS, OBSERVED HENRYKA BOCHNIARZ DURING THE INAUGURATION, ENCOURAGING PARTICIPANTS TO LOOK AHEAD AT THIS YEAR'S MEETING. "THE POINT IS TO BE INTERESTED IN SOLUTIONS FOR THE FUTURE: HOW TO ALTER INSTITUTIONS, ON WHAT VALUES AND IDEAS TO BASE THE REPAIR OF THE CONTINENT, AND HOW TO RESTORE THE EUROPEAN ECONOMY'S COMPETITIVENESS AND BOOST ITS INNOVATION."

Many guests stressed that Europeans have dozed off over the past decade, which is why the crisis hit them so hard. They no longer feel safe in European structures, they do not feel the presence of protecting wings. Günter Verheugen, professor at the European University Viadrina and former Chairman of the European Commission, appealed for an enhancement of integration and for the creation of a common foreign and defence policy following emergence from the crisis, which is gradually succeeding. "If we do not do so, I fear we will have a Europe of different speeds" he warned.

According to Mario Monti, the latest crisis in the EU has revealed the lack of confidence and solidarity in EU relations. In his opinion, the road to reforming European democracy leads towards further consolidation of the EU and efforts to base relations between the member states not only on formal regulations, but also on values. Monti recalled that the European Union rose on the mutual confidence of its members and on a feeling of international solidarity.

However, Marek Belka, President of the National Bank of Poland, argued that one should not dramatize issues in the EU's current condition: "Even if we take a critical look at Europe, the world admires the Europeans for their ability to afford each other help. Thanks to this, it has been possible to create on our continent the world's most attractive model of civilization. And this must not be wasted" he said.

Concern for the continent's economic development occupied an important place in the programme of this year's Forum. "We asked ourselves key questions: What exactly needs to be done to raise the EU economy's competitiveness? Why is Europe not in the lead in world rankings of innovation? Where do enterprises encounter the greatest regulatory barriers to their development?" explains Zbigniew Gajewski, Director of EFNI. "Did we answer them? Yes, at the sessions and panel discussions and in the special reports we accumulated valuable guidelines for decision-makers on how to improve the European economy."

From Poland's point of view, an important thread of the debate were the prospects of the Eurozone. The importance of a decision on the date of adoption of the common currency can be compared to what happened in 1999 when Poland joined NATO, and with 2004 when we became a member of the European Union. Neither NATO nor the EU were completed projects then. What is more, at that time the Pact was already in a state of tension because of the need to alter doctrine after the collapse of the Warsaw Pact. Nevertheless, most Poles were deeply convinced that our membership in these structures – military and political security – is a natural step for Poland after the era of the Polish People's Republic. There was a political consensus as to the primary values and challenges of foreign policy. Now it is time for the next step: admission to the Eurozone should be the culmination of Poland's presence in international structures, stressed the participants of the debate.



JERZY KURELLA, JANUSZ PIECHOCIŃSKI, LENA KOLARSKA-BOBIŃSKA, SAMANTHA SMITH



CEZARY SZYMANEK, MARCIN HEJKA, ZBIGNIEW JAGIELLO, LESZEK NIEMYCKI





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### THE JOINT RESPONSIBILITY OF EUROPEANS

IN THE ADOPTED SOPOT DECLARATION, THE PARTICIPANTS OF EFNI WROTE: "REVIVING EUROPEAN SOLIDARITY, RECONSTRUCTING THE EUROPEAN ECONOMIC AND SOCIAL MODEL, MEETING THE DEMOGRAPHIC CHALLENGES AND RE-EMBARKING ALONG THE PATH OF GROWTH REQUIRE ARDUOUS WORK. WE MUST BE TOGETHER IN THIS. THE FUTURE OF SUCCESSIVE GENERATIONS OF EUROPEANS IS OUR JOINT RESPONSIBILITY. IT MUST BE BASED ON THE VALUES THAT CREATE EUROPEAN IDENTITY – OPENNESS, TOLERANCE, RESPECT, WORK, SOLIDARITY, AND DIALOGUE."

"Europe needs open and responsible governments and institutions that will be able to face the current challenges. One of the most serious challenges is a concern for the future of the young generation of Europeans and their involvement in the creation of a new vision of a common continent. Without them, the ambitious European project not only has no chance of success, but has no sense either" said Henryka Bochniarz. The President of the Polish Confederation Lewiatan believes that this year the European Forum for New Ideas was closer

to the desired shape. "Creative debates, diverse in form, between people with different views, from various communities and continents – that is what we had in mind. There were inspiring speakers, there were fresh and enlightening ideas, and there were also ideas that are already known but were presented in new contexts. For our discussions revealed that in the current crisis, one must apply both radical and subtle methods. And, without ceasing discussion, one must get down to work. As quickly as possible."



ANDRZEJ OLECHOWSKI, DANUTA HÜBNER, HENRI MALOSSE



GÜNTER VERHEUGEN, JOHN PEET, MICHAEL O'LEARY

### LECH WAŁĘSA WINNER OF EFNI 2013 AWARD

The EFNI Award was conferred for the first time this year. It was created in order to honour authors of bold new ideas who, with their courageous actions, have contributed towards the development of European integration and cooperation between European societies. The award went to Lech Wałęsa – a symbol of the changes that altered Europe, tore down the Iron Curtain, gave new meaning to the word "solidarity", permitted an enlargement of the European Union and this restored hope and dignity to tens of millions of citizens in Central and Eastern Europe.

The awards committee said that an additional excellent opportunity to honour this exceptional figure is the 30th anniversary of the Nobel Peace Prize for Lech Wałęsa this year. From the very beginning President Wałęsa has also supported the EFNI project, follows its development and graces us with his presence each year.

"The 'Solidarity' legend had the courage to firmly say no to the cruel utopia. Lech Wałęsa challenged the world's greatest empire and won. In our history we have few victorious heroes whom the world has particularly noticed" said Donald Tusk, delivering a laudation in honour of the laureate.



LECH WAŁĘSA, DONALD TUSK, HENRYKA BOCHNIARZ DURING A DISCUSSION ON THE FUTURE OF EUROPE

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## THREE DAYS OF HEATED DEBATES



SLAWOMIR S. SIKORA, ANDRZEJ OLECHOWSKI

The programme of this year's Forum, led by the well-known journalist Dorota Warakomska, included 3 plenary sessions and 17 discussion panels. Presentations of reports prepared specially for the conference, book launches and thematic breakfast and dinner debates also enjoyed great interest. A new addition to the programme: Night Owl Debates – informal late evening talks with EFNI guests – was also well received. Residents of Sopot and tourists eagerly met with panellists in the Bays of Dialogue that were open to the public.

## MEDIA AT EFNI



ZYGMUNT BAUMAN IN THE TVP BEACH STUDIO

The landscape of Sopot beach was used by Polish Public Television, which set up a studio there. Thanks to this, interviews with our special guests and reports on events received a wonderful, natural backdrop.

During EFNI, the media had a unique opportunity to interview guests who seldom visit and those who are normally difficult to



WIESLAW BYCZKOWSKI, RICHARD DOHERTY, PETER DRÖLL, JOKE A. VAN DEN BANDT-STEL, PAWEŁ ORLOWSKI

Discussion panels and debates were held in the conference rooms of the Sheraton and Grand hotels, whilst the EFNI plenary sessions took place in a specially built pavilion on the Sopot beach, close to the Zatoka Sztuki (Bay of Art). Guests stressed many times that the debates, during which one could observe the sea, possessed a particular, exceptional character.



HENRYKA BOCHNIARZ IN THE TVP BEACH STUDIO

get hold of. Thanks to the Forum, many interesting people who had agreed to speak out on various topics in an informal post-conference atmosphere found themselves in one place and time. And there were many discussions, not only during the debates themselves, but also in the corridors or during evening meetings over a glass of wine.



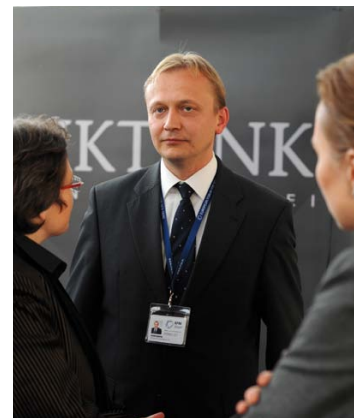
MARIO MONTI GUEST OF RADIO PIN



EFNI HOST DOROTA WARAKOMSKA



SABINA INDERJIT, MALGORZATA BONIKOWSKA, MAGDALENA ŚRODA



PIOTR SERAFIN AMONG REPRESENTATIVES OF THINKTANK ŚRODA

## AFTER HOURS



EFNI BOOKSTORE

Our small bookshop was very popular among EFNI participants. As usual, one could find in it several dozen interesting works by our panellists. The books most frequently bought were Andrzej Lubowski's *Świat 2014. Czy Zachód musi przegrać?* (The World in 2040. Does the West Have to Lose?) and Andrzej Koźmiński's *Ograniczone przywództwo* (Limited

Leadership). These books were also launched during EFNI. Other titles eagerly purchased included: *Sztuka życia* (The Art of Life) and *O Bogu i człowieku. Rozmowy* (Of God and Man. Discussions) by Zygmunt Bauman; *De la démocratie en Europe* by Mario Monti and Sylvie Goulard, and *Mała książka o tolerancji* (A Little Book on Tolerance) by Magdalena Środa.



MAZOLEWSKI QUARTET



FOTO EXHIBITION BY KACPER KOWALSKI ALONG THE PATH OF NEW IDEAS

One must also mention accompanying artistic events. Thanks to the Marshall of the Pomeranian Voivodeship we had the opportunity to invite outstanding musicians, vocalists, and performers who live and work in Pomorze. During the Opening Gala we listened to the bassist and composer Olo Walicki with the *Cieśni i Tańca* band, and *Zagan Acoustic*. Thursday evening was enlivened by the *Ikenga Drummers*, and the Closing Gala by the *Mazolewski Quartet* and *Take It Easy*.

Along the New Ideas Path one could also view an exhibition of photographs by Kacper Kowalski.



SOPOT DURING EFNI



SHERATON, SOFITEL GRAND AND ZATOKA SZTUKI AS SEEN FROM THE SOPOT PIER



ŻYWIEC PAVILION NEAR THE PATH OF NEW IDEAS



POLPHARMA'S PRESSURE ON LIFE ZONE



EFNI ON CITY STREETS



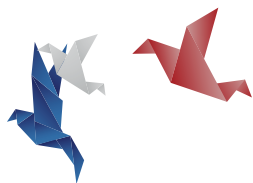
MAPPING PREPARED FOR EFNI AT THE ZATOKA SZTUKI



EFNI-BRANDED SOPOT



EN ROUTE TO A PANEL



SOPOT | 25-27 SEPTEMBER 2013

# OPENING GALA



## INAUGURATION OF EFNI 2013



HOSTS WELCOMING GUESTS OF THE GALA

“WE WANT TO DISCUSS A REVIVAL OF EUROPEAN VALUES AND A REPAIR OF EUROPEAN INSTITUTIONS. WE WANT TO CONSIDER HOW TO PROVIDE THE EU ECONOMY WITH IMPETUS AND MAKE IT MORE COMPETITIVE AND INNOVATIVE” SAID HENRYKA BOCHNIARZ, PRESIDENT OF BOEING FOR CEE AND PRESIDENT OF POLISH CONFEDERATION LEWIATAN, ANNOUNCING THE LEADING TOPICS OF THE 3RD EUROPEAN FORUM FOR NEW IDEAS IN SOPOT. SHE CALLED UPON THE PARTICIPANTS TO ABANDON CURRENT ISSUES AND CONSIDER THE CHALLENGES FACING THE ENTIRE CONTINENT OF EUROPE. NOT JUST ECONOMIC PROBLEMS BUT – MORE BROADLY – THE FUTURE OF EUROPEAN INSTITUTIONS, FOREIGN POLICY, DEMOGRAPHY AND CULTURE.



LUIGI LOVAGLIO

Participants in this year's and in both the previous EFNI's were invited to take part in a survey on the future of Europe. 40 percent said that the EU will maintain its current world economic position over the next decade. 20 percent were firm optimists that the EU would consolidate this position. Only 34 percent said the EU would lose its position. According to 43 percent of the respondents, the greatest problems facing the EU are maintaining its global competitiveness on the global market. Additional issues mentioned were: the euro crisis, the rise of national egoisms and the lack of prospects for the young generation.

„Fortunately, pessimists do not come to EFNI. This is all the more reason why we should do everything to create Europe from scratch” said **Henryka Bochniarz**, referring to the results of the survey.

“We have to get quickly to work” – added **Jerzy Buzek**, Chairman of the EFNI Programme Council. “We need a well



GUESTS OF THE EFNI OPENING GALA OVER A GLASS OF CHAMPAGNE



## OPENING GALA



MARKUS J. BEYRER

thought out strategy for competitiveness, rapid growth, and creation of jobs. We have to unlock the joint European market, create conditions to reduce energy prices and support innovation."

**Markus Beyrer**, Director General of BUSINESSEUROPE, followed up to this statement: "We are currently in a new phase in Europe. Next year, we will have a new group of leaders that will be seeking out new ideas. That is why the theme of this conference and the moment are very well chosen. We should focus on competitiveness. We need a common plan."

**Luigi Lovaglio**, President of Bank Pekao SA, partner of the EFNI Opening Gala, called for a renewal of Europe and for solidarity, a value so dear to the Polish people. "I'm convinced that the works of the Forum will result in new ideas and directions to make of Europe a more effective and integrated community. Pekao is a good example of a successful integration. We are an excellent and multicultural team."

EESC President **Henri Malosse** argued that Europe needs not only new ideas, but also a „new utopia“. "We do not need more bureaucracy, we need a new vision" he said. „Europe should give up thinking about what is possible



HENRI MALOSSE

and start thinking about what is essential" he added.

I am exceedingly proud that Sopot will once again be a place of valuable and inspiring debates, to which I warmly invite everyone" said **Jacek Karnowski**, Mayor of Sopot.



JACEK KARNOWSKI



MANY ESTEEMED GUESTS ATTENDED THE EFNI OPENING GALA

## EFNI 2013 AWARD



LECH WAŁĘSA GIVING HIS EFNI AWARD ACCEPTANCE SPEECH

THE FIRST EFNI AWARD WAS CONFERRED DURING THE GALA. IT WAS GRANTED TO LECH WAŁĘSA, FORMER PRESIDENT OF POLAND, FOR HIS PARTICULAR SERVICES FOR THE CHANGES THAT ALTERED EUROPE, TORE DOWN THE "IRON CURTAIN" AND GAVE A NEW MEANING TO THE WORD "SOLIDARITY". IN ITS JUSTIFICATION FOR THE AWARD, THE EFNI AWARD COUNCIL WROTE THAT LECH WAŁĘSA'S WORK PERMITTED AN ENLARGEMENT OF THE EUROPEAN UNION, RESTORING HOPE AND DIGNITY TO TENS OF MILLIONS OF CITIZENS IN CENTRAL AND EASTERN EUROPE.

The award was conferred by Prime Minister Donald Tusk, who was present at the Gala. Delivering a laudation in honour of the laureate, he did not hide his personal warm relationship with the prize-winner. He said that Lech Wałęsa, a simple, modest electrician, had challenged the world's greatest empire and won. „We have few victorious heroes in our history whom the world has also noticed. The ‚Solidarity‘ legend had the courage to say a firm ‚no‘ to the cruel utopia“, the Prime Minister stressed.

Receiving the award, Lech Wałęsa noted that all revolution make the same mistake. ‚Solidarity‘ did not avoid it either. A dictatorship often starts when great victories fall into the hands of the victors. Bureaucrats and politicians also reap

In his speech upon receiving the EFNI Award, Lech Wałęsa called for a "Lay Decalogue" for the world on the basis of which a common future can be built.

"We have made a great step forward in civilization. We have removed borders and the decision into blocs. We have turned them into an era of agreement and globalization. Now we should build a future on common foundations and values, regardless of religious or political convictions. Let us create ten lay ten commandments that will bring up a layman of conscience and teach the young generation how to go through life. By talking and discussing, we are able to reach such a compromise" he urged.



DONALD TUSK DELIVERING THE LAUDATION



HENRYKA BOCHNIARZ CONGRATULATES LECH WAŁĘSA



LECH WAŁĘSA RECEIVES AWARD FROM DONALD TUSK AND JERZY BUZEK

the fruits of victory sometimes.

He added that today, the elites of Poland and Europe are finding solutions only under duress, as a result of protests, yet this could have been done earlier. „Democracy means not only rights. We should assign duties to it“ he concluded.





Ministry  
of Foreign Affairs  
Republic of Poland

## OPENING GALA

### DEBATE | THE EXPERIENCE OF SOLIDARITY – TRACES IN EUROPE'S MEMORY AND A LESSON FOR THE FUTURE



JERZY BUZEK, GÜNTER VERHEUGEN, MARIO MONTI, MAREK BELKA, LECH WAŁĘSA

**HOST:** Jerzy Buzek, MEP, EFNI Programme Council Chair

**PANELLISTS:** Marek Belka, President of National Bank of Poland, former Prime Minister of Poland, Mario Monti, Senator, former Prime Minister of Italy, Günter Verheugen, Professor at the European University Viadrina, former EU Commissioner, Germany, Lech Wałęsa, former President of Poland

**DURING THE EFNI OPENING GALA THERE WAS A DEBATE ENTITLED „THE EXPERIENCE OF ‚SOLIDARITY‘ – TRACES IN EUROPE’S MEMORY AND A LESSON FOR THE FUTURE”. IT WAS BROUGHT ON BY THE 30TH ANNIVERSARY OF THE NOBEL PEACE PRIZE FOR LECH WAŁĘSA. APART FROM THE NOBEL PRIZE-WINNER HIMSELF, THE DEBATE, MODERATED BY JERZY BUZEK, SAW THE PARTICIPATION OF MAREK BELKA, MARIO MONTI AND GÜNTER VERHEUGEN.**

„The Greeks thought up friendship in their time,” said Jerzy Buzek opening the debate. „They placed it among the set of our permanent European values. The French thought up fraternity and the British prosperity. And we introduced the word ‚solidarity‘ into the European dictionary. We are the builders of this European spiritual project.”

During the debate, guests considered the significance of the peaceful Polish ‚Solidarity‘ revolution from today’s perspective, and to what degree it is present in the identity of modern Europe.

Günter Verheugen hailed ‚Solidarity‘ for altering the spirit of Poland

psychological, physical and even political strength that permeated the entire continent, said the former Prime Minister of Italy and EU Commissioner.

Marek Belka said that the world admires European countries for their ability to afford each other help and solidarity. Thanks to solidarity we have created in Europe the most attractive model of civilization in the world. „Europe would be incomplete without Poland, and solidarity would only possess an economic aspect. Since we became members, the EU has assumed the nature of an ideological and political community. We should be proud of that” he stressed.

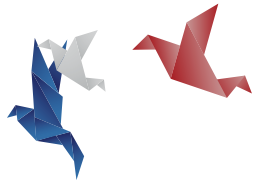


GÜNTER VERHEUGEN, MARIO MONTI, MAREK BELKA

and Europe. „Without it we would not have a united Europe. Poland has an honourable place in history textbooks for ever” he said.

Mario Monti added that the ideas of solidarity are present in the day-to-day functioning of the European Union. They can be seen in economic, social and regional policy and in the combating of monopolies. „The EU has two fathers: Jean Monet, who designed the intellectual framework of integration, and Lech Wałęsa, who provided

Answering a question whether Europe needs an about-turn on such a scale as the one which we once brought about, Lech Wałęsa said: „This generation has succeeded in achieving very much, but there is still a lot to be done. To build a common Europe, we must base ourselves on values. Solidarity is nothing other than cooperation: if you can’t lift a weight, ask for help. Today the restructuring of the EU is a weight. And solidarity is still needed.



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# PLENARY SESSIONS

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# HOW TO HEAL THE OLD CONTINENT?

## IDEAS AND VALUES FOR OVERCOMING THE CRISIS

THURSDAY, 26 SEPTEMBER 2013 | 10.00-11.30 | ZATOKA SZTUKI (BAY OF ART), NEW IDEAS PAVILION



ADAM MICHNIK, IVAN KRASTEV, ANDRZEJ OLECHOWSKI, DANUTA HÜBNER, HENRI MALOSSE, GÜNTER VERHEUGEN, ANDRZEJ KOŹMIŃSKI

**HOST:** **Andrzej Koźmiński**, Chairman of the Supervisory Board, Orange Polska, Poland

**PANELLISTS:**

**Danuta Hübner**, Member of the European Parliament; Chair, Committee for Regional Development

**Ivan Krastev**, Chair of the Board, Centre for Liberal Strategies, Bulgaria

**Henri Malosse**, President, European Economic and Social Committee

**Adam Michnik**, Editor-in-Chief, *Gazeta Wyborcza* daily, Poland

**Andrzej Olechowski**, Chairman of the Supervisory Board, Bank Handlowy w Warszawie S.A., Poland

**Günter Verheugen**, Professor, European University Viadrina, Germany



ADAM MICHNIK, IVAN KRASTEV, ANDRZEJ OLECHOWSKI



GÜNTER VERHEUGEN



IVAN KRASTEV



DANUTA HÜBNER, HENRI MALOSSE



DANUTA HÜBNER, HENRI MALOSSE, GÜNTER VERHEUGEN, ANDRZEJ KOŹMIŃSKI

**“EUROPEANS HAVE DOZED OFF OVER THE PAST DECADE, WHICH IS WHY THE CRISIS HIT THEM SO HARD. TODAY THEY DO NOT FEEL SAFE. EUROPE MUST WAKE UP AND ACCELERATE CHANGES” SAYS HENRI MALOSSE. PARTICIPANTS OF THE DISCUSSIONS WONDERED WHETHER EUROPE IS SECURE AND WHAT CHALLENGES IT FACES. THEY TRIED TO EXPLAIN WHETHER THERE IS AN ALTERNATIVE TO SOLIDARITY AS AN IDEA THAT BONDS THE EUROPEAN UNION.**

The panellists did not all agree regarding our continent’s security. Andrzej Olechowski argued that the Europeans are secure. One cannot see any signs of a powerful political movement that could undermine European integration. Ivan Krastev had a different opinion on this matter. “Europe is neglecting its security. India and China are spending enormous sums on armaments, yet the equipment of many European armies belongs in a museum” he said. He was echoed by Henri Malosse, who said it is difficult to talk of a secure Europe. After all, can the societies of Greece, Italy or France really feel secure?

Professor Günter Verheugen recalled that at the start of integration there was loud talk of forming European armed forces. Recent years have confirmed that there is such a necessity. “When we emerge from the crisis we should enhance integration and form a common foreign and defence policy. If we do not do so, I fear we will have a Europe of

different speeds” he stressed. Danuta Hübner added: “Let us not delude ourselves that we will create a good foreign policy and security without a strong army.”

Adam Michnik warned that we cannot feel secure in a Europe that is still full of nationalisms and particular interests. EU’s enemies regard it as a mega-state that is annihilating national identities.

Andrzej Koźmiński, chairman of the session, emphasized the importance of education. “The system of education in Europe should become a melting pot. And it is becoming one” he said.



# THE ECONOMIC ARCHITECTURE OF THE NEW EUROPE. MAKING INSTITUTIONS, MANAGEMENT AND REGULATION CONDUCTIVE TO DEVELOPMENT.

FRIDAY, 27 SEPTEMBER 2013 | 10.00-11.30 | ZATOKA SZTUKI (BAY OF ART), NEW IDEAS PAVILION



GÜNTER VERHEUGEN, JOHN PEET, MICHAEL O'LEARY, HENRYKA BOCHNIARZ, JANUSZ LEWANDOWSKI, CLYDE WAYNE CREWS JR., LESZEK JERZY PAWŁOWICZ

**HOST:** Leszek Jerzy Pawłowicz, Vice-Chairman of the Supervisory Board, PKN ORLEN S.A., Poland

**PANELLISTS:**

**Henryka Bochniarz**, President, Boeing Central and Eastern Europe; President, Polish Confederation Lewiatan  
**Clyde Wayne Crews Jr.**, Vice-President for Policy, Competitive Enterprise Institute (CEI), USA

**Janusz Lewandowski**, EU Commissioner for Financial Planning and Budget  
**Michael O'Leary**, CEO, Ryanair Limited, Ireland  
**John Peet**, Editor, *The Economist*, United Kingdom  
**Günter Verheugen**, Professor, European University Viadrina, Germany



MICHAEL O'LEARY



CLYDE WAYNE CREWS JR., LESZEK JERZY PAWŁOWICZ



GÜNTER VERHEUGEN



JANUSZ LEWANDOWSKI



JOHN PEET





HENRYKA BOCHNIARZ, JANUSZ LEWANDOWSKI, CLYDE WAYNE CREWS JR., LESZEK JERZY PAWŁOWICZ

**EXCESSIVE REGULATION IS HAMPERING ECONOMIC GROWTH, INHIBITING INNOVATION, AND COMPROMISING THE COMPETITIVENESS OF THE EUROPEAN ECONOMY. HOWEVER, THE SESSION'S PARTICIPANTS EMPHASISED THAT IT IS NOT JUST THE EU STRUGGLING WITH BUREAUCRATIC REGULATIONS. THE MODERATOR, PROFESSOR LESZEK PAWŁOWICZ, SAID THAT THE EXCESS REGULATION AND RED TAPE IS HAVING THREE EFFECTS: THE OUTFLOW OF INVESTMENT AND JOBS BEYOND EUROPE, A SENSE OF STAGNATION, AND EXPANSION OF THE GREY MARKET.**

Janusz Lewandowski had a different view on the problem. He said, "Europe accounts for 7% of the world's population, 25% of the world's GDP and 50% of global social spending. And it is also a place whose share in total exports of processed goods has remained stable at 19.5% over the past 20 years, whilst the total export shares of the United States and Japan have fallen."

Professor Günter Verheugen was highly critical of the EU energy policy, saying that it fails to acknowledge differences between the individual countries, is short-sighted, and instead of being technologically neutral it singles out the 'victors'.

Michael O'Leary strongly criticized the bureaucracy in Europe, which, following a period of deregulation, has again entered a regulated-economy phase.

The trouble with excessive regulation is not confined to Europe. Clyde Wayne Crews Jr. said that the annual U.S. budget is approximately

\$3.8 billion USD, with the cost of regulation amounting to around \$1.8 billion USD, and much of that amount does not even serve the interests of businesses or the economy.

Henryka Bochniarz tried to defend the EU regulatory framework. It is quite beneficial to Polish firms, but Brussels is also drafting many flawed solutions, for instance in the aviation market. She cited the example of a directive on the use of chemical substances that has 22,000 pages, and whose 'brief instructions' have 1,400 pages. "The most important thing is that entrepreneurs have greater influence on EU legislation, so that they can fight for their interests" Mrs. Bochniarz said.

John Peet said Europe needs a different energy policy, including on shale gas production. Summing up, he added, "Bureaucracy is not just our speciality, and the EU should not be written off."



# NEW TECHNOLOGIES AND DEMOCRACY, SOCIETY AND THE MARKET

FRIDAY, 27 SEPTEMBER 2013 | 12.00-13.30 | ZATOKA SZTUKI (BAY OF ART), NEW IDEAS PAVILION



BENJAMIN R. BARBER, EDWIN BENDYK, WILLIAM H. DUTTON, NATALIA HATALSKA, ANDRZEJ KLESYK

**HOST:** **Andrzej Klesyk**, Chief Executive Officer, PZU SA, Poland

**PANELLISTS:**

**Benjamin R. Barber**, President, Interdependence Movement (CivWorld), USA

**Edwin Bendyk**, Journalist, *Polityka* weekly; writer, blogger, Poland

**William H. Dutton**, Professor, Oxford Internet Institute (OII), University of Oxford, United Kingdom

**Natalia Hatalska**, Blogger, [hatalska.com](http://hatalska.com), Poland



EDWIN BENDYK, WILLIAM H. DUTTON



BENJAMIN R. BARBER



PARTICIPANTS OF THE PZU PLENARY SESSION



WILLIAM H. DUTTON, NATALIA HATALSKA, ANDRZEJ KLESYK

**DIGITAL TECHNOLOGIES ARE TOOLS THAT CAN BE USED FOR MANY PURPOSES. “ALTHOUGH TECHNOLOGY CREATES GREAT POSSIBILITIES, ITS CURRENT USE REVEALS OUR LEVEL OF CIVILIZATION” SAID PROFESSOR BENJAMIN R. BARBER, PRESIDENT OF THE INTERDEPENDENCE MOVEMENT. “A CIVIC USE OF THE NEW TECHNOLOGIES STILL LIES AHEAD OF US. TODAY, THE INTERNET IS DOMINATED BY COMMERCE AND PORNOGRAPHY, DEMANDING RAPID CLICKS RATHER THAN THOUGHT.”**

Professor Barber stressed that citizens’ concentration on banal and insignificant matters could be a blow to democracy in the age of the Internet. The present use of the new technologies counters the idea of democracy, for democracy is not just voting, but primarily an enhanced and broadened debate. New technologies are not being sufficiently used in this regard.

He also referred to the role which technologies play in small social groups. Constant use of the net disturbs closeness of the family. Multi-tasking demanded by a simultaneous presence on the Internet and in reality disturbs cognitive processes, which is very dangerous.

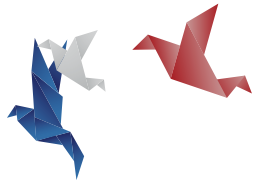
Edwin Bendyk, columnist, believes that we want technologies to take the place of social shortcomings such as joint initiatives. That is a mistake, because the Internet does not allow for mutual trust. Especially since right now we use it

mainly for destructive activities, which proves the weakness of the civic society. “The way we use the Internet depends on the values we take from home” he added.

Prof. William H. Dutton of the University of Oxford says that the Internet is a fifth authority. It allows the individual to create their own information and become independent of institutions. He has unlimited possibilities of communication, which fortunately results in greater pluralism. Thanks to this, business has also had to become more responsible.

Natalia Hatalaska, blogger, quoted surveys showing that we have lesser contact with people in reality when we use modern technologies. But a longing for the analog world already appears among young social groups that are growing up in the age of the Internet.





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# PANELS

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## HOW TO UNLOCK INNOVATION OF THE EUROPEAN ECONOMY?

THURSDAY, 26 SEPTEMBER 2013 | 12.00-13.30 | SHERATON CONFERENCE CENTRE, COLUMBUS A

### HOST

#### **Bogusław Chrabota**

Editor-in-Chief, *Rzeczpospolita* daily, Poland

### PANELLISTS

#### **Maciej Adamkiewicz**

President of the Management Board, Adamed Pharma S.A., Poland

#### **Joke A. van den Bandt-Stel**

Permanent Delegate, VNO-NCV/MKB-NL, Netherlands

#### **Wiesław Byczkowski**

Vice-Marshall, Pomorskie Voivodship, Poland

#### **Richard Doherty**

Public Sector Services Leader, Europe Middle East & Africa, Deloitte, Belgium

#### **Peter Dröll**

Head of Innovation Policy Unit, Directorate General for Research and Innovation, European Commission

#### **Paweł Orłowski**

Undersecretary of State, Ministry of Regional Development, Poland



MACIEJ ADAMKIEWICZ, WIESLAW BYCZKOWSKI, RICHARD DOHERTY, PETER DRÖLL, JOKE A. VAN DEN BANDT-STEL, PAWEŁ ORŁOWSKI, BOGUSŁAW CHRABOTA

**SYSTEMIC COOPERATION BETWEEN ADMINISTRATION AND BUSINESS. CREATION OF FRIENDLY LEGISLATION. ENSURING SALES MARKETS. INTELLECTUAL PROPERTY PROTECTION. THESE FOUR SPHERES CAN RELEASE INNOVATION POTENTIAL IN THE EU, SAID PANELLISTS.**

Development of innovation requires cooperation between the business community and administration. However, it should be much more strategic and long-term. "Let us not only talk about current issues, but let us also take a strategic look over a longer time-frame, e.g. five years," said Maciej Adamkiewicz. According to Paweł Orłowski, such a way of thinking is already common among administration. Several years ago there were 250 sector strategies, and today there are only seven. The change was caused by the need for more integrated action.

A key element is also building legal frameworks for friendly innovation initiatives. Wiesław Byczkowski noted that Polish law unfortunately contains a series of serious restrictions, for instance the law on public procurements which prevents the choice of innovative solutions for the sake of a pseudo-competitiveness of tenders.

And EU law contains similar shortcomings, the panellists remarked, suggesting changes in this respect.

Innovation also requires an effective mechanism for introducing a product to the market. Joke A. van den Bandt-Stel said that the purpose of innovation is to sell with a profit, and the common European market is an enormous opportunity.

Richard Doherty demonstrated that those European countries that have cared for the quality of education, an integration of communities and a culture of innovation for a long time reap the greatest successes. "Competencies and a social climate also create an ecosystem that favours innovation" added Peter Dröll.

**IN INNOVATION RANKINGS, THE UNITED STATES TRADITIONALLY OVERTAKES THE EUROPEAN UNION, THE PANELLISTS AGREED. EUROPE MUST ACCELERATE.**



RICHARD DOHERTY



PETER DRÖLL, JOKE A. VAN DEN BANDT-STEL



PAWEŁ ORŁOWSKI, BOGUSŁAW CHRABOTA



## GREEN GROWTH. MYTH OR OPPORTUNITY?

THURSDAY, 26 SEPTEMBER 2013 | 12.00-13.30 | SHERATON CONFERENCE CENTRE, COLUMBUS B

**HOST**

**Małgorzata Bonikowska**  
Managing Partner,  
THINKTANK, Poland

**PANELLISTS**

**Alexandre Affre**  
Senior Adviser, Environment  
& Energy, BUSINESSEUROPE

**Zbigniew Bochniarz**  
Visiting Professor, Evans School  
of Public Affairs, University  
of Washington, USA/Poland

**Nicola Brandt**  
Senior Economist, Economics  
Department, OECD

**Bertrand Le Guern**  
CEO, Petrolinvest, Poland

**Roman Szyszko**  
Vice-President for Finance,  
ENERGA S.A., Poland



ZBIGNIEW BOCHNIARZ, ALEXANDRE AFFRE, BERTRAND LE GUERN, NICOLA BRANDT, ROMAN SZYSZKO

EUROPE CANNOT AFFORD TO PURSUE AN EFFECTIVE GREEN POLICY. THEREFORE ONE SHOULD FORGET ABOUT COSTS AND THINK INNOVATIVELY ABOUT THE FUTURE AND CONTINUE ALONG THE ROAD THAT WAS TAKEN EARLIER, SAID PARTICIPANTS OF THE EFNI 2013 PANEL ON THE SUBJECT OF RENEWABLE ENERGY. THE PANEL CONSIDERED HOW TO MAINTAIN COMPETITIVENESS UNDER THE RESTRICTIONS OF CLIMATE POLICY, HOW TO CHANGE A BARRIER TO GROWTH INTO AN ELDORADO FOR INNOVATION, AND HOW TO SURMOUNT THE MENTAL AND STRUCTURAL OBSTACLES TO THE FINANCING OF CLEAN TECHNOLOGIES.

Europe cannot afford not to use renewable energy, whilst the key to the most efficient and cheapest green policy is a proper evaluation of the costs of CO<sub>2</sub> emissions, said Nicola Brandt, senior economist at OECD.

Professor Zbigniew Bochniarz observed that we cannot solve the problem of green growth if we only adopt a European perspective. In the United States, the cities have reduced greenhouse gas emissions by 40 percent.

Alexandre Affre, representing BUSINESSEUROPE, said that Europe should not feel isolated in the face of the challenge of climate policy. The EU should consider how to approach the global climate talks and simplify legal regulations.

Bertrand Le Guern of Perolinvest said that from the point of view of companies in this sector,

saying that something cannot be done is not a businesslike approach. And industry cannot afford to halt and reduce extraction. Europe must believe that investing in renewable energy is a good idea he added.

Roman Szyszko of ENERGA said that being "green" and environmentally friendly must have various dimensions, and a balance should be maintained here. "Flexibility is exceedingly important in the climate policy that is being pursued at present. We are banking on diversification" he added.

PANELLISTS CONCURRED THAT THE LANGUAGE IN WHICH WE TALK ABOUT GREEN ENERGY SHOULD BE SIMPLIFIED SO THAT THE AVERAGE CITIZEN MAY JOIN IN THE DEBATE.



BERTRAND LE GUERN

ALEXANDRE AFFRE

ROMAN SZYSZKO

ZBIGNIEW BOCHNIARZ



## FUTURE AT RISK. HOW TO SAVE THE YOUNG GENERATION?

THURSDAY, 26 SEPTEMBER 2013 | 12.00-13.30 | SHERATON CONFERENCE CENTRE, COLUMBUS C+D

**HOST**

**Karolina Wigura**

Columnist, *Kultura Liberalna*, Poland

**PANELLISTS**

**Maxime Cerutti**

Director, Social Affairs, *BUSINESSEUROPE*

**Josh Hardie**

Group Director of Corporate Social Responsibility, *TESCO*, United Kingdom

**Mirośław Krzanik**

Member of the Board, *European Youth Forum*

**Desislava Nikolova**

Chief Economist, *Institute for Market Economics*, Bulgaria

**José Ignacio Torreblanca**

Head of the Madrid Office, *European Council on Foreign Relations*, Spain



JOSH HARDIE, JOSÉ IGNACIO TORREBLANCA, MAXIME CERUTTI, DESISLAVA NIKOLOVA, MIROŚLAW KRZANIK, KAROLINA WIGURA

**WHAT IS THE FUTURE OF THE YOUNG GENERATION? WHAT OPPORTUNITIES AND DANGERS DOES THE CURRENT ECONOMIC SITUATION BRING? DURING THIS PANEL DISCUSSION PANELLISTS CONSIDERED PRIMARILY WHAT ROLE CAN BUSINESS PLAY IN IMPROVING THE YOUNG GENERATION'S SITUATION ON TODAY'S GLOBAL MARKET. THEY TRIED TO DIAGNOSE THE PROBLEMS BESETTING YOUNG PEOPLE.**

The main problems touched upon included the problem of “nesting”, in other words difficulty with starting a financially independent life. A further problem is long-term employment on short-term contracts and unguaranteed social benefits. The panellists pointed out the large loophole between business and education, and stressed an urgent need for change in this sphere.

Maxime Cerutti stressed that a very important aspect is vocational training, which makes it possible to satisfy specific requirements set by employers. Josh Hardie from Tesco spoke in a similar tone. He stressed that close cooperation between business, education and society is required in order to improve the young generation's situation on the labour market.

The need to exert more pressure on young people to look for jobs was postulated by Desislava Nikolova, whilst Mirośław Krzanik from the European Youth Forum strongly stressed the need to activate young people. Reforms to the system of education are essential because employers expect from employees today not so much hard as soft skills, an interest in the world and passion. Therefore it is necessary to educate differently, it was said.

**RESPONSIBILITY FOR YOUNG PEOPLE BY TODAY'S POLITICAL AND BUSINESS ELITE AND WORK FOR THE SAKE OF A COMMON FUTURE IS ONE OF THE MOST IMPORTANT CHALLENGES, NOTED THE PANELLISTS. "THE STRUGGLE FOR THE YOUNG GENERATION SHOULD START AT THE LEVEL OF EU INSTITUTIONS", COMMENTED JOSE IGNACIO TORREBLANCA.**



KAROLINA WIGURA



MAXIME CERUTTI, DESISLAVA NIKOLOVA



JOSH HARDIE, JOSÉ IGNACIO TORREBLANCA





European Economic and Social Committee

## HOW TO REFORM EUROPEAN INSTITUTIONS SO THAT THEY BETTER MEET THE NEEDS OF THE CITIZENS?

THURSDAY, 26 SEPTEMBER 2013 | 12.00-15.15 | SHERATON CONFERENCE CENTRE, MARCO POLO

**WELCOME**

**Henri Malosse**

President, European Economic and Social Committee

**HOST**

**Philippe Cayla**

President, Euronews Development, France

**PANELLISTS**

**Andrzej Adamczyk**

Member, European Economic and Social Committee

**Jens Nymad Christensen**

Director, Relations with the European Parliament, the Committees and for General Institutional Issues, European Commission

**Anna Nietyksza**

Member of the EESC, Group for Digital Agenda, President of Eurocloud Polska, Poland

**Heather Smith**

President, Rock the Vote, USA

**Ivar Tallo**

Member of the Executive Board, E-Governance Academy, Estonia



JENS NYMAD CHRISTENSEN

HENRI MALOSSE

PHILIPPE CAYLA

**CITIZENS HAVE THE RIGHT TO BE ACTIVE PARTNERS IN DIALOGUE ON THE SUBJECT OF OUR COMMON EUROPE. THE NEXT EUROPEAN CONVENT SHOULD BE A CITIZENS CONVENT, AND ITS DRIVING FORCE SHOULD BE THE CITIZENS OF THE EU AND A CIVIC SOCIETY. TO PERMIT THIS LET US MAKE USE OF NEW TECHNOLOGIES AND SIMPLIFY PROCEDURES, WAS THE APPEAL EXPRESSED BY A PANEL ORGANIZED BY THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE.**

“We need concrete and innovative solutions. That is why European civic initiatives are so important to us. We must respond to people’s needs and move closer to them, otherwise we will not succeed” said EESC President Henri Malosse.

Andrzej Adamczyk, representing “Solidarity”, called for a greater political will to modify the European message. Citizens from various EU countries should have a greater feeling of belonging to Europe.

Heather Smith, president of the American organization “Rock the Vote” stressed that young people are the key to the changes, and with them we must establish dialogue which will convince them that it is worth voting and dedicating oneself to building a better tomorrow.

Ivar Tallo, member of the Executive Board of the E-commerce Academy, argued that new technologies in communication with citizens not only improve the work of institutions, but also create a higher level of commitment in people. He showed how Estonians have perfected the voting system and how very much this has raised the turnout at elections.

Jens Nymad Christensen of the European Commission, stressed that it is an immense challenge to combine what is happening in Brussels with what is happening in various countries, and to communicate this properly to Europeans.

**PANELLISTS CONCURRED THAT A UNIFORM DIGITAL AGENDA SHOULD BE INTRODUCED AS QUICKLY AS POSSIBLE. THEY ALSO STRESSED THAT A CONCEPT IS NEEDED TO INTEGRATE EUROPEANS AND CONVINCING THE EUROSCOPTICS.**



ANDRZEJ ADAMCZYK, HENRI MALOSSE, JENS NYMAD CHRISTENSEN, ANNA NIETYKSZA, HEATHER SMITH, IVAR TALLO, PHILIPPE CAYLA



Ministry  
of Foreign Affairs  
Republic of Poland

#### HOST

##### **Andrzej Lubowski**

Economist; writer, Poland

#### PANELLISTS

##### **Danuta Hübner**

Member of the European  
Parliament; Chair, Committee  
for Regional Development

##### **Jacek Krawczyk**

President, Employers' Group,  
European Economic  
and Social Committee

##### **Philippe Ricard**

Journalist, *Le Monde*, France

##### **Piotr Serafin**

Secretary of State  
for European Affairs, Ministry  
of Foreign Affairs, Poland

##### **Günter Verheugen**

Professor, European University  
Viadrina, Germany

## HOW TO STRENGTHEN THE EURO CLUB WITHOUT DIVIDING EUROPE?

THURSDAY, 26 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS A



ANDRZEJ LUBOWSKI, GÜNTER VERHEUGEN, DANUTA HÜBNER, PHILIPPE RICARD, PIOTR SERAFIN, JACEK KRAWCZYK

**WHAT SHOULD BE DONE TO STRENGTHEN THE EURO CLUB WITHOUT DIVIDING EUROPE? PARTICIPANTS OF A PANEL DISCUSSION DEVOTED TO THE FUTURE OF THE EUROPEAN UNION SOUGHT ANSWERS TO THIS QUESTION.**

The crisis in the Eurozone revealed its weaknesses and launched a process of reforms that have not removed all the causes of the problems. There is no doubt that the Eurozone requires further restructuring of the EU so that it can survive. However, these reforms should not strengthen divisions. A pattern may be the fiscal pact, which envisages the possibility of countries outside the zone to take part in Eurozone summits. Piotr Serafin stressed that this historic event has permanently altered thought perception. It is purely thanks to Poland that the EU without Great Britain is not limited to the eurozone, for the hitherto logic of "28 minus 1 equals 17" has been rejected. A continent of three speeds is currently emerging: the Eurozone, countries intending to adopt the common currency, and countries that are heading in the opposite direction.

Danuta Hübner pointed out Poland's initial reluctance to the concept of a multi-speed Europe, mainly through fear of being pushed to

the sidelines. She stressed that Poland wants to enhance European integration and make the Eurozone healthier. Günter Verheugen, too, said that a multi-speed Europe is already a fact – „we need a Europe that will develop at various speeds at various levels” said the former commissioner for enlargement.

**IT SEEMS THAT NEITHER THE TREATY REFORM NOR THE CONCEPT OF CREATING A COMMON ECONOMIC GOVERNANCE WILL GUARANTEE THE SURVIVAL OF THE EUROPEAN PROJECT. RATHER, THE ANSWER MUST BE SOUGHT IN A BANKING UNION OR STRUCTURAL REFORMS. SERAFIN POINTED OUT THAT THE MEMBER STATES SHOULD NEVERTHELESS DISPLAY GREATER ENGAGEMENT IN THE IMPLEMENTATION OF STRUCTURAL REFORMS. NEITHER CAN ONE FORGET CITIZENS' TRUST IN THE EUROPEAN PROJECT – THE SOCIAL CAPITAL THAT HAS ACCOMPANIED THE COMMUNITY SINCE IT WAS FOUNDED IS AS IMPORTANT AS THE IMPLEMENTATION OF REFORMS.**



PIOTR SERAFIN



ANDRZEJ LUBOWSKI, GÜNTER VERHEUGEN



DANUTA HÜBNER, PHILIPPE RICARD



## LESSONS FROM THE CRISIS – WHAT HAS THE EUROPEAN ECONOMY LEARNED?

THURSDAY, 26 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, MARCO POLO

**HOST**

**Leszek Wroński**  
Partner, KPMG, Poland

**PANELLISTS**

**Jan Krzysztof Bielecki**  
Chairman, Economic Council to the Prime Minister, Poland

**Arndt G. Kirchhoff**  
Chair, Board of Small and Medium Enterprises, Federation of German Industries (BDI), Germany

**Ana Maria Llopis Rivas**  
CEO, ideas4all, Spain

**Sebastian Mikosz**  
CEO, LOT Polish Airlines, Poland

**James Roaf**  
Senior Resident Representative, Regional Office for Central and Eastern Europe, IMF



LESZEK WROŃSKI

JAN KRZYSZTOF BIELECKI

ARNDT G. KIRCHHOFF

**DURING HIS RECENT VISIT TO JAPAN, FRENCH PRESIDENT FRANCOIS HOLLANDE SAID THAT THE CRISIS IS OVER. BUT THE PARTICIPANTS OF THE PANEL, CHAIRED BY LESZEK WROŃSKI OF KPMG, DID NOT SHARE HIS VIEW.**

The crisis is still a long way away, and each country is struggling with its own problems. Ana Maria Llopis Rivas of Spain said that the most important thing for her countrymen is to realize that they must stop living off loans and tighten their belts.

German prospects are somewhat more optimistic because that country has not felt the recession all that much. Arndt G. Kirchhoff believes that Germans realized very quickly how important industry is for the economy, but they must also urgently adjust the level of spending on the infrastructure as well as on research and development.

However, there are areas where the crisis is only just beginning. "To be competitive, Europeans must react faster to the needs of the market and of the reality that surrounds them" said LOT boss Sebastian Mikosz, using the aviation industry as an example. The recession has strained confidence in

the financial system, so no wonder that banks are cautious about issuing loans to enterprises and individuals.

James Roaf of the IMF said that the sharp phase of the crisis is behind us now, nevertheless a banking union is much needed and should become a union of financial responsibility, and the banks must receive extra capital.

Jan Krzysztof Bielecki said that a crisis is a natural part of the economic cycle. And it is better sooner than later to consider a model of management in difficult times, in order to minimize the risk of a halt to development.

**AN EMERGENCE FROM THE ECONOMIC CRISIS REQUIRES A VISION, BUT ALSO A REAL LOOK AT THE PRESENT SITUATION AND THE FORMATION OF A STABLE DEVELOPMENT STRATEGY, SAID THE PANELLISTS. "WE MUST BE CREATIVE AND ACT CREATIVELY" BIELECKI SUMMED UP.**



LESZEK WROŃSKI, ANA MARIA LLOPIS RIVAS, ARNDT G. KIRCHHOFF, SEBASTIAN MIKOSZ, JAMES ROAF, JAN KRZYSZTOF BIELECKI



## ENERGY SECURITY. WHICH MODEL FOR WHOM?

THURSDAY, 26 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS B

### HOST

#### Paweł Rabiej

Managing Partner,  
THINKTANK, Poland

### PANELLISTS

#### Lena Kolarska- -Bobińska

Member of the European  
Parliament

#### Jerzy Kurella

Deputy Chief Executive Officer  
and acting Chief Executive  
Officer, PGNiG S.A., Poland

#### Janusz Piechociński

Deputy Prime Minister  
and Minister of Economy, Poland

#### Samantha Smith

Leader, WWF's Global Climate  
and Energy Initiative, USA

#### Michael Stoppard

Managing Director, Global Gas,  
IHS CERA, USA



JERZY KURELLA, JANUSZ PIECHOCIŃSKI, LENA KOLARSKA-BOBIŃSKA

**EUROPE'S ENERGY SECURITY SHOULD BE REDEFINED SO THAT IT BECOMES THE COMMON OBJECTIVE OF THE MEMBER STATES INSTEAD OF A TOOL OF THEIR PAROCHIAL POLITICS. AT A TIME OF GLOBAL CHANGE, WE WOULD GAIN MORE FROM COOPERATION THAN FROM COMPETITION, SAID THE PANELLISTS.**

Paweł Rabiej, the panel's moderator, focused the talk on three subjects: new trends in thinking about Europe's energy security, priorities in EU energy policy, and Poland's model of energy security.

Michael Stoppard noted that in energy policy, all countries draw attention to three factors – security, competitiveness and sustainable development. He pointed out that the innovative alternative energy sources and methods of obtaining energy have altered the hitherto balance of forces in the world.

Janusz Piechociński admitted that we have no global institution to regulate energy policy. Therefore, the responsibility of individual countries and supranational corporations for energy security remains an open question.

Samantha Smith of the WWF said we should bear in mind the possible impact of energy policy on foreign policy, the economy or the environment.

Professor Lena Kolarska-Bobińska said that at present we are aiming towards a parallel consideration of economic and ecological aspects in the shaping of EU energy policy. She said the liberalization of the market and an understanding of the need for joint action by the member states are vital in order to increase Europe's energy security.

**JERZY KURELLA OF PGNIG STRESSED THAT IN ORDER TO RAISE EUROPE'S ENERGY SECURITY, IT IS ESSENTIAL TO EXPAND THE INFRASTRUCTURE, INCREASE THE EXTRACTION OF ENERGY FUELS, DIVERSIFY SOURCES OF ENERGY SUPPLY AND FORMULATE STABLE LEGISLATION.**



JERZY KURELLA



SAMANTHA SMITH, MICHAEL STOPPARD



PAWEŁ RABIEJ



**PROVIDENT**

**HOW CAN DIVERSITY IN EMPLOYMENT CHANGE THE ECONOMY?**

THURSDAY, 26 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS C+D

**HOST**

**Jarosław Bachowski-Ciura**

Managing Partner,  
Egon Zehnder, Poland

**PANELLISTS**

**Maxime Cerutti**

Director, Social Affairs,  
BUSINESSEUROPE

**Agnieszka Kozłowska-Rajewicz**

Secretary of State, Government  
Plenipotentiary for Equal  
Treatment, Poland

**Irene Natividad**

President, Global Summit  
of Women, USA

**Turid Solvang**

Managing Director, Norwegian  
Institute of Directors, Norway

**Magdalena Środa**

Professor of Philosophy,  
University of Warsaw



AGNIESZKA KOZŁOWSKA-RAJEWICZ

IRENE NATIVIDAD

JAROSŁAW BACHOWSKI-CIURA

**THE CONCEPT OF DIVERSITY COMBINES MANY ASPECTS OF DIFFERENCES BETWEEN VARIOUS ENTITIES, SUCH AS GENDER, ETHNICITY, AGE, EDUCATION AND SKILLS. APPLICATION OF DIVERSITY, BEING A SOURCE OF INNOVATION AND CREATIVITY, CREATES CHANCES OF ECONOMIC DEVELOPMENT, AND AN AWARENESS OF THIS DIVERSITY IS ESSENTIAL IF WE ARE THINKING IN TERMS OF EUROPE'S FUTURE.**

Participants concentrated on defining various aspects of diversity, presenting statistics on, for example, employment of women and handicapped persons in various economic sectors. They agreed as to the need to further introduce it to economic life. The situation so far is not at all satisfactory.

Magdalena Środa noted that the key to an effective use of the potential of diversity is to rid oneself of stereotypes. Maxime Cerutti stressed that there is a strong need to promote diversity nowadays. Irene Natividad explained, giving examples of specific enterprises, that they encourage the development of business, and Europe must proceed along this path.

The second part of the debate focused on the question of diversity among company managements. Agnieszka Kozłowska-Rajewicz

cites statistics showing the great wage disparity between men and women, especially in managerial positions. Turid Solvang from Norway noted that her country is an example of an effective application of parity in supervisory boards, introduced about ten years ago.

**JAROSŁAW BACHOWSKI, MODERATOR OF THE DISCUSSION, PROVIDED POSITIVE EXAMPLES OF POLISH FIRMS IN WHICH THE APPOINTMENT OF AWARE, DIVERSIFIED TEAMS AT SUPERVISORY BOARD AND MANAGEMENT BOARD LEVEL, AS WELL AS MANAGERS, HAS BROUGHT TANGIBLE BENEFITS IN THE FORM OF A FASTER AND MORE BALANCED DEVELOPMENT OF THESE FIRMS ON THE POLISH AND INTERNATIONAL MARKETS.**



MAGDALENA ŚRODA, AGNIESZKA KOZŁOWSKA-RAJEWICZ, IRENE NATIVIDAD, MAXIME CERUTTI, TURID SOLVANG, JAROSŁAW BACHOWSKI-CIURA



**HOST**

**Piotr Buras**

Head of the Warsaw Office, European Council on Foreign Relations (ECFR), Poland

**PRESENTATION OF REPORT**

**Sebastian Plóciennik**

Senior Fellow, Institute of International Studies, University of Wrocław, Poland

**Sebastian Dullien**

Senior Policy Fellow, ECFR Berlin Office, Germany

**PANELLISTS**

**Catherine Mathieu**

Senior Economist, Department of Analysis and Forecasting, Observatoire Français des Conjonctures Économiques, France

**Ryszard Petru**

Partner, PwC, Poland

**Matthias Schäfer**

Head of the Economic Policy Team, Konrad Adenauer Foundation, Germany

**José Ignacio Torreblanca**

Head of the Madrid Office, European Council on Foreign Relations, Spain

## GERMAN ECONOMIC MODEL - EXAMPLE FOR EUROPE?

THURSDAY, 26 SEPTEMBER 2013 | 17.30-19.00 | SHERATON CONFERENCE CENTRE, COLUMBUS A



PIOTR BURAS, JOSÉ IGNACIO TORREBLANCA, CATHERINE MATHIEU, MATTHIAS SCHÄFER, SEBASTIAN PLÓCIENNIK, SEBASTIAN DULLIEN, RYSZARD PETRU

THERE IS NO CHANCE OF SIMPLY TRANSPOSING THE GERMAN ECONOMIC MODEL TO OTHER EUROPEAN COUNTRIES, SAY THE AUTHORS OF A REPORT ENTITLED “EFFECTIVE BUT DIFFICULT. CAN THE GERMAN ECONOMIC MODEL BE AN EXAMPLE FOR EUROPE?” DRAFTED BY THE EUROPEAN COUNCIL ON FOREIGN RELATIONS, KONRAD ADENAUER FOUNDATION AND POLISH CONFEDERATION LEWIATAN. THE REPORT WAS PRESENTED DURING THE DISCUSSION PANEL “GERMAN ECONOMIC MODEL – EXAMPLE FOR EUROPE?”

Its authors argue that rather than be jealous of German achievements, the Eurozone countries should independently formulate models of sustainable growth. If they succeed, perhaps in ten years' time there will be Greek, Portuguese or Spanish models as examples for others.

The German idea of balancing the economy whereby growth is driven by net exports, resulting in savings, a stable currency exchange rate and low inflation, is practically impossible to copy.

An even bigger challenge is flexibility, of which the Germans avail themselves thanks to cooperation between trade unions and employer organizations. This does not involve dismissing employees and hiring new ones, but adapting wages and

work organization, so that the specialist qualifications of workers are safeguarded. This model is proving itself well in industry, but not so well in the service sector, which requires dynamic organization. And yet many of today's economies are based on the service sector, and do not have such a strong industry as Germany.

PERHAPS GERMAN SOCIAL EQUILIBRIUM IS THE MOST INTERESTING FOR COUNTRIES THAT ARE PREPARING THOROUGH REFORMS. TODAY, GERMANY IS VIRTUALLY A LABORATORY WHICH IS TESTING THE PROFITS AND COSTS OF CONVERTING FROM THE TRADITIONAL SOCIETY OF A STATE OF PROSPERITY TO A SOCIETY, IN WHICH BESIDES CHANCES FOR PROSPERITY EXISTS ALSO RISK OF DEGRADATION.



PIOTR BURAS



CATHERINE MATHIEU, MATTHIAS SCHÄFER



## CAN CULTURE SAVE THE EUROPEAN ECONOMY?

THURSDAY, 26 SEPTEMBER 2013 | 17.30-19.00 | SHERATON CONFERENCE CENTRE, COLUMBUS B

**HOST**

**Paweł Potoroczyn**  
Director, Adam Mickiewicz Institute, Poland

**PANELLISTS**

**Zygmunt Bauman**  
Sociologist; philosopher, United Kingdom / Poland

**Jonathan Mills**  
Director, Edinburgh International Festival, United Kingdom

**Fruzsina Szép**  
Programme and Artistic Director, Sziget Festival, Hungary

**Wojciech Szpil**  
Chief Executive Officer, Totalizator Sportowy, Poland



WOJCIECH SZPIL

ZYGMUNT BAUMAN

PAWEŁ POTOROCZYN

**TWO WORLDS, TWO VISIONS. "NEITHER IS CULTURE PART OF THE ECONOMY, NOR IS THE ECONOMY PART OF CULTURE" SAID ZBIGNEW BAUMAN, SOCIOLOGIST AND PHILOSOPHER. WHAT JOINS THEM IS COMMUNICATION AND EDUCATION" ARGUED JONATHAN MILLS, CULTURE CREATOR.**

Most of the panellists agreed that culture is being referred to more and more frequently as a social communications channel and that it influences economic growth. It also stimulates the growth of creative industries.

Professor Zygmunt Bauman expressed a completely different opinion. "Culture is not suitable for rescuing the economy. It serves its own purposes, it is an important sphere which separates us from animals" he said. He stressed that culture creates alternatives, opens horizons and may play a very important role in Europe. In his opinion, culture on our continent could grow considerably if we were better able to share our heritage. Therefore he called for the provision of EU funds for a Library of Nations patterned on the Library of Alexandria.

Wojciech Szpil, President of Totalizator Sportowy, pointed out that business is financing culture more and more consciously. "We are all seeking our roots and we have inherited the national heritage, and this is why it is so important to finance culture. Business understands this" he stressed. Szpil gave a practical example of the financing of culture in Poland, the Culture Promotion Fund. It receives funds from subsidies for games and lotteries organized by Totalizator Sportowy. Over one billion zlotys have been collected and allocated in this way over the past ten years.

**ASKED BY THE MODERATOR WHAT THE "OIL AND GAS" OF CULTURE IS, THE PANELLISTS REPLIED: CREATIVITY, DIVERSITY AND CONTINUOUS CREATION.**



PAWEŁ POTOROCZYN, FRUZSINA SZÉP, WOJCIECH SZPIL, JONATHAN MILLS, ZYGMUNT BAUMAN



European Economic and Social Committee  
**Employers' Group**

#### HOST

##### **Jan Cieński**

Correspondent, *Financial Times*,  
United Kingdom

#### INTRODUCTION

##### **Jacek Krawczyk**

President, Employers' Group,  
European Economic and Social  
Committee

#### PANELLISTS

##### **Michael F. Fedorenko**

Vice-President for Engineering  
and Innovation, U.S. Steel  
Košice, USA

##### **Marco Giuli**

Research Fellow, Madariaga –  
College of Europe Foundation,  
Italy

##### **Danuta Hübner**

Member of the European  
Parliament; Chair, Committee  
for Regional Development

##### **Marek Huzarewicz**

CEO, Philips Lighting Poland,  
Poland

##### **Jonathan Peel**

Member, Employers' Group,  
European Economic and Social  
Committee

## RE-INDUSTRIALIZING EUROPE: A DELUSION OR A REAL NECESSITY?

THURSDAY, 26 SEPTEMBER 2013 | 17.30-19.00 | SHERATON CONFERENCE CENTRE, MARCO POLO



JAN CIEŃSKI, JONATHAN PEEL, DANUTA HÜBNER, MAREK HUZAREWICZ, MARCO GIULI, MICHAEL F. FEDORENKO

**HIGH LABOUR COSTS, RESTRICTIVE REGULATIONS AND THE RAGING EUROPEAN CRISIS HAVE FORCED FIRMS TO MOVE THEIR INDUSTRIAL PRODUCTION FROM THE OLD CONTINENT TO COUNTRIES THAT OFFER MORE ATTRACTIVE CONDITIONS FOR INVESTMENTS. BUT IN THE FACE OF THE INCREASING MOBILITY OF SOCIETIES, FLEXIBILITY IMPOSED BY THE RECESSION AND 10-15 PER CENT WAGE INCREASES IN CHINA AND INDIA – MARKETS THAT HAVE BEEN NATURAL LOCATIONS FOR DIFFICULT INVESTMENTS UNTIL NOW – THE QUESTION OF EUROPE'S RE-INDUSTRIALIZATION IS RE-EMERGING.**

Over the past decades countries of the Old Continent have focused on the development of the rapidly-growing sector of goods and services with a high added value. The traditional manufacturing sector has migrated to locations that guarantee greater cost-effectiveness. Panellists discussed how to reverse this trend and bring back to Europe modern, ecological and efficient factories.

Jonathan Peel had no doubt that one of the reasons for the exodus of industry was the sluggish reaction of regulators. There was no rapid action to create the conditions with which to preserve production in Europe. Industry must again be treated as a source of economic growth, and there is a need for an industrial policy on European and

national levels, said Danuta Hübner. This was confirmed by Marco Giuli, who said that naive hopes were placed in the Lisbon Strategy and in the forecast that the market will change itself by 2020.

**EUROPE HAS NEGLECTED TO CREATE AN ENVIRONMENT IN WHICH THE MANUFACTURING SECTOR COULD SURVIVE THE YEARS OF CRISIS.**

Michael A. Fedorenko added that changes to education systems are needed in order to adapt them to the needs of entrepreneurs better. Another obstacle to re-industrialization is access to funding, especially for SMEs. A trade agreement between Europe and USA can also improve the situation. For fast growth, heavy industry needs cheaper and more stable energy sources.



JAN CIEŃSKI



DANUTA HÜBNER



JACEK KRAWCZYK





## EUROPEAN BUSINESS BEFORE THE UN CLIMATE CHANGE CONFERENCE

THURSDAY, 26 SEPTEMBER 2013 | 17.30-19.00 | SHERATON CONFERENCE CENTRE, COLUMBUS C+D

**HOST**

**Jakub Kurasz**

Editor-in-Chief, *Gazeta Giełdy Parkiet* daily, Poland

**PANELLISTS**

**Teresa Kamińska**

Chief Executive Officer, Pomeranian Special Economic Zone, Poland

**Krzysztof Kilian**

President of the Management Board, PGE Polska Grupa Energetyczna S.A., Poland

**Tomasz Klekowski**

CEE Territory Manager, Intel Corporation, Poland

**Marcin Korolec**

Minister of the Environment, Poland

**Paweł Wideł**

Governmental Relations Director, General Motors Poland, Poland



JAKUB KURASZ, TERESA KAMIŃSKA, KRZYSZTOF KILIAN, MARCIN KOROLEC, TOMASZ KLEKOWSKI, PAWEŁ WIDEL

OVER TWENTY YEARS AGO AT THE EARTH SUMMIT IN RIO, THE UN MEMBER STATES SIGNED THE FRAMEWORK CONVENTION ON CLIMATE CHANGE. NEXT, IN 1997 THE KYOTO PROTOCOL WAS SIGNED, PLACING THE SIGNATORIES UNDER A FORMAL OBLIGATION TO REDUCE CARBON DIOXIDE EMISSIONS. THE FORTHCOMING CLIMATE SUMMIT TO BE HELD IN POLAND HAS BECOME THE SPRINGBOARD FOR A DISCUSSION ON THE FUTURE OF CLIMATE POLICY.

The panel discussion covered numerous aspects of climate policy and the energy market. Marcin Korolec, Minister of the Environment, said that the current European vision of climate policy will be very hard to realize. Teresa Kamińska spoke out in a similar vein. Krzysztof Kilian stressed that climate policy was formulated during favourable economic circumstances. Regarding a realization of the European vision of climate policy, Mr. Kilian remained a greater optimist than the Minister for Environment.

The discussion proceeded to the relationship between business and climate policy. Minister Korolec declared a desire for

dialogue between these two spheres. Such dialogue was postulated by Paweł Wideł, who stressed the need for cooperation between representatives of the world of business and of the world of politics.

Tomasz Klekowski said that in order to improve the climate, it is also necessary to change the behaviour of consumers who exhale CO<sub>2</sub> every day. He suggested that work patterns be reshaped so that, for example, the quantity of CO<sub>2</sub> emitted when workers travel from home to the office be reduced.



JAKUB KURASZ

MARCIN KOROLEC

TERESA KAMIŃSKA

TOMASZ KLEKOWSKI

KRZYSZTOF KILIAN

## SMART CITIES. CHALLENGES FOR THE DEVELOPMENT OF EUROPE

FRIDAY, 27 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS C+D

### HOST

#### **Anya Margaret Ogorkiewicz**

Founder and Managing Director,  
The Keryx Group, Poland/USA

### PANELLISTS

#### **Paweł Adamowicz**

Mayor of Gdańsk, Poland

#### **José Luis Angoso González**

Director of Innovation, Indra  
Sistemas, Spain

#### **Benjamin R. Barber**

President, Interdependence  
Movement (CivWorld), USA

#### **Dejan Cvetković**

Regional Technology Officer,  
Microsoft, Central and East  
Europe, Serbia

#### **Joost van Iersel**

Member, European Economic  
and Social Committee



JOOST VAN IERSEL, PAWEŁ ADAMOWICZ, JOSE LUIS ANGOSO GONZÁLES, BENJAMIN R. BARBER, DEJAN CVETKOVIĆ, ANYA MARGARET OGORKIEWICZ

**WE POSSESS INCREASINGLY BETTER TECHNOLOGY TO SUPPORT MANY AREAS OF SOCIAL AND ECONOMIC LIFE. TECHNOLOGY ON ITS OWN IS JUST A TOOL. TODAY'S CITIES NEED LEADERSHIP WHICH, TAKING ADVANTAGE OF TECHNOLOGY, WILL FULLY EXPLOIT THE POTENTIAL OF THEIR SOCIETIES – IS THE CONCLUSION OF A PANEL DISCUSSION ON THE SUBJECT OF SMART CITIES.**

Paweł Adamowicz, Mayor of Gdańsk, said that Polish cities have been acting under a market economy for only twenty years, and their leaders are taking advantage of Western European solutions. Today, the key to success in managing cities is smart regional and local cooperation. Adamowicz stressed the particular importance of social activity in the development of cities. Modern technologies make this much easier, for instance by means of electronic communications channels. In order to manage a city effectively, one should take a look at the solutions that function in business.

Jose Luis Angoso González observed that the purpose of smart cities is not just to make life easier for residents, but also to engage them in joint affairs.

Prof. Benjamin R. Barber said that although he has many reservations about modern

technologies, the best places to apply them are the cities. The net should be a platform for an exchange of ideas and views.

**"A LEADERSHIP CAPABLE OF UTILIZING MODERN TECHNOLOGY IS EXCEEDINGLY IMPORTANT FOR THE DEVELOPMENT OF CITIES" SAID DEJAN CVETKOVIĆ. TODAY IT IS NOT JUST COUNTRIES AND PRIVATE COMPANIES THAT COMPETE, BUT CITIES AS WELL, THEREFORE IT IS IMPORTANT TO APPLY SOLUTIONS THAT ALLOW THEM TO LIQUIDATE THE BARRIERS TO DEVELOPMENT.**

In the opinion of Joost van Iersel, the central authorities too should be particularly engaged in the development of cities, for they represent an opportunity to develop societies and create prosperity.



PAWEŁ ADAMOWICZ



JOSE LUIS ANGOSO GONZÁLES, BENJAMIN R. BARBER



DEJAN CVETKOVIĆ, ANYA MARGARET OGORKIEWICZ



## EUROPE 60+. AGEING SOCIETY AS A CHALLENGE FOR DEVELOPMENT

FRIDAY, 27 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, MARCO POLO

**HOST**

**Maciej Zdziarski**

Chair of the Board, Łukasiewicz Institute, Poland

**PANELLISTS**

**Marzena Breza**

Director, Department of Senior Policy, Ministry of Labour and Social Policy, Poland

**Zofia Czepulis-Rutkowska**

Senior Fellow, Institute of Labour and Social Studies, Poland

**Yvonne Doyle**

Regional Director, Public Health England, United Kingdom

**Alicja Sadowska**

Member, Alzheimer Europe Board, Poland

**Marjan Sedmak**

President, AGE Platform Europe, Slovenia



ZOFIA CZEPUŁIS-RUTKOWSKA

YVONNE DOYLE

MARJAN SEDMAK

**EUROPE IS AGEING. IN FIFTY YEARS, THE POPULATION WILL BE SOMEWHAT LARGER AND CONSIDERABLY OLDER. DO WE KNOW THE CONSEQUENCES OF THIS? DO WE UNDERSTAND WHAT IT MEANS FOR HEALTH AND SOCIAL POLICY, AND CONSEQUENTLY FOR THE ECONOMY? SHOULD ONE MAKE OLDER PEOPLE MORE ACTIVE, OR SHOULD ONE BUILD A COMPREHENSIVE SYSTEM OF CARE?**

Panelists agreed that the key to a stable strategy of care for the elderly is a change in the way of thinking about seniors. Zofia Czepulis-Rutkowska believed that the ageing society can be divided into two phases, 60+ and 85+. In her opinion, policy towards senior citizens depends on their age – in the first phase, it focuses on vocational activation, while in the second phase it focuses on providing comprehensive health care.

Alicja Sadowska said that the most important matter is to create a model of home care because home is the best environment for the elderly, whilst Marzena Breza said that a government programme of home care for senior citizens should be formed jointly by the government, NGO and civic sectors.

Marjan Sedmak stressed the need to convince the decision-makers that activity by senior citizens means health. No less important a task is to shift the burden of support also to local communities and families, though the public health care system should remain the basis thereof.

The participants of the panel, chaired by Maciej Zdziarski, also considered the labour market and the need to adapt labour legislation in such a way that it protects older employees.

**“THESE PEOPLE MUST NOT BE ALLOWED TO THINK THEY ARE OLD, DEPENDENT ON US AND NO ONE NEEDS THEM. OLD AGE IS SIMPLY THE NEXT STAGE OF OUR LIVES”** IVONNE DOYLE SUMMED UP, ADDING THAT WE MUST PREPARE OURSELVES FOR IT MUCH SOONER.



ZOFIA CZEPUŁIS-RUTKOWSKA, YVONNE DOYLE, ALICJA SADOWSKA, MARZENA BREZA, MARJAN SEDMAK, MACIEJ ZDZIARSKI

modern

accurate

reliable



insightful

responsible

engaging



## THE END OF TELEVISION AS WE KNOW IT? OPPORTUNITIES AND THREATS FOR EUROPEAN INTEGRATION

FRIDAY, 27 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS A

**HOST**

**Andrzej Godlewski**  
Deputy Director, Programme 1,  
Telewizja Polska SA, Poland

**PANELLISTS**

**William H. Dutton**  
Professor, Oxford Internet  
Institute (OII), University  
of Oxford, United Kingdom

**Elżbieta Gorajewska**  
Managing Director, Nielsen  
Audience Measurement, Poland

**Tadeusz Kowalski**  
Director, National Film Archive,  
Poland

**Rolf-Dieter Krause**  
Head, ARD TV Studio Brussels,  
Germany



ELŻBIETA GORAJEWSKA

WILLIAM H. DUTTON

ANDRZEJ GODLEWSKI

**HOW IS TELEVISION CHANGING, IS IT THREATENED BY THE INTERNET, AND WHAT MUST PUBLIC BROADCASTERS DO TO SURVIVE? THOSE ARE QUESTIONS WHICH ANDRZEJ GODLEWSKI OF POLISH PUBLIC TELEVISION PUT TO PARTICIPANTS.**

Elżbieta Gorajewska observed that in the age of the Internet, Poles have not turned their back on television and spend more and more time in front of their sets. But the television market is changing. It is becoming fragmented. Today we already have over 200 channels broadcasting in Polish. The viewer seeks the content that interests him. It is difficult to expect audiences of 10-20 million in the future.

"Viewer numbers for all the major channels are falling" said Tadeusz Kowalski, Director of the National Film Library. The share of the four biggest channels in regarding viewing figures is already below 50 per cent. Public television also has problems with funding its operations – revenues from subscriptions have plummeted.

Rolf-Dieter Krause pleaded that one should not conclude prematurely that television is dying. "The channels that offer the best content, truth and objectivism will defend themselves. The confidence of viewers is very important. One can lose them quickly, after which it is difficult to regain them" he added.

**PROFESSOR WILLIAM H. DUTTON ALSO BELIEVES THAT TELEVISION NEED NOT FEAR THE INTERNET. BUT CHANGES TO ITS MODUS OPERANDI ARE INEVITABLE. THE INTERNET IS BECOMING A SOURCE OF ENTERTAINMENT, THEREFORE TELEVISION CHANNELS MUST COMPETE FOR VIEWERS PRIMARILY WITH THE AID OF PROGRAMME QUALITY.**



ROLF DIETER-KRAUSE, WILLIAM H. DUTTON, ELŻBIETA GORAJEWSKA, TADEUSZ KOWALSKI, ANDRZEJ GODLEWSKI

## SO NEAR AND YET SO FAR. CAN POLISH BUSINESS PLAY A SIGNIFICANT ROLE IN EUROPE?

| PANEL &amp; LUNCH DEBATE

FRIDAY, 27 SEPTEMBER 2013 | 15.30-17.00 | SHERATON CONFERENCE CENTRE, COLUMBUS B

## HOST

**Cezary Szymanek**

Editor-in-Chief, *Bloomberg Businessweek Polska*, Poland

## PANELLISTS

**Marcin Hejka**

Managing Director, Intel Capital, EMEA & Russia, Poland

**Zbigniew Jagiełło**

Chief Executive Officer, PKO Bank Polski, Poland

**Jakub Kurasz**

Editor-in-Chief, *Gazeta Giełdy Parkiet* daily, Poland

**Leszek Niemycki**

President of the Board, Deutsche Bank PBC S.A., Poland

### TIGERS OF EUROPE

“TIGERS OF EUROPE 2013”, A REPORT PREPARED BY THE EDITORS OF THE WEEKLY “BLOOMBERG BUSINESSWEEK POLSKA” HAS ANSWERED THE QUESTION WHICH EUROPEAN COMPANIES HAVE SURVIVED THE LAST CRISIS YEARS. BUT IT HAS ALSO SHOWN THE STRENGTH OF POLISH BUSINESS IN EUROPE.



ZBIGNIEW JAGIEŁŁO



LESZEK NIEMYCKI



MARCIN HEJKA

### SO NEAR AND YET SO FAR. CAN POLISH BUSINESS PLAY A SIGNIFICANT ROLE IN EUROPE? | PANEL DISCUSSION

PANELLISTS NOTED THAT DESPITE APPEARANCES, IT WAS A GOOD YEAR FOR EUROPEAN STOCK MARKETS. EVEN THOUGH THE EUROPEAN ECONOMY IS STILL STRUGGLING WITH PROBLEMS, SHARE PRICES, AND CONSEQUENTLY THE MARKET EVALUATION OF ENTERPRISES, ARE INCREASING THANKS TO THEIR FINANCIAL RESULTS. THE TOTAL REVENUES OF THE 500 BIGGEST FIRMS ROSE BY EIGHT PER CENT TO EUR 8.3 BILLION, AND CAPITALIZATION REACHED EUR 7.6 BILLION. THAT IS 15 PER CENT MORE THAN IN THE PREVIOUS YEAR.

No major changes occurred to the top of the list of the most valuable companies, though a new leader appeared. The British-Dutch concern Royal Dutch Shell replaced the Swiss pharmaceuticals manufacturer Roche Holding. The top ten biggest firms include four companies from this sector. At the same time, this is the highest-valued non-financial branch on European stock exchanges. The list is dominated by British firms whose share in the capitalization of the “500” exceeds 25 per cent. The next countries are: France, with a 17 per cent share; Germany, 13 per cent; and Switzerland, 12.6 per cent.

In a list of 22 countries Poland comes in 14th place, with a one per cent share in the capitalization of the biggest firms. There are eleven Polish enterprises on the list, three less than last year. The biggest Polish company is Bank PKO BP. It is in 163rd place on the list of Europe’s biggest firms. Further companies are: Bank Pekao SA, PZU and PGNiG and PGE.

DURING THE DEBATE LED BY CEZARY SZYMANEK, PANELLISTS WONDERED WHAT NEEDS TO BE CHANGED SO THAT POLISH BUSINESS PLAYS A MORE SIGNIFICANT ROLE IN EUROPE.



CEZARY SZYMANEK, MARCIN HEJKA, ZBIGNIEW JAGIEŁŁO, LESZEK NIEMYCKI, JAKUB KURASZ



## WHAT COUNTS IN MANAGEMENT – EDUCATION OR VISION?

FRIDAY, 27 SEPTEMBER 2013 | 17.30-19.00 | SHERATON CONFERENCE CENTRE, MARCO POLO

**HOST**

**Roman Młodkowski**

Economics Editor; Media Manager, Poland

**PANELLISTS**

**Adam Bartosiewicz**

Vice-President for Development, WB Electronics, Poland

**Tim Dowling**

Chief Marketing Officer, Virgin Mobile CEE, United Kingdom

**Zbigniew Jagiełło**

Chief Executive Officer, PKO Bank Polski, Poland

**Andrzej Mochoń**

President of the Board, Targi Kielce S.A., Poland

**Leszek Niemycki**

President of the Board, Deutsche Bank PBC S.A., Poland

**Ryszard Petru**

Partner, PwC, Poland

**Robert Starzec**

Director, Public Healthcare Facility of the Ministry of Interior in Łódź, Poland

**Wojciech Włodarczyk**

President of the Board, GTECH Poland, Poland



### VISIONARIES 2013

FOR THE SECOND TIME, DZIENNIK GAZETA PRAWNA HAS AWARDED ENTREPRENEURS WHO ARE NOT AFRAID TO PURSUE THEIR OWN VISIONS IN BUSINESS. THE IDEA OF VISIONARIES WAS EXPLAINED BY THE NEWSPAPER'S EDITOR-IN CHIEF, JADWIGA SZTABIŃSKA, WHO SAID THAT A LACK OF VISION IS EQUAL TO A LACK OF PROGRESS. FOR A VISION IS A COMPONENT THANKS TO WHICH BUSINESS DOES NOT STAND STILL, THE ECONOMY DEVELOPS AND PEOPLE LIVE MORE EASILY.



TIM DOWLING (VIRGIN MOBILE), KATARZYNA SIWEK (IDEA BANK), JOANNA OSSOWSKA (FIBAR GROUP), ROBERT STARZEC (SZPITAL MSW W ŁÓDZI), ZBIGNIEW JAGIEŁŁO (PKO BP), ADAM BARTOSIEWICZ (WB ELECTRONICS)

THE VISIONARY 2013 STATUETTES WERE AWARDED TO: **Zbigniew Jagiełło**, President, PKO BP, **Jarosław Augustyniak**, President, Idea Bank, **Maciej Fidler**, President of the Board, Fibar Group, **Piotr Wojciechowski** and **Adam Bartosiewicz** of WB Electronics, **Robert Starzec**, Director of the Ministry of the Interior Hospital in Łódź

THE FIRST RECIPIENT OF THE EUROVISIONARY AWARD WAS SIR RICHARD BRANSON, OWNER OF THE VIRGIN GROUP.

## WHAT COUNTS IN MANAGEMENT – EDUCATION OR VISION? | DISCUSSION PANEL

WIZVISION IN BUSINESS MUST BE BACKED BY THE ABILITY TO IMPLEMENT SOLUTIONS, CONCLUDED THE PARTICIPANTS IN THE PANEL DISCUSSION THAT WAS HELD AFTER THE AWARDS CEREMONY.

Robert Starzec discussed the meaning of know-how. The importance of the component of vision was underscored by Andrzej Mochoń, member of the awards committee "We have had it since the beginning: We want to be the best. That is why we have succeeded in building a giant trade fair centre in out-of-the-way Kielce" he said.

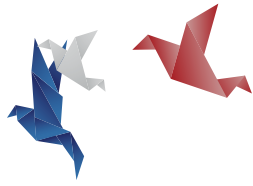
According to Zbigniew Jagiełło, implementation is the most important in management. A director who does not reach decisions is not a manager. I encountered this when I joined PKO,

where there was a sub-culture of avoiding decisions. It is gone now" he said.

Also raised was the question of the role of management, especially their influence on the creativity of employees. Asked what restricts creativity, Wojciech Włodarczyk of Gtech Polska replied that it is often the management that does so. He was echoed by Tim Dowling, who said that one of the guiding principles inside the Virgin Group is to allow employees as much freedom as possible. "A manager's role is to get out of the way sometimes" he said.



ROMAN MŁODKOWSKI, TIM DOWLING, ZBIGNIEW JAGIEŁŁO, ANDRZEJ MOCHOŃ, RYSZARD PETRU, ADAM BARTOSIEWICZ, LESZEK NIEMYCKI, ROBERT STARZEC, WOJCIECH WŁODARCZYK



SOPOT | 25-27 SEPTEMBER 2013



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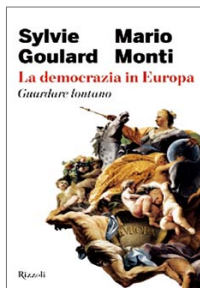
# BREAKFAST AND LUNCH DEBATES

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## HOW TO REFORM EUROPEAN DEMOCRACY?

THURSDAY, 26 SEPTEMBER 2013 | 8.00-9.30 | HOTEL SOFITEL GRAND, BALLROOM



MARIO MONTI, FORMER PRIME MINISTER OF ITALY AND MEMBER OF THE EUROPEAN PARLIAMENT, SYLVIE GOULARD – AUTHORS OF THE BOOK “EUROPEAN DEMOCRACY. LOOKING AHEAD” MADE THEIR ATTEMPT TO FIND AN ANSWER TO THIS QUESTION.

According to guests, the way to reform European democracy is to further strengthen the Union and to make attempts for relations to not only be based on formal regulations but also on values. “The recent crisis has exposed the lack of common trust between members and solidarity in EU relations” stated Mario Monti.

European democracy is also stricken with weak civic engagement. “They do not have a real sense of strength, nor possibility of having a democratic influence over the course of issues in the UE” claims Sylvie Goulard.

Politicians and citizens of Europe should actively build a civic society. “We have to create Europe day by day” says Monti.

HOST

**Jerzy Buzek**

MEP, Chairman, EFNI Programme Council

**Wojciech Ponikiewski**

Ambassador to the Italian Republic



MARIO MONTI



JERZY BUZEK, MARIO MONTI, SYLVIE GOULARD, WOJCIECH PONIKIEWSKI

## DOES THE WEST HAVE TO LOSE?

FRIDAY, 26 SEPTEMBER 2013 | 8.00-9.30 | HOTEL SOFITEL GRAND, BALLROOM



BREAKFAST DEBATE COMBINED WITH A PRESENTATION OF THE BOOK BY ANDRZEJ LUBOWSKI: ŚWIAT 2040. CZY ZACHÓD MUSI PRZEGRĄĆ? (THE WORLD IN 2040. DOES THE WEST HAVE TO LOSE?)

The forecasts of financial institutions envisaging economic domination by BRIC countries over the coming decades are wrong. One cannot foretell the future without considering cultural conditions such as an ability to innovate, a respect for the law and leadership models, said Andrzej Lubowski.

He devoted a lot of attention to America. Observing America’s latest history, he has concluded that one of the worst changes is

an erosion of the quality of information in the media. He believes that the United States will not be able to maintain its current level of prosperity in the long run. He demanded caution regarding shale gas.

Lubowski also defined Europe’s greatest sins – a social system that is too expensive, bureaucracy, no genuine integration, a dependence on energy from Russia, the absence of a European defence system and political correctness.

HOST

**Edwin Bendyk**

Journalist, *Polityka* weekly, writer, blogger, Poland



PARTICIPANTS OF THE BREAKFAST DEBATE

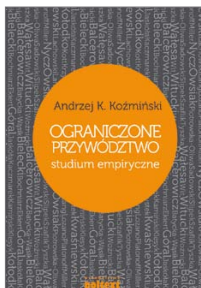


ANDRZEJ LUBOWSKI

### CRISIS OF LEADERSHIP, **CRISIS OF VALUES.** WHAT HAPPENED TO OUR IDEALS?

| COFFEE DISCUSSION

THURSDAY, 26 SEPTEMBER 2013 | 14.15-15.15 | SHERATON SOPOT HOTEL, INAZIA



TAKING PART IN THE MEETING:

**Henryka Bochniarz**  
President, Boeing Central and Eastern Europe; President, Polish Confederation Lewiatan

**Adam Góral**  
President of the Management Board, Asesco Poland SA, Poland

**Andrzej Koźmiński**  
President, Leon Koźmiński Academy, Poland

**Card. Kazimierz Nycz**  
Archbishop of Warsaw, Poland

**Lech Wałęsa**  
Former President of Poland

#### ANDRZEJ KOŹMIŃSKI TALKS TO THE HEROES OF HIS LATEST BOOK OGRANICZONE PRZYWÓDZTWO. STUDIUM EMPIRYCZNE (LIMITED LEADERSHIP, AN EMPIRICAL STUDY).

How does one become a leader? This question was answered by participants of the discussion, most amusingly by Lech Wałęsa: "My activity pushed me into becoming a leader, even though I did not want this. But when I wanted to be President for the second time, I lost."

"I derive a lot of satisfaction from leadership. I have never feared the competition, never feared that someone may be smarter than me" said Adam Góral of Asesco.

Henryka Bochniarz also has a lot of joy from leadership and constantly awaits new challenges and risks. "My style of leadership suits today's times. I have never harboured any dictatorial ambitions, I have always allowed my subordinates great freedom and independence."

Cardinal Kazimierz Nycz summed up: "Being a leader today, even in the Church, is more difficult than it was before."



KARD. KAZIMIERZ NY CZ, ADAM GÓRAL



ANDRZEJ KOŹMIŃSKI, HENRYKA BOCHNIARZ, LECH WAŁĘSA

### HOW DO DIVERSITY POLICIES INFLUENCE COMPETITIVENESS OF COMPANIES?

THURSDAY, 26 SEPTEMBER 2013 | 13.45-15.15 | HOTEL SOFITEL GRAND, BALLROOM

**MetLife Amplico**

HOST

**Grzegorz Nawacki**  
Deputy Editor-in-Chief,  
Puls Biznesu daily, Poland

Surveys carried out by the consultancy firm McKinsey & Company have clearly shown that companies where the management board is composed of at least three women achieve better financial results in the long term. However, the diversity policy is not restricted to gender parity. Diversity is an important element of strategy. This means creating working environments where no one feels excluded due to gender, age, ethnicity, or culture.

However, the debate participants pointed out that in a relatively homogeneous society like the Poles, promotion of diversity is encumbered by cultural issues. Hence, acquaintanceship with diversity and the building of respect for others should begin as early as in kindergartens.



GRZEGORZ NAWACKI WELCOMING GUESTS



PARTICIPANTS OF THE METLIFE AMPLICO DINNER DEBATE, LUKASZ KALINOWSKI

## ENTREPRENEURSHIP – EUROPE’S NEW ENERGY

FRIDAY, 26 SEPTEMBER 2013 | 13.45-15.15 | SHERATON SOPOT HOTEL, INAZIA



With over four million registered companies, Poland is an entrepreneurial country, but much remains to be done. Potential entrepreneurs fear unstable employment and irregular earnings the most.

Irene Natividad, President, Global Summit of Women, argued that the promotion of entrepreneurship should begin in elementary schools so that young people may grow up in a culture of business, and not in the conviction that the market will assure them of the conditions for life.

Apart from introducing entrepreneurship to the teaching curriculum, actions that would support the starting up of one’s own business are also essential. The state should promote entrepreneurial attitudes, the principles of entrepreneurship and a positive image of entrepreneurs in society, as well as simplify administrative procedures.

HOST

**Roman Młodkowski**  
Economics Editor, Poland



PARTICIPANTS OF THE INTERMARCHÉ DINNER DEBATE



JANUSZ JASIŃSKI

## HOW TO INCLUDE THE EXCLUDED INTO THE BLOODSTREAM OF THE ECONOMY?

FRIDAY, 26 SEPTEMBER 2013 | 13.45-15.15 | HOTEL SOFITEL GRAND, BALLROOM



The economy is losing billions because people who are excluded financially, mentally, technologically or by reason of their infirmity are not taking full part in building its value. “One person is not like another, and one must approach each case of exclusion individually” participants of the debate agreed. Public-private cooperation is exceedingly important.

cannot release more excluded persons. Financial education or the development of entrepreneurial attitudes should assume greater importance, and the funds for training should go to entrepreneurs, not training firms. Lower unemployment and the scale of social transfers, i.e. a reduction of the feeling among excluded that they have been harmed, are just some of the opportunities that their inclusion in the bloodstream of the economy brings.

In the current situation on the labour market, educational establishments

HOST

**Jacek Uryniuk**  
Journalist, Dziennik Gazeta  
Prawna daily, Poland



PARTICIPANTS OF THE BANK POCZTOWY DINNER DEBATE



TOMASZ BOGUS

## EUROPEAN MINING INDUSTRY HOW TO ACHIEVE COMPETITIVENESS DESPITE LIMITATIONS?

THURSDAY, 26 SEPTEMBER 2013 | 8.00-9.30 | HOTEL SOFITEL GRAND, HELSINKI



POLSKI ZWIĄZEK  
PRACODAWCÓW PRZEMYSŁU  
WYDOBYWCZEGO

HOST

**Mikołaj Kunica**

Business Journalist, Poland

The mining industry can be the fuel of Polish and European economies. In order to take advantage of the potential and facilitate projects worth several billions of zloty there is a strong need to eliminate barriers, such as lengthy administrative proceedings and



UCZESTNICY OKRĄGŁEGO STOLU

unfavourable tax regulations. Participants of the debate agreed that Poland should follow in the footsteps of those European countries, which created common legal framework that are conducive to investments.



UCZESTNICY OKRĄGŁEGO STOLU

## FUTURE OF EUROPE

THURSDAY, 26 SEPTEMBER 2013 | 14:15-15:15 | HOTEL SOFITEL GRAND, BALLROOM



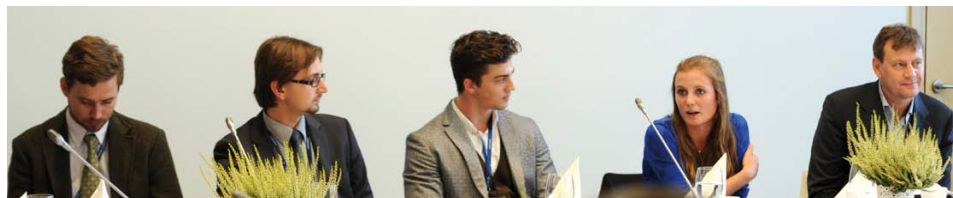
CIVIC ACADEMY  
AKADEMIA  
OBYWATELSKA

HOST

**Wojciech Przybylski**

Res Publica Nowa, Poland

More than twenty representatives of various think-tanks from Central and Eastern Europe debated the most important challenges for development, which the European Union is facing



MACIEJ KUZIEMSKI, BŁAŻEJ LENKOWSKI, CSABA TOTH, GABRIELA KADLECOVÁ, ALES ROD

in the context of the coming elections and the new budget perspective. The meeting included a review and quality comparison of the public discourse in countries of the region.

## HOW WILL TRANSATLANTIC FREE TRADE CHANGE EUROPE AND THE GLOBAL ECONOMY?

FRIDAY, 26 SEPTEMBER 2013 | 13.45-15.15 | HOTEL SOFITEL GRAND, HELSINKI

HOST

**Andrzej Lubowski**

Economist, writer, Poland

Participants of the round table dedicated to the Transatlantic Trade and Investment Partnership assessed considered how to develop substantial support for this concept in Europe and the USA. The economic crisis, for which everyone is paying a hefty price,

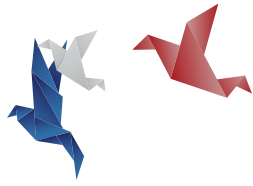


ANDRZEJ LUBOWSKI, DANUTA HÜBNER

has led to the decline in trust towards major institutions of the economic order. Hence, it is vital to spread the word on the benefits that this agreement brings to small and medium-sized enterprises, and in consequence to societies situated on both sides of the Atlantic.



MICHAŁ KLEIBER, ANDREW MICHTA



SOPOT | 25-27 SEPTEMBER 2013

# REPORTS AND RECOMMENDATIONS



## HOW TO REFORM THE EU?

| 4LIBERTY RECOMMENDATIONS THURSDAY, 26 SEPTEMBER 2013 | 9.00-9.30 | SHERATON SOPOT HOTEL CONFERENCE CENTRE, COLUMBUS C+D



### PRESENTATION

#### Leszek Jażdżewski

Editor-in-Chief, *Liberté!*, Poland

#### Gabriela Kadlecová

Friedrich Naumann Foundation  
– Foundation for Liberty, Czech Republic

#### Błażej Lenkowski

President of the Board,  
Fundacja Industrial (*Liberté!*),  
4liberty.eu, 6.Dzielnica),  
Poland

The EU is becoming increasingly less attractive. Redistribution policies, not always appropriate, or a single currency without any mechanisms for coordinating the fiscal policies of individual countries do not foster its popularity. An economic crisis has emerged. Therefore it is essential to introduce changes both in the short term and in a longer term, are the conclusions in a recommendation by 4Liberty.

The first group of suggested changes includes economic responsibility of countries, focus on

settling disputes among participants in order to realize the geopolitical project (integration with Ukraine), and a Europe of several speeds. Also suggested was a restructuring of inefficient institutions, a review of legislation that hampers development, a reduction in bureaucracy, an aim towards a federative shape of the EU, and the creation of a Transatlantic Free Trade Zone. The most important changes in the longer term are a more profound reform of EU institutions towards a fundamental democratization thereof.



GABRIELA KADLECOVÁ, LESZEK JAŹDŹEWSKI, BŁAŻEJ LENKOWSKI

## WILL THE EU ECONOMY ENHANCE INNOVATION?

| REPORT

THURSDAY, 26 SEPTEMBER 2013 | 14.15-15.00 | SHERATON SOPOT HOTEL CONFERENCE CENTRE, COLUMBUS C+D



Opportunities and risks to the development of innovation in the European Union and the reasons for the failure of the Lisbon Strategy have been described in a report on the EU economy.

In the opinion of its authors, elements that affect the development of innovation and which should be a subject of interest by all member states include in particular: scientific base, outlay on R+D, encouraging

innovation, using the Internet, flow and commercialization of knowledge, and the development of human resources.

The main obstacles at present are: profound differences between countries and economy, the impossibility of bridging the gaps between them, a lack of differentiated actions, and an absence of European Commission recommendations for individual countries. Changes must be thorough.

### PRESENTATION

#### Małgorzata Starczewska-Krzysztozek

Chief Economist, Polish Confederation Lewiatan,  
Poland



MAŁGORZATA STARCZEWSKA-KRZYSZTOZEK



**EFFECTIVE BUT DIFFICULT.**

**CAN THE GERMAN MODEL BE AN EXAMPLE FOR EUROPE?**

| REPORT

THURSDAY, 26 SEPTEMBER 2013 | 17.30-19.00 | SHERATON SOPOT HOTEL CONFERENCE CENTRE, COLUMBUS A



PRESENTATION

**Sebastian Płóciennik**

Senior Fellow, Institute of International Studies, University of Wrocław, Poland

**Sebastian Dullien**

Senior Policy Fellow, ECFR Berlin Office, Germany

Despite the omnipresent crisis, Germans are getting along relatively fine. Would other member-states be in a better condition if they regarded the German economic model as a pattern to follow? Authors of the report point out that although a simple transposition of the model is not possible, EU countries should consider Germany's solutions on a macroeconomic scale and a balance of capital markets, work and qualifications.

German social policy is also worth emulating. Business is cooperating

flexibly with trade unions to the benefit of employees, whose qualifications are closely linked to qualifications and work is organized rationally. However, the German model of growth requires a much more cautious approach. It relies too much on exports, and is creating dangerous external effects in the Eurozone.

The report was presented during the discussion panel "German economic model – example for Europe?"

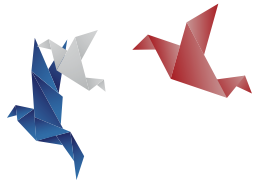


SEBASTIAN DULLIEN



SEBASTIAN PŁÓCIENNIK





SOPOT | 25-27 SEPTEMBER 2013

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# ASSOCIATED EVENTS

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## NIGHT OWL DISCUSSIONS

NIGHT OWL DISCUSSIONS IS A NEW OFFER FROM EFNI. THIS YEAR FOR THE FIRST TIME, WE INVITED FORUM PARTICIPANTS TO AN "AFTER HOURS" DISCUSSION, IN OTHER WORDS AFTER THE STRICTLY OFFICIAL TALKS.

IN THE SHERATON HOTEL, IN THE COMFORTABLE WINE BAR, THE "IN AZJA" AND "ROTUNDA" RESTAURANTS AND IN THE ZATOKA SZTUKI (BAY OF ART) CRYSTAL HALL THEY HAD AN OPPORTUNITY TO TALK TO THE FORUM'S DISTINGUISHED PARTICIPANTS. WITHOUT ANY MICROPHONES AND MODERATORS, IN A RELAXED ATMOSPHERE AND OVER A GLASS OF WINE.



PARTICIPANTS OF NIGHT OWL DISCUSSION, MIDDLE: RADOŚLAW MARKOWSKI AND IVAN KRASTEV

### IS DEMOCRACY IN EUROPE THREATENED?

WEDNESDAY, 25 SEPTEMBER 2013 | 23.00-1.00  
SHERATON SOPOT HOTEL, ROTUNDA

**TAKING PART:** Ivan Krastev, Chair of the Board, Centre for Liberal Strategies, Bulgaria, Radosław Markowski, Professor, University of Social Sciences and Humanities, Poland

Surveys, polls and questionnaires clearly show that the ranks of supporters of democracy in Poland are dwindling dramatically. Is it possible that they may soon become a minority? Attendance of the meeting with experts on this topic and authors of many surveys and books about democracy, Professor Radosław Markowski, and the distinguished political scientist from Sofia, Ivan Krastev, showed that this is a subject that moves and worries people profoundly.



PARTICIPANTS OF NIGHT OWL DISCUSSION, MIDDLE: JAN KRZYSZTOF BIELECKI, SŁAWOMIR S. SIKORA, PIOTR DOMINIĄK, MICHAŁ KLEIBER, MAREK BELKA

### WHAT DO WE NEED ECONOMY FOR? MAREK BELKA AND HIS GUESTS

WEDNESDAY, 25 SEPTEMBER 2013 | 23.00-1.00  
SHERATON SOPOT HOTEL, WINE BAR

**TAKING PART:** Marek Belka, President, National Bank of Poland, Jan Krzysztof Bielecki, Chairman, Economic Council to the Prime Minister, Piotr Dominiak, Professor at Gdańsk University of Technology, Michał Kleiber, President, Polish Academy of Sciences, Sławomir S. Sikora, President of the Board, Citi Handlowy

Were it not for the fact that on the following day, the EFNI Programme began at 8 a.m. with a breakfast meeting with Mario Monti, one of Europe's most distinguished politicians, participants in the meeting with Marek Belka would never have let him leave the wine bar. The lively debate gathered a crowd of guests, who were not bothered by the fact that all vacant seats were quickly filled.



PARTICIPANTS OF NIGHT OWL DISCUSSIONS



## NIGHT OWL DISCUSSIONS

### ■ A BRUSSELS CORRESPONDENT: ARTIST OR VISIONARY?



WEDNESDAY, 25 SEPTEMBER 2013 | 23.00-1.00  
SHERATON SOPOT HOTEL, INAZIA

**TAKING PART:** Ann Cahill, Irish Times, Ireland, Zoltan Gyevai, BruxInfo, Hungary, Rolf-Dieter Krause, ARD TV Brussels Studio, Germany

Faithfully reporting what is happening on European forums and in the corridors of Brussels, or considering how to report the truth without going into arguments that might make Europeans oppose the EU project and institutions? Brussels correspondents of European media attempted to learn the opinions of EFNI participants and together consider where to seek the golden means with which to describe the EU reality and communicate it to the citizens of their countries.



PARTICIPANTS OF NIGHT OWL DISCUSSION. TOP RIGHT: ROLF DIETER KRAUSE, ANN CAHILL, ZOLTAN GYEVAI

### ■ FREEDOM OF SPEECH AND ITS LIMITS MAGDALENA ŚRODA AND HER GUESTS

THURSDAY, 26 SEPTEMBER 2013 | 22.00-00.00  
SHERATON SOPOT HOTEL, ROTUNDA

**TAKING PART:** Zygmunt Bauman, philosopher, United Kingdom/Poland, Edwin Bendyk, publicist, Polityka weekly, Poland, Magdalena Środa, Professor at University of Warsaw, Poland

The host of the evening, Magdalena Środa, invited to the discussion a professor, a theoretician of fluid modernism and writer, and a blogosphere practician: two different generations, two different perspectives, two different worlds.



EDWIN BENDYK, ZYGMUNT BAUMAN, MAGDALENA ŚRODA

### ■ THE DIGITAL GENERATION AND A MODERN ECONOMY



THURSDAY, 26 SEPTEMBER 2013 | 22.00-00.00  
SHERATON SOPOT HOTEL, VINOTEQUE

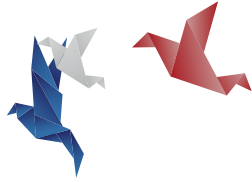
**A DEBATE BY YOUNG LEADERS OF THE CIVIC ACADEMY OF THE LECH WAŁĘSA INSTITUTE**  
Maciej Kuziemski, Lech Wałęsa Institute, Poland,  
Csaba Toth, Director of Strategy, Republikon Institute, Hungary

On Thursday evening, the wine bar was filled by representatives of the digital generation. They were participants of the Civic Academy of the Lech Wałęsa Institute, representing opinion-forming circles from the Visegrad Group. They discussed the skills and competencies required in today's constantly changing world.



PARTICIPANTS OF NIGHT OWL DISCUSSION





SOPOT | 25-27 SEPTEMBER 2013

## BAYS OF DIALOGUE



THIS IS THE THIRD TIME THAT THE RESIDENTS OF SOPOT MET WITH PARTICIPANTS OF EFNI. IT WAS AN OPPORTUNITY FOR OPEN TALKS WITH PERSONS OF AUTHORITY, LEADERS OF POLITICS AND BUSINESS.



BARBARA STEPNOWSKA, PAWEŁ HORDYŃSKI, HENRYKA BOCHNIARZ



DANUTA HÜBNER



MAGDALENA ŚRODA



JERZY BUZEK

### ■ WHAT DO EMPLOYERS EXPECT FROM YOUNG PEOPLE?

THURSDAY, 26 SEPTEMBER | 17.30-18.30  
PARK PÓLNOCCNY, ZATOKA SZTUKI

A college diploma assumes secondary importance on today's labour market. What counts is whether a candidate is ambitious and wants to develop. Much emotion was aroused by a discussion between the residents of Sopot and Henryka Bochniarz, Barbara Stepnowska and Paweł Hordyński about the shortage of specialists with professional qualifications and the surplus of college graduates without work.

### ■ SHOULD RESIDENTS CO-DECIDE ON INVESTMENTS IN THE REGION?

FRIDAY, 26 SEPTEMBER | 11.30-12.30  
PARK PÓLNOCCNY, ZATOKA SZTUKI

Danuta Hübner talked about local initiatives and the activity of women, the model of social dialogue and Poles as citizens of Europe.

### ■ DOES POLITICAL CORRECTNESS LIMIT FREEDOM OF SPEECH?

FRIDAY, 26 SEPTEMBER | 15.30-16.30  
PARK PÓLNOCCNY, ZATOKA SZTUKI

"Freedom is not an absence of rules. Freedom is well-formulated rules" said Professor Magdalena Środa. She agreed with the view that in a certain sense, political correctness can "deprive a person of emotion", but this is the price we pay for a proper functioning of society.

### ■ WILL POLAND ADVANCE TO THE EUROPEAN LEAGUE?

FRIDAY, 26 SEPTEMBER | 17.30-18.30  
PARK PÓLNOCCNY, ZATOKA SZTUKI

Professor Jerzy Buzek specified three qualities according to which a country is judged – the condition of democracy, a free-market economy and size of the country. Is Poland in the first league? "We are very high up, I can only fear that we do not drop" he summed up.

CIVIC ACADEMY



25-29 SEPTEMBER 2013 | TRICITY



PARTICIPANTS OF THE ROUND TABLE FOCUSING ON THE FUTURE OF EUROPE



PARTICIPANTS OF THE NIGHT OWL DISCUSSION – DIGITAL GENERATION AND MODERN ECONOMY

The Civic Academy is a project by the Lech Wałęsa Institute addressed to young professionals whose chief aim is the creation of a platform of dialogue between future leaders of public life and today’s decision-makers. Over twenty members of think tanks in CEE were invited to this year’s edition, prepared jointly by Liberte! and Visegrad Insight.

During several intensive days, guests took active part in the most important events on the EFNI programme in order to express their own recommendations. They also held discussions during their own meetings:

presentation of a report on an institutional reform to the European Union, a Round Table on the future of Europe , and Night Owl Discussion titled Digital Generation and Modern Economy. "We are living at a time of technological revolution. Never before have we experienced so many changes, both in everyday activities and in the sphere of business and politics" commented Wojciech Przybylski.

KONKORDIA IV | PILLARS OF COOPERATION BETWEEN NGOS AND BUSINESS: PARTNERSHIP, SYNERGY, COMMUNICATION, RESULTS



WEDNESDAY, 25 SEPTEMBER 2013 | 11.30-16.30 | THURSDAY, 26 SEPTEMBER 2013 | 10.30-17.30 | HOTEL HAFNER



JERZY BUZEK



DANUTA HÜBNER



LECH PIŁAWSKI

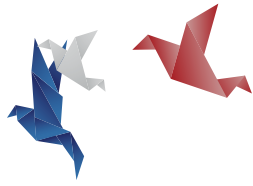
EFNI is traditionally accompanied by a Konkordia conference at which representatives of business and NGO’s interested in cooperation between business sectors meet.

"I am sure cooperation between entrepreneurs and NGO’s is an excellent bilateral business. But it must be a socially responsible business. NGO’s have very strong links with society. They can cooperate with volunteers and solve

community problems. The ability to act in the NGO environment is exceedingly important for business. It gives them a ‘good image’ for customers" said Professor Jerzy Buzek, opening the conference.

During the two-day talks, participants discussed measurement of the effectiveness of actions, the sources of funds for projects, the need for partner-like treatment, and relations with the media.



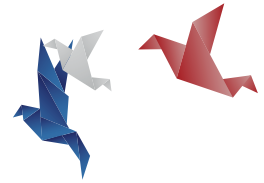


SOPOT | 25-27 SEPTEMBER 2013



# CLOSING GALA





## EFNI CLOSING GALA



BARBARA SMALSKA, LESZEK JERZY PAWŁOWICZ, ANDRZEJ KOŹMIŃSKI, JERZY BUZEK, HENRYKA BOCHNIARZ

FOR THREE DAYS, OVER ONE THOUSAND PEOPLE FROM OVER A DOZEN COUNTRIES, INCLUDING DISTINGUISHED ECONOMISTS, BUSINESS LEADERS AND SCIENTISTS, CONSIDERED HOW TO HEAL THE OLD CONTINENT. AT THE END OF THE FINAL DAY OF THE EUROPEAN FORUM FOR NEW IDEAS, THE TIME CAME TO SUM UP THE DEBATES AND PRESENT THE 2013 SOPOT DECLARATION FORMULATED BY THE PARTICIPANTS – A MESSAGE FROM THE EUROPEAN WORLD OF BUSINESS TO EU AND POLISH POLITICAL DECISION-MAKERS.

"All good things come to an end" said **Henryka Bochniarz**, announcing at the same time the start of work for the next edition of the Forum. "Next year will be important not only because it will be the fourth year of EFNI, but also because we will celebrate the 10th anniversary of our membership in the EU" she stressed, while the meeting's co-host, Professor **Jerzy Buzek** added: "We are convinced that the effects of our conference have an effect on Europeans. We shall always defend freedom of expression, freedom of thought and freedom of conviction."

"We have not found a universal remedy for all problems. Such does not exist," said Henryka Bochniarz, summing up EFNI. "Instead, we agreed on the framework of future conduct. The road leading from the crisis must start with the re-establishment of confidence and solidarity."

Representatives of EFNI Partners joined in the summing up. Professor **Andrzej Koźmiński**, Chairman of the Supervisory

Board of Orange Polska, said: "We all agreed that Europe is a great common asset and we must take care of it. During our debate we succeeded in pinpointing three areas of this concern. They are: European identity, consistency and courage."

Professor **Leszek Pawłowicz**, Vice President of the Supervisory Board, PKN Orlen, pointed out the conclusion stemming from the debate whereby Europe is losing its competitiveness. "That is the fault of the current business model" he said. "But there is no need to fear. Europe needs optimistic challenges because political integration is not built with fear."

**Barbara Smalska**, member of the Management Board of PZU Życie, spoke on behalf of PZU, focusing on the problems of young Europeans. "Europe is ageing, young people are a rare asset, and at the same time this asset is under-invested and affected by large unemployment. We must invest in them wisely."



LIDIA ADAMSKA, JANUSZ DEDO

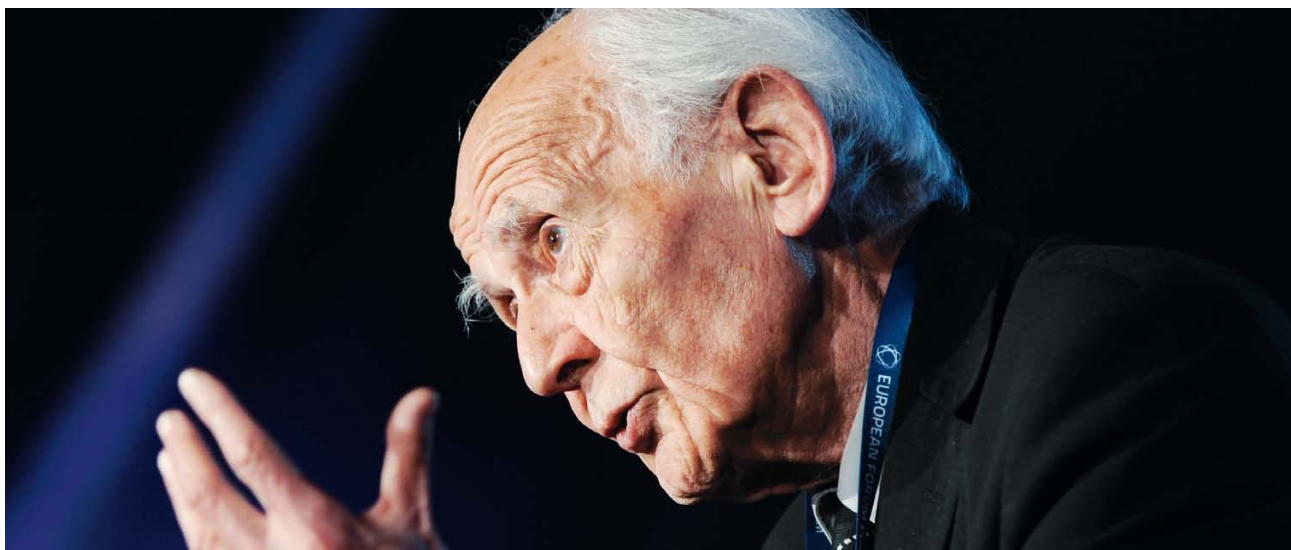


WOJCIECH SZPIL, JANUSZ KARNOWSKI, HENRYKA BOCHNIARZ, JERZY BUZEK



WILLIAM H. DUTTON

## SPEECH BY A SPECIAL GUEST OF EFNI **ZYGMUNT BAUMAN**



ZYGMUNT BAUMAN

A SPECIAL GUEST OF THE CLOSING GALA WAS PROFESSOR ZYGMUNT BAUMAN, WORLD-FAMOUS SOCIOLOGIST AND PHILOSOPHER AND ONE OF THE BEST-KNOWN AUTHORS OF THE CONCEPT OF POST-MODERNISM. "A REVIVAL OF OUR THINKING AND OUR INITIATIVES VIS-A-VIS EUROPE, OUR JOINT MOTHER, WILL BE AN EXTENSION OF THE SOPOT GATHERING" SAID PROFESSOR BAUMAN.

He stressed that although he intends to talk about spanners in the work of the European machine, he is not pessimistic about the future. The professor cited an anecdote about Goethe who, when asked whether his life was happy, replied in the affirmative, but after a moment's thought added that he could not remember a single happy week. "Happiness does not mean having no troubles, but overcoming them. Therefore the next few years will involve a happy extrication from troubles and managing them" said the professor.

Attempting to find the roots of today's woes, Zygmunt Bauman referred many times to history, including the period of establishment of states and nations during the Peace of Augsburg. "The historical formula of Cuius regio, eius religio is still with us, with slight modifications. In time, the word religio was replaced with ratio. This principle illuminated the construction of the European project".

Once, Europe was seated on the tripod of territorial, economic and cultural sovereignty. Today, claims Bauman, all three legs

are wobbly, and very much so. "We are all dependent on each other, and this dependence is increasing."

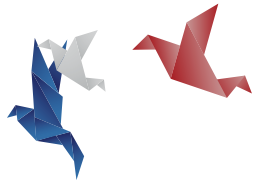
The professor also pointed out the problem of increasing diasporas in Europe. "Once again we are reaching the situation where, instead of becoming uniform, the difference in beliefs, languages and lifestyles persists. In addition, we must accept the fact that the economics of ageing Europe requires an influx of fresh resources from abroad.

In conclusion, Zygmunt Bauman pointed out our planet's dwindling resilience. "We were taught that an increase in GDP is the most important thing, and that high consumption is a reason for the greatest happiness. Yet we are already devouring one and a half times the planet, in other words fifty percent more natural resources than the Earth can give us without exposing itself to disaster. That is the greatest burden which we leave our children and grandchildren. We are leaving them a planet that is becoming impoverished instead of flourishing" he warned.



ZYGMUNT BAUMAN SPEAKING AT THE EFNI CLOSING GALA





SOPOT | 25-27 SEPTEMBER 2013

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# PANELLISTS AND GUESTS

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**Andrzej Adamczyk**

Member, European Economic and Social Committee



**Joke A. van den Bandt-Stel**

Permanent Delegate, VNO-NCV/MKB-NL, Netherlands



**Maciej Adamkiewicz**

President of the Management Board, Adamed Pharma SA, Poland



**Benjamin R. Barber**

President, Interdependence Movement (CivWorld) , USA



**Paweł Adamowicz**

Mayor of Gdańsk, Poland



**Adam Bartosiewicz**

Vice-President for Development, WB Electronics, Poland



**Alexandre Affre**

Senior Adviser, Environment & Energy, BUSINESSEUROPE



**Zygmunt Bauman**

Sociologist, philosopher, United Kingdom/Poland



**José Luis Angoso González**

Director of Innovation, Indra Sistemas, Spain



**Marek Belka**

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**Jarosław Bachowski-Ciura**

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**Edwin Bendyk**

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Chairman, Economic Council  
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**Marzena Breza**

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**Henryka Bochniarz**

President, Boeing Central  
and Eastern Europe; President,  
Polish Confederation Lewiatan,  
Poland



**Pierre Buhler**

Ambassador of France to Poland



**Zbigniew Bochniarz**

Visiting Professor, Evans School  
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Washington in Seattle, USA/Poland



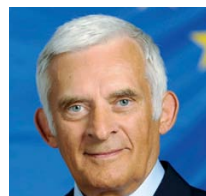
**Piotr Buras**

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President of the Management  
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**Jerzy Buzek**

Member of the European Parliament,  
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**Maxime Cerutti**

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**Jan Cieński**

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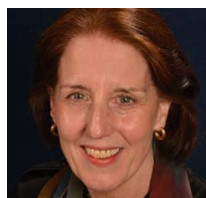
**Tim Dowling**

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**Clyde Wayne Crews Jr.**

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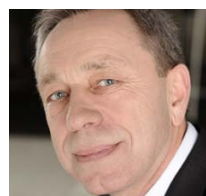
**Douglas Greene**

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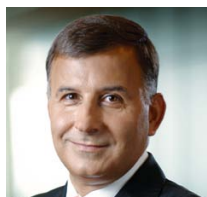
**Joost van Iersel**

Member, European Economic and Social Committee



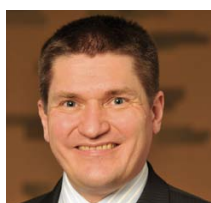
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Plenipotentiary for Equal  
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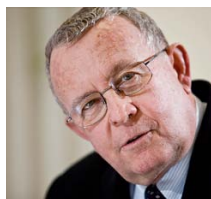
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**Mikołaj Kunica**

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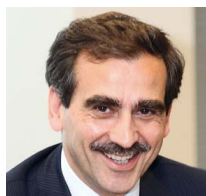
**Ana Maria Llopis Rivas**

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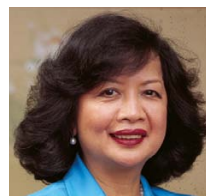
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**Irene Natividad**

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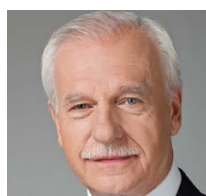
**Michael O'Leary**

Chief Executive Officer, Ryanair Limited, Ireland



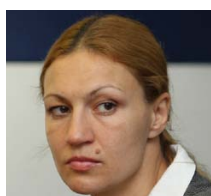
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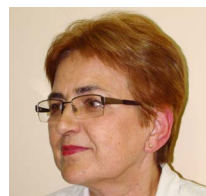
**James Roaf**

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Monetary Fund



**Wojciech Ponikiewski**

Ambassador to the Italian Republic,  
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**Matthias Schäfer**

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**Turid Solvang**

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Institute of Directors, Norway



**Marjan Sedmak**

President, AGE Platform Europe



**Stanisław Speczik**

President, Polish Association  
of Mining Industries, Poland



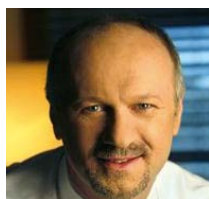
**Piotr Serafin**

Secretary of State for European  
Affairs, Ministry of Foreign Affairs,  
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**Małgorzata Starczewska-  
Krzysztozek**

Chief Economist, Polish  
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**Sławomir S. Sikora**

President of the Board,  
Citi Handlowy, Poland



**Robert Starzec**

Director, Public Healthcare  
Facility of the Ministry of  
Interior in Łódź, Poland



**Samantha Smith**

Leader, WWF Global Climate  
and Energy Initiative, USA



**Michael Stoppard**

Managing Director, Global Gas,  
IHS CERA, USA



**Heather Smith**

President, Rock the Vote, USA



**Fruzsina Szép**

Programme and Artistic Director,  
Sziget Festival, Hungary



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Totalizator Sportowy, Poland



**Donald Tusk**

Prime Minister of Poland



**Cezary Szymanek**

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Businessweek Polska*, Poland



**Jacek Uryniuk**

Journalist, *Dziennik Gazeta  
Prawna* daily, Poland



**Roman Szyszko**

Vice-President for Finance,  
ENERGA S.A., Poland



**Günter Verheugen**

Professor, European University  
Viadrina; former Vice-President,  
European Commission, Germany



**Magdalena Środa**

Professor of Philosophy, University  
of Warsaw, Poland



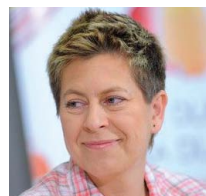
**Lech Wałęsa**

President of Poland (1990-1995)



**Ivar Tallo**

Member of the Management Board,  
e-Governance Academy, Estonia



**Dorota Warakomska**

Journalist, columnist, Poland



**José Ignacio Torreblanca**

Head, Madrid Office, European  
Council on Foreign Relations, Spain



**Paweł Wideł**

Governmental Relations Director,  
General Motors Poland, Poland



**Karolina Wigura**

Columnist, *Kultura Liberalna*,  
Poland



**Leszek Wroński**

Partner, KPMG, Poland



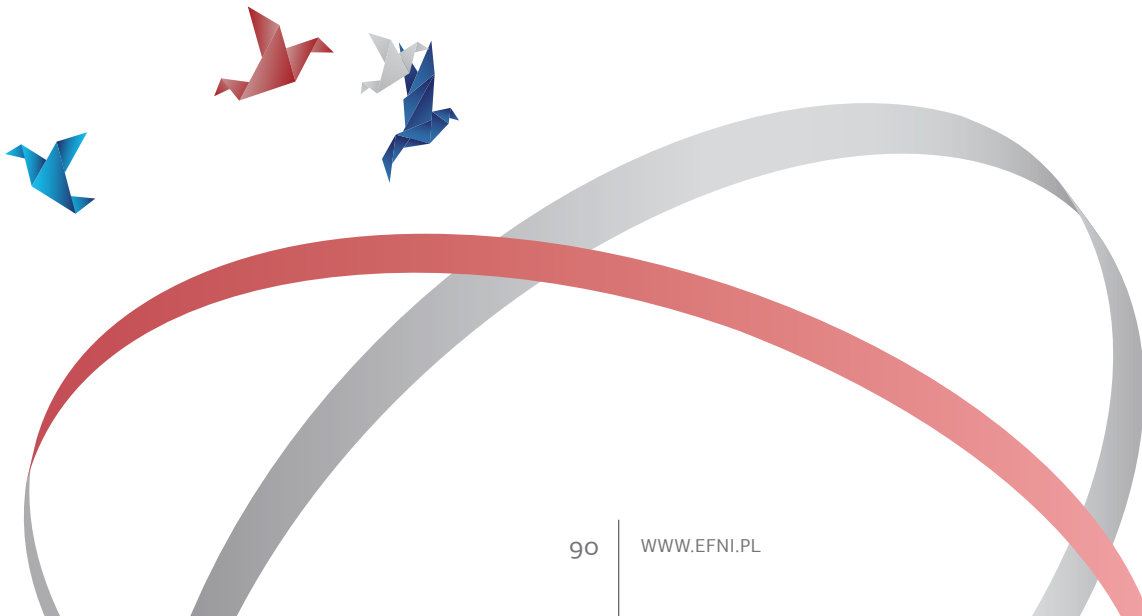
**Wojciech Włodarczyk**

President of the Board,  
GTECH Poland, Poland



**Maciej Zdziarski**

Chair of the Board, Łukasiewicz  
Institute, Poland



## SIEMENS ON A GOOD PATH

Interview with Peter Baudrexel, CEO of Siemens Sp. z o.o. and Siemens Group Spokesman for Poland as well as Dominika Bettman, CFO of Siemens Sp. z o.o.



**A large part of Polish investments in the coming years is to be spent on areas where Siemens is a major player: renewable energy, public transport, railways and hospitals. Does this mean that a golden age for your company is approaching?**

**Peter Baudrexel:** It means above all that we have focused on the right areas and that our long-term strategy brings desired effects. Of course, we intend to take part in this investment drive and to support the Polish economy growth. As a technological leader, we develop energy efficient and environmentally friendly solutions. We are also a company which helps its partners and clients face their challenges.

**Siemens is one of very few European companies to remain active in so many fields, from consumer electronics to medical equipment, and from energy production and transport solutions to large infrastructural projects. Does such diversity help in running the company?**

**Peter Baudrexel:** Diversity allows us to be more flexible and to better cope with diverse challenges. This is true both in business and in everyday life. Siemens Sp. z o.o. has been successful on the Polish market for over 20 years now, and has been able to address the different market needs during this period.

**Dominika Bettman:** Definitely, diversity allows companies to take advantage of the effects of synergy, and this holds true for every aspect of our work. We are present in many fields, and this allows us to utilise Siemens' experience and innovations. In this way, contrary to what one might expect, diversity in business can also increase stability.

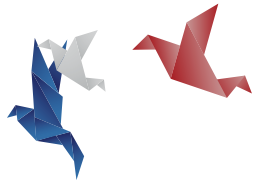
**It is still unclear whether the future of the Polish energy sector lies in coal-powered plants or in renewable sources. What are your predictions as to the direction of changes in our country?**

**Peter Baudrexel:** The energy mix of a country is a purely political decision. The government has to take many issues into consideration: the availability of resources, safety, international relations, environment, and many more. In order to cope well with the challenges that lie ahead, Poland should develop a wide array of energy sources. One of the most important factors here, however, is not the source of energy, but rather its' effective use. The cleanest, the cheapest and most ecological energy is the one that is being saved, that nobody uses, and that we therefore do not have to produce, transport and so on. Siemens offers technologies and solutions for producing energy from conventional and renewable sources, as well as for their transmission and distribution.

**Dominika Bettman:** One of the crucial questions is how to limit the use of energy. This is precisely where our innovations come in: our modern energy systems for buildings, energy management systems, solutions for optimising traffic, public transportation and many more. We help our partners solve their problems in the most efficient way.

**It is not the first time that Siemens is taking part in EFNI. As a platform for discussion on the future does it help in day-to-day management of your company?**

**Dominika Bettman:** Such meetings are a great way to exchange information and ideas, meet with partners, clients and experts. During EFNI we have a chance to confront our ideas on matters that are of crucial importance to the Polish and international economies.



SOPOT | 25-27 SEPTEMBER 2013

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# ORGANIZERS AND PARTNERS

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## ORGANIZER



**Polish Confederation Lewiatan** is the strongest business organization representing private sector companies in Poland. It strives to foster competitiveness of the Polish economy and success of Polish companies. Polish Confederation Lewiatan brings together over 60 trade and regional employers' organizations and a number of individual members. It represents 3 900 companies employing over 750 000 people. Its members and experts provided opinions on more than 2 500 draft laws and regulations covering various areas of the economy in order to ensure that the business community's proposals are endorsed during the course of the legislative process. Lewiatan is the only Polish employers organization with permanent offices in Brussels since 2002.

President of the Polish Confederation Lewiatan is also a member of the Council of Presidents at **BUSINESSEUROPE**, the largest employers organization in the European Union.

The organization's activities in Brussels are supported by Lewiatan's representatives taking part in the work of various committees and advisory groups to the European Commission, as well as two representatives in the European Social and Economic Committee.

## CO-ORGANIZERS



President of the Polish Confederation Lewiatan is also a member of the Council of Presidents at **BUSINESSEUROPE**, the largest employers organization in the European Union.

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**BUSINESSEUROPE** is the leading advocate for pro-growth public policy at European level, standing up for companies across the continent and actively campaigning on the issues that most influence their competitiveness.

**BUSINESSEUROPE** speaks for all-sized enterprises in 35 European countries, whose national business federations are its direct members.

The organisation is also a European social partner, recognised as the continent's leading business voice.

The current president of **BUSINESSEUROPE** is Ms Emma Marcegaglia, chief executive of Marcegaglia Group, a leading international steel processing company, headquartered in Italy.

The director general is Mr Markus Beyrer, who leads a team of 45 advocacy professionals at the **BUSINESSEUROPE** offices in Brussels.

For full information, visit the corporate website [www.businessseurope.eu](http://www.businessseurope.eu)



**Sopot** is a modern resort with traditions. It has gained its magical climate from the very beginning of its existence not only from its unique location on the seacoast as well as art nouveau spas and villas but also from an atmosphere of entertainment and elegance that was brought by the famous guests who frequented the city. Sopot managed to maintain its pre-war melancholy while fostering dynamic growth to make it a city with numerous attractions. All of this is thanks to an immensely rich cultural program and new opportunities created by bold investments, which changed the face of Sopot.

Today, Sopot is not just beautiful sandy beaches and the sea with the longest pier in Europe, but also one of Poland's most popular promenades, Bohaterów Monte Cassino commonly known as Monciak, picturesque moraine hills and finally numerous parks and trees enveloping the whole town in greenery. Sopot offers over 200 clubs, pubs, discotheques, restaurants, including ones that are famous and leg-endary. Visitors can enjoy excellent meals, drink delicious coffee, meet with friends or read their favourite books.

### STRATEGIC PARTNERS



Orange Polska is a member of the global France Telecom – Orange group, and at the same time the biggest telecom in Central Europe. Orange serves nearly 20 million customers, each day providing them with access to the largest portfolio of state-of-the-art telecommunications services, including the unique multiple-play “Orange Open” offering and tariff plans with unlimited calls to all mobile and fixed networks in Poland, as well as to international numbers. The company has a broad multimedia including, without limitation, TV, music, e-books, audiobooks, smart navigation, location-based and information services, as well as insurance products and NFC phone proximity payments. Orange also is active in charity, education and sports – it is the main sponsor of the Polish national football team and engages in multiple social programs under the Orange Foundation.



PKN ORLEN is Poland’s largest company in terms of revenue and the country’s most valuable brand. Its business consists in the processing of crude oil into petrol, diesel oil, fuel oil and jet fuel, as well as plastics and other petrochemical products. PKN ORLEN manages seven refineries in Poland, the Czech Republic and Lithuania. The company operates Central Europe’s largest network of almost 2,700 service stations, comprising outlets located in Poland, Germany, the Czech Republic and Lithuania. By implementing consistent investment efforts, PKN ORLEN pursues a strategy to gradually grow the company into an integrated energy complex, a goal to be attained through new business additions, including power generation and upstream segments.



The PZU Group is one of the largest financial institutions in Poland and Central Eastern Europe. There are 27 companies within the corporate structure, as well as branches in Lithuania, Latvia, Estonia and Ukraine. PZU offers the widest range of products on the Polish insurance market. In addition, the PZU Group also manages pension funds, investment and savings plan programmes. It secures the financial future of more than 12 million Poles. The PZU Group meets the highest standards of corporate responsibility and sustainability management. This has been acknowledged by the PZU Group’s presence in the RESPECT Index – CSR index in Central and Eastern Europe on the Warsaw Stock Exchange. In 2012, PZU was awarded first prize in the “Philanthropy Leaders” contest.



Telewizja Polska SA – as a state-owned company – is the public broadcaster operating under The Radio and Television Law. TVP’s reach encompasses more than 90% of Polish territory. It is a leader on the Polish television market, the biggest broadcaster, producer and distributor in Central Europe. Its extensive portfolio includes two stations on a national level, 16 regional channels, satellite channels - TV Polonia, TV Biełsat, as well as thematic channels - TVP Info, TVP Kultura, TVP Seriale, TVP Rozrywka, TVP Historia, TVP Sport, TVP Parlament and TVP HD. TVP viewers can enjoy cultural programming at the highest level, exciting shows and the best sports entertainment.



Dziennik Gazeta Prawna is an opinion-forming Polish legal and economic daily newspaper. DGP is composed of two paper sections - the white one on country and economic matters and the yellow on law. Fridays Dziennik Gazeta Prawna is a magazine edition. Instead of short news there are long and comprehensive articles about such subjects as society, economy and technological innovations - similar to weekly magazines.

## INSTITUTIONAL PARTNERS



European Economic and Social Committee

**European Economic and Social Committee (EESC).** Established by the 1957 Treaty of Rome, the EESC consists of representatives of organisations of employers, of the employed, and of other parties representative of civil society in the Member States, notably in socioeconomic, civic, professional and cultural areas. The EESC is a consultative body of the European Union.



Ministry  
of Foreign Affairs  
Republic of Poland

### Ministry of Foreign Affairs

**To serve Poland – to build Europe – to understand the world**

*The mission of the Ministry of Foreign Affairs is to pursue the interests of Poland through European and global cooperation for security, democracy and development.*



SELF-GOVERNMENT  
OF THE POMORSKIE VOIVODESHIP

**Self-government of the Pomorskie Voivodeship.** The fundamental aim of the self-government is defining the Pomorskie Voivodeship Development Strategy, and continuing with the policy of the development of the region.

Self-government of the Pomorskie Voivodeship co-operates in this matter with local self-government bodies, the Voivode, non-governmental organizations, volunteer organizations, universities, research groups, other voivodeships as well as organizations and regions from other countries.

## OPENING GALA PARTNER



**Bank Pekao** has been operating for more than 80 years. In terms of capital strength it is among top ranked banks in Europe. As a commercial bank, Pekao is serving retail clients, as well as institutional customers, SMEs, corporations and private banking clients. Bank invests in advanced technologies, launching recently the most comprehensive mobile payment app, PeoPay. Bank Pekao is a member of UniCredit Group, operating in 22 European countries.

## MAIN PARTNERS



**Bloomberg Businessweek Poland.** Business and world economy. The business plan for the week. On 68 pages we present profiles of entrepreneurs, market analyses, business information and economic phenomena. This is a magazine designed for managers and professionals who appreciate expert analyses and influential commentaries. Polish market is our key focus. Business does not have to be boring.



**Deloitte Poland** is one of the leading advisory companies providing world-class professional services in audit, tax advisory, legal, strategic and technology consulting, as well as enterprise risk management and financial advisory. With a network of 9 local offices Deloitte Poland employs over 1200 experienced and talented people.



## ORGANIZERS AND PARTNERS



Energa Group is one of the Polish electric power holdings. Its headquarter is based in Gdańsk. The main area of the group's activity is production, distribution, trade and transmission of the power. ENERGA provides its services to more than two and a half million households and three hundred thousand companies.



Gdańsk – city in the north of Poland. Its strategic geographic position makes Gdańsk one of the most important logistic hubs for international trade between Asia and Europe. As a very important academic centre Gdańsk can offer favourable business environment for local and foreign companies and organizations especially from ICT and BPO sector.



The Employers' Group brings together entrepreneurs and representatives of entrepreneur associations working in industry, commerce, services, agriculture and other business sectors in the 28 Member States. Our 117 members create opinions about European regulations for the European Commission, the Council and the European Parliament. The Group strives for the employers' voice to be heard by the European decision-making bodies.



KPMG is an international network of professional audit, tax and advisory firms. KPMG in Poland provides audit, tax and accounting services as well as business advisory services for the local, regional and global companies and institutions from private and public business sectors. The seven Polish offices are based in Warsaw, Wrocław, Poznań, Kraków, Katowice, Gdańsk and Łódź.



Totalizator Sportowy, owner of the LOTTO brand, is one of the most recognizable Polish companies. For over 57 years, we have been working in numbers games and lotteries. We have a network of more than 13,000 points of sale as part of an online system that uses the latest technology, allowing for real-time betting, among other things.



Polskie Górnictwo Naftowe i Gazownictwo is the largest Polish oil and gas exploration and production company. It is a leader in natural gas segments in Poland that are trade, distribution, oil and gas exploration and production as well as gas storage and processing. The company is also the largest importer of natural gas to Poland.



Polpharma is a leader of the Polish pharmaceutical market, and an international pharmaceutical group operating in the region of CEE, Caucasus and Central Asia. It is a valued employer for about 7000 people in Poland and international markets. With a turnover of \$ 1 billion Polpharma is among the top 25 generic drugs producers in the world.



Provident Polska SA belongs to International Personal Finance. The Company is listed on the London Stock Exchange and, as part of a dual listing, on the Warsaw Stock Exchange. The Company provides services to Customers in 6 countries. It has been operating in Poland since 1997. Provident Polska is a member of the Employers of Poland, the Polish Confederation Lewiatan, the British Polish Chamber of Commerce and a strategic partner of the Responsible Business Forum.



Tesco Polska is a major retailer on the Polish market with 450 stores. We employ 28 000 people to serve 5 million customers who shop at our stores every week. For over 10 years we have actively supported the Polish schools under our Tesco for Schools program donating up to date educational equipment.

## SUPPORTING PARTNERS



Bank Pocztowy is a retail bank for mass clients from towns under 50000 citizens with an offer also for micro and small enterprises. It offers simple and accessible banking in close cooperation with Polish Post using its extensive distribution network of over 8 000 post offices.



Since its first release in 2004 Polish edition of Forbes magazine has become the biggest finance-based magazine in Poland. It provides specialized information on financial markets and gives insight into business and economics.



Havas Worldwide Warsaw – a creative advertising agency with an offer in the scope of integrated communication. We deliver comprehensive solutions in the fields of strategic advisory, ATL, BTL, PR and digital.



Intermarché is a supermarket chain of 200 shops located in small as well as in medium-sized towns and also in big agglomerations. Intermarché supermarkets of floor space 400 to 2800m2 offer their customers up to 24000 goods.



MBA Manager Magazine is read by business leaders interested in the economy and trends in the super-premium segments. It is also distributed by its partners, the Polish Chamber of Commerce and the Polish Business Roundtable Club.



MetLife Amplico was established in 1990, offers a wide range of life insurance, pension and investment funds. Serves 5 million customers, has PLN 30 million in assets under management. For years ranked high among top Polish companies.



Newsweek Polska is the most popular weekly opinion magazine in Poland. It provides its readers with a clear and current overview of politics, economics and culture, Newsweek is also available in a multimedia version for tablets and smartphones.



Financial daily Gazeta Giełdy PARKIET – the sole national daily in Poland specialising in various issues relating to capital market and economic issues. Analysing financial market from Monday to Saturday, 18 years on the market.



PGE Capital Group is the largest vertically integrated company in energy sector in Poland with respect to revenues, installed capacity and electricity produced.



PKP Intercity S.A. long-distance national and international railway carrier. Every day the company operates more than 300 EIC and TLK trains. In 2014 the carrier launches a new train category – EIC Premium.



Pomeranian Special Economic Zone offers excellent location combined with complete technical infrastructure and good communication where economic activity can be conducted on preferential conditions. PSEZ staff members are experienced in cooperation with foreign investors.

## ORGANIZERS AND PARTNERS



**Puls Biznesu** – the most opinion-forming business medium in Poland. Every information in Puls Biznesu is useful. We give our readers the tool that guides them and helps to achieve business success.



**Radio PiN** is Poland's first economic radio – focusing on business, unique music and urban lifestyle. A radio station for people looking for unconventional programming, interested in economy, active professionals and opinion leaders.



**PAESE** unites companies active in the field of prospecting and exploring natural resources. The main goals of the Association are the protection of employers' rights, the representation of their interests, and striving to improve conditions for business activity.



**Radio TOK FM – Pierwsze Radio Informacyjne** – is a news and talk station. The spoken word represents about 90% of the air time. Available in 17 biggest cities in Poland, also online and via satellite.



**Warsaw Business Journal** is the only English-language business weekly in Poland. Since 1994 it has been a key resource for high level English speakers conducting business in Poland and abroad.



**WP.PL**, the first Polish internet portal, a multiplatform for multimedia and communication, as well as effective advertising tool. The portal is co-created by its users and it the most frequently visited site on the internet in Poland.



**WPROST** weekly is among leading media forming public opinion in Poland, one of top most influential weeklies released in Poland. It has been published since 1982, and in terms of its popularity in Poland, enjoys reputation comparable with that of The Economist or Time.



## KNOWLEDGE PARTNERS



Lech Wałęsa Institute is the first presidential foundation in Poland established in 1995 by Nobel Peace Prize Laureate to promote human rights and democracy through education.



Liberté! is a liberal magazine and think tank. Our mission is to be a spokesman for open society and liberal economic ideas as well as to organize a social movement around these ideas. "Liberté!" is published by Fundacja Industrial from Lodz.

## THINKTANK

THINKTANK – Polish analytical centre and a platform of dialogue on key matters for the State and business. Idea exchange network policy leaders, business and administration. It has his own expert network. Publisher of THINKTANK magazine.



The World Academy of Art and Science is composed of 650 individual Fellows from diverse cultures, nationalities, and intellectual disciplines, chosen for eminence in art, the natural and social sciences, and the humanities. Established in 1960.

## LOGISTIC PARTNERS



Dell is a global computer manufacturer, listed at 51st place of the Fortune 500 – list of largest companies in the world. Offers innovative products and services for consumers and businesses.



Opel is one of the leading car manufacturers in Europe. Opel has been formed by passion that helped to build a car serving EFNI guests. Opel Insignia, the best car we have ever built



Gdansk Lech Wałęsa Airport is one of the fastest growing airports in the European Union. This was possible thanks to the wide route network and the highest quality services.

## OFFICIAL CARRIER

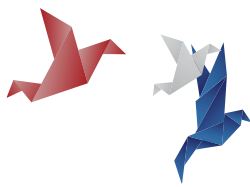


LOT Polish Airlines operating since 1929. LOT planes fly to nearly 60 destinations. Since 2013 long-haul routes are offered on Boeing 787 Dreamliners. LOT is a member of the Star Alliance.

## EXECUTIVE PRODUCER



Since 1997, IDFX Agency has managed over 800 branding and cultural events. Works with the same kind of passion on both small and large scale initiatives. Takes a unique approach to each one of them individually.



# ORGANIZERS AND PARTNERS

## ORGANIZER



## CO-ORGANIZERS



## HONORARY PATRONAGE

Bronisław Komorowski  
President of the Republic of Poland

Herman Van Rompuy  
President of the European Council

The European Parliament



## INSTITUTIONAL PARTNERS



Ministry  
of Foreign Affairs  
Republic of Poland



European Economic and Social Committee



SELF-GOVERNMENT  
OF THE POMERANIAN VOIVODESHIP

## STRATEGIC PARTNERS



DZIEŃNIK  
GAZETA PRAWNA

## OPENING GALA PARTNER



## MAIN PARTNERS



## SUPPORTING PARTNERS



## KNOWLEDGE PARTNERS



## LOGISTIC PARTNERS



## OFFICIAL CARRIER



## EXECUTIVE PRODUCER





Over  
**35 branches**



**25 regional  
associations**



Every year we consult  
over **200  
legislative  
proposals**



**20 Lewiatan  
experts**



**meetings**



Participation in over  
**100 parliamentary  
committees'  
sessions a year**

Over **20 000  
media citations  
a year**



**3900 member  
companies**



**Expertise  
and reports**

The only Polish  
employers' organisation  
with an **Office  
in Brussels**



Unique  
**business offers  
for members**



Active presence in  
**Tripartite  
Commission  
for Social  
and Economic  
Affairs**



**[www.konfederacjalewiatan.pl](http://www.konfederacjalewiatan.pl)**  
[lewiatan@konfederacjalewiatan.pl](mailto:lewiatan@konfederacjalewiatan.pl)  
[www.twitter.com/LewiatanTweets](https://www.twitter.com/LewiatanTweets)



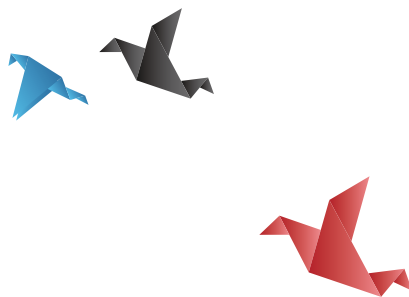
Special projects,  
Polish business  
community integration



LEWIATAN

voice of **business**





**EFNI**  
EUROPEAN FORUM  
FOR NEW IDEAS

European Forum for New Ideas  
Polish Confederation Lewiatan

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