



REPORT

THE FUTURE OF WORK. REALITIES, DREAMS AND DELUSIONS

SOPOT | 28–30 SEPTEMBER 2016



EFNI

EUROPEAN FORUM
FOR NEW IDEAS

HONORARY PATRONAGE





THE FUTURE OF WORK.
REALITIES, DREAMS AND DELUSIONS

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EUROPEAN FORUM
FOR NEW IDEAS



CONCERN FOR THE FUTURE OF EUROPE

The first European Forum for New Ideas was an occasion to search for an idea for Europe. Back in 2011, we were still high on the euro-enthusiasm with which Poland had joined the EU. Our country had just taken over its first rotating Presidency in the Council of the European Union, while the Polish Confederation Lewiatan, as a member of BusinessEurope, had just taken the role of a European business leader. The conclusions we handed to the then President of the European Council, Herman van Rompuy, and the Prime Minister of Poland, Donald Tusk, and entrepreneurs' expectations of politicians included the emphasized need for accelerating political integration, developing an efficient decision-making system, and reinforcing EU institutions and citizens' responsibility for the success of the project that has provided Europe with peace and its people with a dignified life. We pointed out the need to develop a cohesive migration strategy and to respond to demographic challenges, to swiftly finalize the creation of the single market, to carry out deregulation, to introduce a consistent and strong economic governance, and to make all European policies aim for growth, employment, and business competitiveness.

Five years later, PM Tusk is at the head of the European Council and the Polish economy has become the sixth European power, yet business's basic expectations of politicians have not changed much.

The European community is falling apart before our very eyes. It is consumed by numerous crises involving the economy, migration, legitimacy of governments, values, trust in institutions, and solidarity. We still lack a transparent action plan, rational management, efficient leadership, dialogue, and a bold and uniting vision. The threats we have not managed to eliminate over the years have multiplied, and now include disintegration, growing populism and social radicalism, and global terrorism.

A view that unites all participants of this year's Forum, regardless of their other opinions, is that the future of economy and work, growth and employment, businesses development, social order, and our security all hinge upon Europe's fate. It has become evident that Europe can be saved solely by well-thought-out and profound reforms. Not top-down reforms, but ones that will emerge from discussions with citizens, including those who are frustrated and have been excluded from the core of the system, and Millennials, a generation that should be slowly taking over the lead in politics and economy, but instead is all too often distanced from both. These are the reforms we have called for at each successive EFNI, and these are the reforms worthy of the Europe of our dreams that we want to propose in the wake of the sixth Forum. This is especially true as these reforms represent more than the question of the EU's future, for better or worse future: they are an issue of its *raison d'être*.

HENRYKA BOCHNIARZ

President of the
Polish Confederation Lewiatan
Vice President of BusinessEurope

JERZY BUZEK

Chair of the EFNI Programme Council
Chair of the Committee on Industry,
Research and Energy (ITRE)
at the European Parliament



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RECAPITULATION



SOPOT DECLARATION 2016

VALUES ARE THE FOUNDATION OF UNITED EUROPE

The European Communities and then the European Union gave Europe more than 70 years of peace and prosperity. The idea of integration allowed the West to rise from the ashes of the war and heal its deep wounds. Instead of battling, Europe set on a course of building a culture of cooperation and joint decisions, while respecting diversity and different interests of the states.

Europe entered the third millennium on a wave of enthusiasm following the end of the Cold War and the collapse of the Eastern Block. This enthusiasm paved the way for an enlargement of the European Union, uniting the West and the East of the continent and letting it “breathe with both lungs” again.

Yet this great enlargement coincided with a rising tide of scepticism towards the European integration project. A constitution of the European Union was drafted, but adopting it proved impossible when it was rejected in referendums in France and the Netherlands in 2005. Ever since that time, Europe has been drifting. It has been hit with the global economic crisis, the Eurozone crisis, the events in Ukraine and the downturn in the relations with Russia.

For over a decade now, Europe has been losing momentum, overwhelmed by the mounting challenges. We have been hit hard by the migration crisis and by acts of international terror. Politics is awash with populism, bringing fateful effects, best illustrated by Brexit. Nationalist and protectionist attitudes are resurfacing, and successes are appropriated by politicians.

Many Europeans are asking themselves: What does the future hold for us? Is European integration a viable project still?

**This is why we have to say again what Europe we want,
what Europe we dream about:**

EUROPE THAT STANDS UNITED: Not just by shared interests in a globalized world but also by shared values. Solidarity is crucial: the willingness to offer support in difficult times, the ability to find common ground despite the differences.

Solidarity is also trust among citizens, states and politicians. It is honesty, without which there is no freedom and no democracy. It is responsibility for ourselves and for what we do for others.

EUROPE THAT IS STRONG AND SECURE: This can only be achieved by having a clear vision of our shared future, a single market and a competitive economy that grows and drives prosperity. Policies must be coordinated, and the institutions – with mandates conferred by the citizens – must operate effectively.

EUROPE THAT IS THINKING: Not just about today, but also about tomorrow. Unafraid of the future, willing to make good use of its potential, using crises as catalysts for new energy. Sensible in choosing a position between Euro-enthusiasm and Euro-scepticism.

EUROPE THAT IS OPEN: Open not just to the flow of ideas but also to migration, effectively controlled by well-protected external borders. Protecting its four fundamental freedoms: the free movement of goods, services, capital and persons. Europe that does not become a closed fortress but that instead rises up to the challenges by finding solutions suitable for all of its members.

EUROPE THAT BELONGS TO ITS CITIZENS: In two senses – by focusing on the issues that matter to the citizens most, and by giving the citizens a greater share in the government. Let us build a Europe of positive emotions, a Europe that we will care about, a Europe whose future we will hold dear.

EUROPE THAT OFFERS GOOD WORK: We are now witnessing great changes, often referred to as the fourth industrial revolution. An unprecedented fusion of technologies is looming ahead. It will generate great changes in the economy, in business models, in production, and most of all in work – its nature and its everyday realities.

The current institutions, practices and processes are unable to keep up with dynamically changing technology, economy and society.

We need modern labour relations, and that requires modern education, effective social dialogue, good management of migration and demographic processes, as well as a new approach to social welfare systems.

This is our declaration: we will work to prepare our businesses, economies and societies for the challenges of the fourth industrial revolution. It need not be a threat. We can use it as an opportunity for sustainable, responsible and inclusive growth of Europe.

EFNI 2016, SOPOT, 30 SEPTEMBER 2016

THE FUTURE OF WORK. REALITIES, DREAMS AND DELUSIONS

As in previous years, the sixth edition of the European Forum for New Ideas was an opportunity to discuss problems which concern both businesspeople, politicians, and local authorities. These problems include the priorities and values crucial for the development of Poland and Europe, as well as global trends that transform the economy. We touched not only upon economic and social issues, but also—as always at EFNI—upon matters of world views. We reflected on the future of capitalism and democracy. We talked about the conflicts that trouble our world and the consequently growing sense of insecurity, about the potential effects of mass migration we are witnessing, and about imaginary and real threats related to the global turmoil.

The central theme of this year's Forum pertained to one of the major strategic issues in the Polish, European and global economy: the future of work and employment in the face of the fourth industrial revolution.

We spoke about the logic of inevitable changes and the related opportunities and threats which affect both employers and employees.

The topics of the sessions and panel discussions were: the directions of development in the labour markets of the 21st century, and the direct and indirect, short- and long-term social and economic implications of technological change in terms of automation, robotization, and mobility.

The panellists considered whether further increases in social inequality, labour polarization and fragmentation are bound to happen, and how the roles and tasks of businesspeople, employees, states, and trade unions will change as a consequence. Another question was how to represent workers' interests in such new conditions.

A recurring theme in many sessions was the issue of a European minimum wage. The discussants debated its potential role as a means of introducing social peace and reviving the economy. They also reflected on the conditions under which a relevant

Unfortunately, innovation takes jobs away. Research indicates that over the next few decades, 50 per cent of jobs in the USA may disappear as a result of automation, while the number of jobs threatened in emerging markets may be as high as 70–80 per cent.

EBRAHIM RAHBARI

Director in the Global Economics Team
of Citi Research, USA

EU consensus would be possible and the manner of developing an inclusive labour market.

We spoke about the revolution affecting business models as a result of transformations on the labour market and about the directions of change in companies' operations, organization, and management.

More than 60 hours of debates resulted in many valuable conclusions and recommendations. **One of the conclusions in the discussion on the future of business was that, before our very eyes, companies are becoming strategic concepts rather than physical structures. Disruptive innovations transcend the borders of economic sectors and shatter the existing way of understanding company development.** The success of businesses built on online platforms and applications shows that monitoring one's own market and competition is not enough in the contemporary business environment. This point was argued by visionaries from Silicon Valley, such as Martin Ford, as well as by business strategists and consultants from the world's major corporations, including Ade McCormack and Garry Jacobs. "You have to take into account that your main rival will arrive from outside of the sector and that the greatest value of your company will lie not in its tangible assets, but in the icon on a smartphone's home screen", warned the representatives of a new generation of companies present at this year's Forum.

The panellists emphasized that the fourth industrial revolution might, perhaps even in five years,

We should accustom the young to shorter working cycles. This will render them more flexible and better prepared for change.

ADE MCCORMACK

digital strategist, Great Britain

result in a colossal change in terms of the set of skills that people will need in order to operate on the labour market. Most valued will predominantly be the cognitive skills which help in acquiring new qualifications and adapting to change on an ongoing basis. A worker's position on the labour market will further depend on their ability to create and implement innovation and combine knowledge and skills related to several disciplines. Routine performance and narrow specializations will lose significance. Companies will look for independent employees who comprehend the principles of cooperation and the surrounding world. In order to educate young people accordingly, we have to discard education based on obedience and tests and invest in education based on curiosity and work ethics. "In addition, we should accustom the young to shorter working cycles. This will render them more flexible

Economic patriotism can lead to nationalism and is often nothing but protectionism, which is harmful for business, in particular in the age of globalisation.

THOMAS E. GARRETT

Vice President, The International
Republican Institute (IRI), USA

and better prepared for change”, the panellists argued. They pointed out that lifelong learning and retraining systems must be improved. This task should be shared by governments, employers, and trade unions.

The participants of panel discussions on the future of work emphasized that forms of employment will change: there will be considerably fewer permanent jobs and more contracts for services and hourly contracts, fewer traditional full time employees and more freelancers. A new type of freelancer will appear. The principal will expect from them not only the skills necessary to perform a particular task, but also the ability to organize a group of sub-contractors.

According to estimations quoted by numerous panellists, the supply of work will soon shrink remarkably and will be enough for not more than 20% of the world’s population. The most intelligent and creative

individuals will be in high demand. The rest will become redundant. Thus, on one hand we will experience a growing competition for talent, and an excess of workforce on the other. Simultaneously, the demand for simple work will drop.

The participants of the debates tried to answer how 80% of the population is supposed to support itself, seeing that it will soon land outside the labour market. Another issue was how to maintain economic growth without increasing global demand: who will buy goods and services and for what if a portion of society is not professionally active in the traditional sense of the word.

EFNI experts warned that the globally shrinking demand for work will encourage actions seeking to protect national economies by means of curbing international competition. An example could be the regulations on minimum wage introduced by Germany, France, and Norway. The panellists pointed out that the principle of ‘equal pay for equal work in the same place’ promoted by the old EU member states in Brussels may cause the minimization of exports of services within the EU’s internal market. **They emphasized that so-called economic patriotism, which most frequently manifests itself as protectionism, is no solution. It may, however, spark off a negative trend that will deal a blow to EU citizens, and protectionist measures may cause the European Union to disintegrate.**

Another vital point in the discussions was the European paradox of high unemployment, particularly among the young, occurring simultaneously

with labour shortages. The Forum attendees stressed that permanent employment may often be replaced by contract work delivered via online applications, such as Uber, and that we are going to work for many different employers at the same time, rendering services needed in various projects. The skills and time devoted to work will become goods that we will need to sell.

All this will result in an increasing sense of instability and stress.

Yet, any attempts to prevent change and return to regulating work with a labour code straight from the 20th century may only hinder development and create an illusion of stability which will be cherished only by the fortunate. Therefore, all market participants will benefit from reopening the discussion on a new model of work that could replace the concept of flexicurity. In addition, we need to redefine the notions of social security and the roles of social partners and national and international institutions in the face of accelerated variability. "We should not associate the notion of employment security exclusively with guaranteed employment. A sense of security is affected by numerous other factors, such as health at work, representation, or stability in performing one's tasks.

We will have to accept more flexible labour relations, but also find a means of providing security and redistribution outside the labour market. This is why we have to reconsider what we understand 'work' to mean. We can no longer limit it only to economic activity. We need to improve the level of security so that people can move

from one type of activity to another, including voluntary service or social work", argued Guy Standing, the author of the notion of precariat and promoter of global unconditional guaranteed income. And he was not alone in his opinion. Such fixed income throughout their lives would allow people to survive while unemployed and simultaneously sustain the demand necessary to maintain economic growth. The legitimacy of this solution was discussed by academics and businesspeople, including EFNI 2016 special guest Martin Ford.

The discussants emphasized that the economy of the fourth industrial revolution will profit mostly from innovation, and the highest return will go to the innovators who hold the intellectual capital, and

We have to reconsider what we understand 'work' to mean. We can no longer limit it only to economic activity.

GUY STANDING

professor, University of London,
Great Britain

to the shareholders who own the physical and financial capital. This explains the growing gap in wealth between those who depend on capital and those who depend on work. Inequality will increase internationally, too. Countries such as Poland, whose economic growth is based on cheap labour, will be doomed to marginalization. How can we prevent it? "The key element of each country's economic policy should be to define its role in the global digital economy", argued the panellists. Opening the markets up to digital transformation is inevitable. Yet it is not enough to achieve success. Countries may increase their chances by pursuing the right economic policy. The panellists pointed out that if Europe takes advantage of the opportunities

offered by Industry 4.0, the European economy may gain EUR 1.25 trillion in added value by 2025. Missing the moment may entail potential losses of up to 605 billion EUR.

Employers agreed with trade unionists that social partners will need to adapt to the changes accompanying the fourth industrial revolution. They stressed that since it is difficult to clearly predict the consequences of the appearance of new professions and forms of work, the role of social dialogue and constructive cooperation between employers and trade unions will be a key to success both in individual countries and in the entire European Union.

EFNI 2016 was held only three months after the referendum in which the British voted to leave the EU. Brexit was an unprecedented geopolitical shock. Therefore it is not surprising that it appeared as a recurring theme in numerous debates on the future of Europe, new global order and democracy. The panellists emphasized that Brexit may result in an attempt to save the EU from falling apart by enhancing cooperation within the eurozone. That would be bad news for countries such as Poland or Hungary, which have already found themselves on the EU's periphery and have conflicted with Brussels on the matter of refugees. A deeper integration of the so-called core EU would leave those countries outside and with scarce chances to participate in the revived community.

Another vital point was that the rise of populist and xenophobic sentiments

*One market, one currency,
one democracy is what Europe lacks..*

ULRIKE GUEROT

Director, European Democracy Lab,
Germany

in the EU demonstrates a growing need for new ideas for the continent's future.

Analysing the deep and multidimensional crisis the European Union is experiencing, panellists endeavoured to show the directions in which it should develop in order to revive. They argued that a return towards nation-states cannot be an option. **"All the challenges we are currently facing are of a supranational or even global nature: economic development, security, migration, climate change. We can find fitting solutions only if we cooperate on the European level", they stressed.**

The debates on the future of democracy, its transformation, and the fundamental values of freedom, equality, solidarity and justice, particularly in the context of labour market challenges, involved numerous participants who expressed the view that the current crisis of democracy is deeper and graver than previous ones. The reason is not only the rise of economic power and systemic prestige of undemocratic regimes. It is also the fact that many citizens feel that democracy has ceased to reduce the adverse effects of the pure market, including the inequality it generates.

The panellists emphasized that the democratic state has clearly lost its dominant position recently and—put simply—democracy has been defeated by the free market in many areas. This trend of turning our backs on democracy may be halted only if we rediscover consistency and balance between the rapid technological progress, the market, and society. This issue has become more pressing than ever.

Investing in human capital has positive effects. Employees like to feel important for businesses, and this translates into their performance.

MICHEL KHALAF
President, MetLife EMEA, USA

In order to discuss the transformations the world is facing, we invited the most prominent representatives of research and business practice.

This was the first time in our five-year history that the Forum was so well attended by representatives of European and Polish social dialogue partners, including representatives of the European Commission and the European Parliament, politicians, Polish and foreign think tanks, universities and analytical centres, as well as representatives of Polish trade unions and the European Trade Union Confederation (ETUC).

EFNI 2016 PHOTO GALLERY



The forty programme events featured in the sixth edition of EFNI were attended by 900 participants from 26 countries around the globe. The guests included prominent politicians, representatives of the EU's highest bodies including the European Commission, Polish and European entrepreneurs and managers, ambassadors, deputies, representatives of central and local administration, education institutions and think tanks, culture and the media. The debates were covered by 97 Polish and foreign journalists.

EFNI 2016

- 3 plenary sessions
- 8 panel discussions
- 4 special report premieres
- A book premiere
- 6 round tables
- 2 evening galas and a networking event
- 6 Night Owl Discussions
- 4 Bays of Dialogue meetings



At the breakfast with representatives of the world of business, politics and NGOs, entitled '**Poland – the European Union. Joint challenges and perspectives.**' After a short speech, Mr Timmermans replied to questions concerning the future of the single market as well as the EU's relations with Great Britain in the aftermath of Brexit and its political and economic consequences.



"If we are a Union of citizens, then we cannot close the borders against people and leave them open to goods. It is not the state that is the sovereign, it is people. If we choose that path, Brexit will be but a prelude to a catastrophe", argued Ulrike Guérot, founder and director of the European Democracy Lab. She made it clear that the solution involves a reform of the EU, not defence of its current form. The Friday morning session entailed a series of TED-style speeches presenting ideas on how to save the European Union. Other guest speakers were Danuta Hübner, Aleksander Smolar, Steve Keen and Paweł Świeboda.



EFNI 2016 comprised not only 62 hours of main programme events, but also 18 hours of associated events. EFNI sessions and panel discussions were held simultaneously with the Baltic Initiative debates (concerning the sustainable development of the Baltic Sea area) as well as discussions on human rights violations in contemporary armed conflicts, the future of work in the era of globalization from the point of view of the young generation, and change management in family businesses. The last discussion mentioned above concluded the presentation of the Visionaries 2016 awards.

Nadiya Savchenko, Deputy to the Supreme Council of Ukraine, was our guest during the panel discussion entitled 'Human rights violations in contemporary armed conflicts', an associated event at EFNI 2016. During the EFNI Closing Gala, the Ukrainian pilot expressed her personal thanks for the support and help Poland offers to Ukraine throughout the process of reforms.



EFNI 2016 was the second edition to feature the Emerging Market Champions award presentation. The award for the Polish company most successful on foreign markets went to Amica SA. The best foreign investment award was presented to Cemex SA. Presenting the awards, Sławomir S. Sikora, President of the Management Board of Citi Handlowy, and Andrzej Olechowski, Chair of the Supervisory Board of Citi Handlowy, stressed that this year's winners exemplify an open and creative approach to business.



One EFNI 2016 special guest was Martin Ford, entrepreneur, visionary, and start-up founder with 25 years of experience in software and computer design. The Silicon Valley insider is also renowned as an author of best-sellers on the future of work, where he argues that automation not only facilitates development, but also puts white-collar jobs under serious threat. A considerable number of lawyers, physicians, and architects will lose their current jobs. Ford was the first to point out that the rapid progress of robotization and the development of artificial intelligence would lead to the disappearance of thousands of jobs and professions. 47% of current positions in the USA alone will be subject to automation within the next two decades.

EFNI 2016 PHOTO GALLERY

“Nowadays the economy is global. In order to develop, it needs an advantageous political environment and social support. Future growth and employment require a reversal of the downward trend in industry in terms of European GDP. It is necessary to take further action to facilitate the growth of Industry 4.0 in the context of a strategy to foster a digital single market as well as a policy with regard to the environment, climate and energy that does not reduce industrial competitiveness”, said Emma Mercegaglia, President of BusinessEurope, the largest European association of employers, and EFNI co-organizer, during the 2016 edition of the Forum.



One of the recurring themes during EFNI debates on the future of democracy was the concern for the fate of the fundamental democratic values of civil rights and social cohesion. The participants of numerous discussions pointed out that social transformations are spreading like wildfire and we have no definite idea about the final vision of the impending social order. We are not even able to outline it. As the attendees speculated, this might be partially due to the fact that perhaps a new feature of societies will be the absence of periods of stability.



In the course of the last few years, EFNI has also become a venue for book premieres. On 30 September 2016, the Forum featured the Polish premiere of the world best-seller “Rise of the Robots: Technology and the Threat of a Jobless Future” by EFNI 2016 special guest Martin Ford. The book won the 2015 FT & McKinsey Business Book of the Year Award and became a Forbes' Top Business Book of 2015. Attendees who came to the morning meeting with the author received copies of “Rise of the Robots” as gifts. Those who missed the opportunity could buy the book in the EFNI bookstore on the very same day.



After the EFNI 2016 keynote plenary session 'The future of work. Realities, dreams and delusions', the NEW@POLAND award ceremony was held, with awards conferred by Digital Technology Employers Lewiatan. Entrepreneurs being members of the organization and representatives of science on the jury confer accolades to entities for the most innovative IT project launched for public administration and completed over the last 18 months. In 2016, the award went to the Ministry of Digitization for improving access to public digital services as part of the 500+ programme. The Jury also awarded a distinction to the City Hall in Piekary Śląskie for its Parkanizer system, which helps drivers find available parking spots. The awards were conferred by Tomasz Klekowski, President of the Digital Technology Employers Lewiatan, and Cristiano Pinzauti, Jury President of NEW@POLAND.

One of our propositions at EFNI 2016 was a debate on the future of Poland and how economic development can be reconciled with social expectations. The representatives of the Social Dialogue Council who accepted our invitation to attend a round table debate of employers, trade unionists and politicians, focused predominantly on the common aspects in all these groups' approaches to development and on the manner of achieving compromise in the four most controversial issues: pension age, the new labour law, the law on trade unions, and the law on temporary work.



At the meeting with Johannes Hahn, European Commissioner for European Neighbourhood Policy and Enlargement Negotiations, EFNI attendees asked questions concerning various aspects of running a business in countries in the so called ring of fire. In particular, they asked about the political hazards which exporters and investors from EU countries are exposed to, the EU's instruments to support exporters and investors, and access to the EU labour market for nationals of associated countries. Another vital subject was the access of European companies to the public procurement market in Ukraine and the future of the EU's relations with Turkey.



"We need a long-term perspective, for instance investment in new technologies or more courage with nuclear energy. This is one of our development opportunities. Digital revolution is another one", argued Jerzy Buzek, Chair of the Committee on Industry, Research and Energy at the European Parliament and Chair of the EFNI Programme Council. Speaking during the meeting 'When will Poland catch up with the West?', which was one of the four Bays of Dialogue events, he also emphasized that higher education and scientific development are Poland's Achilles' heel. **"We are insufficiently creative and innovative, and companies are not willing to invest in innovation"**, he said. **"That is why our talented young people move to the West"**.



EFNI 2016 featured the premieres of four special reports. The Baltic Initiative session included the presentation of reports on the sustainable development of the Baltic Sea area: 'The Baltic Sea for All' and 'Inland Navigation - the Oder River'. The ekonomia.wspolpracy.pl community presented its report 'Ekonomia współpracy w Polsce 2016' (Collaborative Economy in Poland 2016), which analyses knowledge on the collaborative economy, its user structure and development prospects. **Natalia Hatałska in turn showed her report on the trends and directions in the development of the labour market. This was the first public presentation of the report.**

EFNI 2016 PHOTO GALLERY



EFNI 2016 featured six Night Owl Discussions. The meeting on modern ideas of work that might come true and those that will turn out to be nothing but delusions was attended by writer Sylwia Chutnik, explorer and entrepreneur Marek Kamiński, famous for walking to both the North Pole and the South Pole in one year, and the laureates of the EFNI 2016 project "The Future of Work": Teresa Czogała-Koczy, Jakub Żołądźewski and the meeting moderator Paweł Oksanowicz (picture on the top). Those who came to watch the film 'Droga do mistrzostwa' (The Path towards Mastery) had the opportunity to talk to one of its main characters, Tomasz Stańko, as well as to film director Bartek Konopka and a representative of the film's originators and sponsors, Małgorzata Kowalska-Cecherz from BMW.



"We are facing a digital tsunami. We are unable to predict its impact on the future of work. It is pointless to develop the labour market that was created during the industrial age. We have to be prepared for a completely new concept. The approaching reality will require a lot more curiosity and readiness to take up the search", warned Ade McCormack during the plenary session 'The future of work. Realities, dreams and delusions.' Guy Standing (on the right) argued that the best way to ensure social security in the age of labour shortage is to introduce a common minimum guaranteed wage.



As always, EFNI also drew the attention of numerous journalists. **97 representatives of Polish and foreign media came to Sopot to cover the Forum discussions.** There was a special press area in the Sheraton Conference Centre. It comprised specially arranged studios, where journalists could interview EFNI panellists and guests. As a result, EFNI was present in over 700 media publications throughout its duration and for several days thereafter.

EFNI 2016 PHOTO GALLERY



A Social Newsroom operated near the New Ideas Pavilion. The board in the Newsroom allowed Forum participants to follow live all social media posts—mostly from Twitter, Facebook and Instagram—with the hashtags #EFNI and #EFNI2016. After the conclusion of the Forum, it was revealed that in three days EFNI 2016 had generated 1,243,175 of organic reach, 5,188 interactions, 1,121 shares, and 3,929 likes. In addition, EFNI attendees enjoyed using the interactive photo booth in the Newsroom. It offered the possibility to take a series of three photographs with the EFNI & Socialyse logo and to share it on social media.

Garry Jacobs, an American management consultant, writer, researcher, and entrepreneur, tried to convince EFNI participants that any company in any industry is capable of doubling its profits within two years or less. He spoke of the driving forces and successful strategies that are able to release the latent potential in both large companies and start-ups. The guests had the opportunity to discuss specific aspects of running any business: growth strategies, economic viability, competitiveness, and efficiency.



The lunch breaks gave EFNI participants the opportunity to attend four informal meetings with panellists and at the same time authors of books. One of them involved Andrzej Lubowski (in the photograph) discussing America's condition in the context of the election campaign. He explained the phenomenon of Donald Trump and the reasons for so many Americans being unwilling to see Hillary Clinton as the next American president.





EFNI

EUROPEAN FORUM
FOR NEW IDEAS



PROGRAMME EVENTS



OFFICIAL OPENING OF EFNI 2016

OPENING GALA PARTNER



“Big, rich sectors of industry with millions of workers are collapsing. At the same time in the new technologies sector, businesses with similar or even greater capitalization and with ten times fewer employees are created every day. The world’s three largest companies in terms of capitalization in 2006 were GE, Gazprom, and Exxon. Today, they are Apple, Alphabet, and Microsoft. This is the reality of today. How are we responding to it? Very conservatively”, stated **Henryka Bochniarz**, President of the Polish Confederation Lewiatan and Vice President of BusinessEurope, during her EFNI 2016 inauguration speech. The fourth industrial revolution is a revolution of talent. It calls for creative thinking, innovation, emotional intelligence, and

combining knowledge from various areas of expertise.

“The need to change also concerns us businesspeople”, argued Henryka Bochniarz. “We have to accept the fact that cooperation is better than competition and that investment in innovation and human capital is a must. Wages are an investment, too. Employees must accept the fact that employment stability will be subject to ever further restrictions, while the need for flexibility and the ability to adapt to change will grow”.

The gala featured the reading of a letter from Polish President Andrzej Duda. The president emphasized that international debates in Sopot constitute a relevant reflection of the challenges faced by Europe and Poland.



It is valuable that they are held by representatives of various circles and contribute to a greater social understanding and the development of community.

Jerzy Buzek, Chair of the Committee on Industry, Research and Energy at the European Parliament and the Chair of the EFNI Programme Council, anticipated fierce disputes and debates, as is often the case at EFNI.

“We are perfectly aware that the free market system is far from perfect. We need to talk about it. We will also discuss democracy, the growing populism and isolation tendencies, and technology”, he announced.

Emma Marcegaglia, President of BusinessEurope and co-organizer of EFNI, pointed out that future economic growth and the condition of the labour market will depend on developments in the European Union. “The EU has to change, become more competitive, which will cause economic growth to accelerate and employment to rise”, she argued. We also need a more flexible labour market, investment stimulation, and a stronger industry that generates new jobs.

“Work should be decent”, said **Luigi Lovaglio**, President of the Management Board of Pekao SA. “It should offer good working conditions, fair pay, the possibility to improve professional standards and the standard of living. That is why I think that the government’s priority should be the improvement of the conditions of work. Also education is of key importance - we need a comprehensive system to change the approach from simple knowledge to lifelong learning and implementing what we are learning. No less important is the market where it is easy to hire people and which is open to those currently excluded. The culture of work and the attitude towards work counts as well. I believe that people are the key factor for the success of a country. The success will be when young



According to Jerzy Buzek, the condition of the European Union should be the point of departure for all discussions at EFNI.



“Although the EU is far from ideal and lots of things need to be changed there, it is our common home and therefore we ought to fight for a better and stronger Europe”, said Marcegaglia.



Luigi Lovaglio argued that work should be decent because it is work that provides a foundation for human dignity.

EFNI 2016 OPENING GALA



"In light of contemporary concerns, let's recall what was happening in Gdańsk in the early 1980s, and then let's say: everything is possible!", encouraged Frans Timmermans.

people no longer ask how to get a job, but will ask how to build their future. This will make a big change.'

Jacek Karnowski, Mayor of Sopot, remarked that the transformations on the labour market also concern cities. "The migration crisis deserves ever more discussion, for which we should all prepare. We make up one Europe", he argued.

In addition, Henryka Bochniarz made a reference to the EU's future. "If we take a look at the world map,

Europe is barely visible there. Each of the 27 EU member states will lose in the competition against the rest of the world if it operates on its own. That is why we are waiting for a new vision of a common Europe, one that was promised at the summit in Bratislava, as the world around us is accelerating".

KEYNOTE SPEECH

EFNI special guest **Frans Timmermans**, First Vice-President of the European Commission, emphasized that Europe

is facing many challenges: terrorism, globalization, migration, economic crisis, and unemployment. These challenges have an adverse impact on our sense of security. He also argued that one of Europe's fundamental tasks at this point is to deal with the fourth industrial revolution so that it brings benefits to all citizens. It is crucial to foster European solidarity and prevent the emergence of new borders inside Europe, because this would mean the end of Schengen and, as a consequence, the end of the single market.

Frans Timmermans spoke about his deep belief in the rule of law. "Democratic societies must have respect for minorities. This is the essence of democracy. The majority cannot impose its laws on the minority, and if it does, democracy turns into tyranny". "Every citizen of Europe must respect independent courts. The European Commission will support institutions that safeguard European values, and this should not be interpreted as interfering with a country's internal affairs", he added.

The gala was hosted by journalist and commentator **Dorota Warakomska**.



Jacek Karnowski invited EFNI attendees to take part in the debate and expressed his satisfaction that it will be held in Sopot – a place that has always been open towards Europe.

BMW DRIVES CULTURE: SCREENING OF THE FILM: “THE PATH TOWARDS MASTERY” DIRECTED BY BARTOSZ KONOPKA

PARTNER



The choices one has to make in life and self-improvement were discussed by: **Małgorzata Cecherz-Kowalska**, Marketing Director, BMW Group Polska; musician **Tomasz Stańko**, who features in the film by **Bartosz Konopka**, who was also present at the meeting; and moderator **Paweł Oksanowicz**, journalist at Muzo.fm. “The film brings together universal messages, for example that failure cannot be avoided. It is important not to give up”, said Małgorzata Cecherz-Kowalska. According to Tomasz Stańko, a path is a struggle between what is favourable and unfavourable, good and bad. “An error gives you a fresh look”, he concluded.



WHY ARE GOOD PEOPLE DIVIDED BY POLITICS AND RELIGION?



The guests included: **Michael Frank A. Alar**, independent consultant from the Philippines; **Wiktor Askanas**, Professor Emeritus, New Brunswick University, Canada; **Guy Standing**, Professor, University of London, Great Britain; **Adrian Zandberg**, Board Member of the Razem (Together) party. The invited guests discussed the extent to which dialogue and education may be the key to solving conflict and how to tackle fundamental social problems. The attendees had different views on the introduction of universal basic income. The meeting was moderated by **Andrzej Klesyk**, former CEO, PZU.

WHAT KIND OF CAPITALISM IS SUITABLE FOR POLAND?

Which paradigm of an economic system should be a response to the challenges of today's world? What role will humans play in this process, in particular in view of radical changes related to the fourth industrial revolution? Answers to these questions were sought by academics and practitioners: **Janusz Jankowiak**, Chief Economist, Polish Business Roundtable; **Marcin Kędzierski**, Programme Director, Centre of Analysis of the Jagiellonian Club; **Henryk Orfinger**, President of the Management Board, Dr Irena Eris S.A. The meeting was moderated by **Andrzej Koźmiński**, President of Kozminski University.



LECTURE

THURSDAY, 29 SEPTEMBER 2016, 8.00-9.30
SHERATON CONFERENCE CENTRE, COLUMBUS C+D

LECTURE PARTNER



DOUBLE YOUR PROFITS IN TWO YEARS OR LESS

“Doubling profits within two years is within reach of any company”, claims Garry Jacobs. This American consultant on business management, author, researcher and founder

of Mira International presented the results of 30 years of his research. The first step? Set a clear goal backed by commitment. The key is the energy of the organization. It is the

management's job to impart energy and communicate properly. Companies must be in step with the spirit of the times and take advantage of opportunities afforded by technological, legal, economic and political developments.

Ireneusz Martyniuk, Vice President of the Management Board, Polpharma SA, went a step further and pointed out the role of the crisis in company growth. Crisis creates space for more self-aware growth.

Przemysław Powalacz, President of the Management Board at Geberit Sp. z o.o., warned against the risks of rapid growth. “Businesses ought to focus on sustainable development”, he emphasized.



From the left: Przemysław Powalacz, Ireneusz Martyniuk, Garry Jacobs, Zbigniew Bochniarz.

COUNTERPOINT

THURSDAY, 29 SEPTEMBER 2016, 8.00-9.30
SHERATON CONFERENCE CENTRE, BALTIC PANORAMA

EUROPE – USA AFTER THE ELECTION: THE OLD TRAIL OR A NEW BEGINNING?

The scenarios of the US presidential election were discussed by: **Elmar Brok**, Chair of the Foreign Affairs Committee at the European Parliament, and **Thomas E. Garrett**, Vice President of the International Republican

Institute. They considered the threats related to Donald Trump's potential win and expressed their hopes that democratic mechanisms would at least partly prevent his plans. They also focused on why populists have a realistic

chance of taking the lead in Europe and the USA.

Thomas E. Garrett stated that several Americans are undecided. Many of those voting for Trump intend to shake up the elites. Yet, even the Republicans see the risks of Trump's win.

Elmar Brok indicated the threats of Trump's victory, including for Europe. The elimination of NATO and cooperation with Putin are views which mean that Europe has to improve its military and economic security. The meeting was hosted by: **Małgorzata Bonikowska**, President, THINKTANK Centre, Poland and **Marek Orzechowski**, journalist, Poland



From the left: Elmar Brok, Marek Orzechowski (moderator), Thomas E. Garrett, Małgorzata Bonikowska (moderator)

POLAND – THE EUROPEAN UNION. JOINT CHALLENGES AND PERSPECTIVES

PARTNER



Debate with Frans Timmermans, First Vice-President of the European Commission.



INTRODUCTION

JERZY BUZEK, Chair of the Committee on Industry, Research and Energy, European Parliament, and Chair of the EFNI Programme Council

MODERATOR

WAWRZYNIEC SMOCZYŃSKI,
Managing Director, Polityka Insight, Poland

In his introductory speech, **Jerzy Buzek** posed questions on the place of the new member states in the EU, the reasons for the wave of nationalism and the crisis of confidence in European institutions.

“Those responsible for this crisis have not borne its consequences. The consequences hit those who were not to blame”, pointed out **Frans Timmermans**. “The increasing feeling among the Europeans that they are no longer the architects of their own fortune gives rise to nationalism. The manner in which we respond to this challenge is of fundamental importance to the future of the European project”.

He also made references to the central theme of this year’s EFNI. “The fourth industrial revolution will bring immense change to the labour market. We need efficient management and confidence in European institutions”, he said.

He lent considerable weight to the migration crisis and remarked that Europe has to tackle it with all its might and to grant refugees aid. If we lose our ability to see the world through the eyes of others, the world will not become better.

Asked about the amendment to the Posting of Workers Directive, Frans

Timmermans announced that the Commission intends to protect Polish employees abroad in accordance with the principle of ‘equal pay for equal work in the same place’.

Referring to the growing protectionism of member states and the discussion about Brexit, he emphasized that the European Commission will continue to guard the four freedoms of the European single market. “The only road towards a united Europe, towards our Holy Grail, is the single market and the free movement of people”, he said. He further pointed out the fundamental meaning of the rule of law and independent judiciary for the proper operation of the EU’s internal market.



THE FUTURE OF EUROPE AND THE WORLD: A NEW GLOBAL DISORDER?

An era is ending, but do we know which one is beginning? In what shape will the European Union emerge from the crisis if it manages to survive it? Or is perhaps a third wave of recession looming, and could it upend the economic map of the world? The event participants sought answers to these and many other questions.

MODERATOR

PIOTR BURAS, Director of Warsaw Office, European Council on Foreign Relations (ECFR)

PANELLISTS

ELMAR BROK, Chairman, Committee on Foreign Affairs, European Parliament

THOMAS E. GARRETT, Vice President for Programs, The International Republican Institute (IRI), USA

ULRIKE GUÉROT, Director, European Democracy Lab, Germany

JANUSZ LEWANDOWSKI, Member of the European Parliament

“We are entering a phase of chaos and disorder”, claimed the moderator, **Piotr Buras**. The West used to be a leader of globalization and advocate of the idea that interdependence is the best mechanism to assure stability. These principles no longer hold true, and the current order is challenged by authoritarian actors of international politics such as China, Turkey and Russia. The transformational power of the West no longer works although, until recently, it was key to strengthening the global order. Where is the world heading?

Ulrike Guérot indicated the crisis of the European project, the citizens' distrust and lack of a sense of security. She also referred to the willingness to introduce changes in EU institutions and emphasized that these changes should go beyond the particular interests of individual states. According to **Ulrike Guérot**,

the EU failed in the face of the financial crisis because it stopped integrating. One market, one currency, one democracy is what Europe lacks, she argued. She added that we will not be able to build a better future for our continent without respecting values such as freedom and the rule of law.

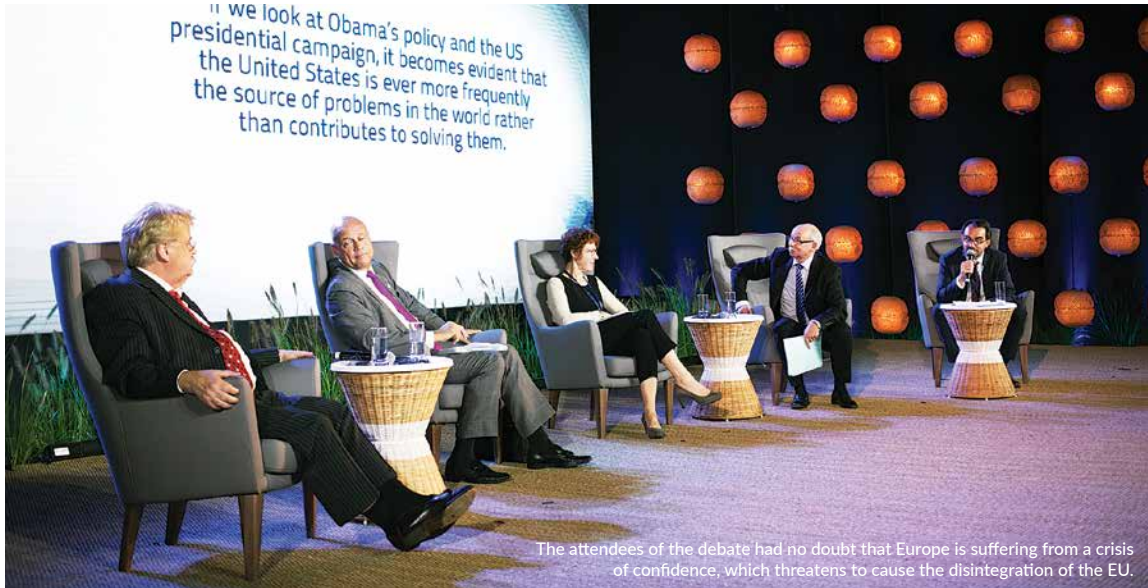
In **Elmar Brok's** opinion, the European Union has not failed. It has created one of the best-functioning common markets in the world and it is starting to get a handle on the migration issue. Europeans are feeling threatened, are afraid of losing their jobs, and are concerned about populist sentiments, but this does not only concern our continent, he explained. Although he admitted that the EU project is by no means perfect, he tried to convince attendees that we should aim to fix what is broken. He noted that this is not about another



From the left: Elmar Brok, Thomas E. Garrett

KNOWLEDGE PARTNER





The attendees of the debate had no doubt that Europe is suffering from a crisis of confidence, which threatens to cause the disintegration of the EU.

treaty or renewed institutional debates, because there is no time for that. He warned against putting the European Union in opposition to individual states.

Janusz Lewandowski also spoke of the need to change the EU through solving its specific problems. As he saw it, a joint effort to protect the borders should be the answer to the migration crisis and lack of a sense of security.

“Europe is suffering from a crisis of confidence from European societies. It is the politicians' role to regain confidence. This, in turn, will not happen without finding solutions to issues that are important to people”. Janusz Lewandowski also highlighted the risks faced by the European Union that threaten its existence. Inasmuch as just after the war the threat from the Soviet Union furthered integration, nowadays the

migration crisis and terrorism weaken the European project.

Thomas E. Garrett emphasized that the United States is closely watching European developments. Most American elites are against isolationism. American involvement in Europe will continue, but the form of this involvement will only become clear after the November elections.



From the left: Ulrike Guerot, Janusz Lewandowski



Piotr Buras

THE FUTURE OF WORK. REALITIES, DREAMS AND DELUSIONS

No one can escape the changes on the labour market that result from technological advances. Is polarization and fragmentation of work along with its attendant rise in inequality inevitable?

MODERATOR

MAREK TEJCHMAN, Deputy Editor-in-Chief,
Dziennik Gazeta Prawna, Poland

PANELLISTS

MICHAŁ BONI, Member
of the European Parliament

MARTIN FORD, futurist and entrepreneur, USA

MICHEL KHALAF, President,
MetLife EMEA, USA

ADE MCCORMACK, digital strategist,
Great Britain

GUY STANDING, professor,
University of London, Great Britain

According to **Ade McCormack**, we cannot foresee what the labour market will look like in the wake of the digital tsunami that is already here. “We are going to witness revolutionary change. This is inevitable”, he said. The current model of thinking is based on risk optimization as an indispensable element of success. “We need to return to the era when we were more driven by curiosity”, he argued. The coming reality will require more creativity and flexibility. The traditional notions of workplace and working hours will become a thing of the past. “Flexibility of work has far-reaching consequences”, warned Michał Boni. How to organize work and ensure economic growth while offering people a sense of security?

As **Martin Ford** noted, we are heading towards a completely different reality. Some jobs will disappear, but new

ones will replace them. Robotization will inevitably increase and there will be room only for highly qualified staff on the labour market. This will inflate the precariat. There will not be enough work for some. According to Ford, this problem can be solved by introducing universal basic income. “This concept arouses controversy, but in my opinion we will be forced to take this course of action”, he stated.

Guy Standing agreed with the concept of universal basic income. “We need compensation mechanisms which should be embedded in the social structure”. The introduction of universal basic income might be a viable solution. “Otherwise, the economy might become unstable and we will be inevitably on course towards populism and nationalism”, he argued. He indicated inequality and the lack of a sense of security. “Millions of people are facing job

KNOWLEDGE PARTNER

**DZIENNIK
GAZETA PRAWNA**





According to Guy Standing, the introduction of a new system of income redistribution is a must.

insecurity and lower income. They are losing their economic, civic, and political rights. This is a true crisis", claimed Standing. "Still, it is not business that bears responsibility for the emergence of the precariat", he claimed. Instead, it is a direct result of technological progress and systemic changes.

Michel Khalaf emphasized the positive effects of investing in human capital. "Employees like to feel important for businesses, and this translates into their performance. This does not conflict with competitiveness at all. Companies which focus on the growth of their employees' potential and create conditions for their development report the highest profits. This matters most in light of generational changes and the different approach of millennials. Would increased access to tools, knowledge, and education not be a better solution than guaranteed income as this would help employees find their place on the labour market?"

"Several other policies are an alternative to universal basic income", explained Standing. "For instance, the notion and perception of paid work should change, mainly due to women's work, which is regularly ignored. Housework, involvement in local communities, education, or even searching for a job should be paid activities".

Standing also called for slowing down and working to the benefit of society. According to him, competition should not be excessively tough as it may become a way to demote people.



From the left: Ade McCormack, Guy Standing, Marek Tejchman



NEW@POLAND 2016 AWARD

This year, the NEW@POLAND Award from the Digital Technology Employers Lewiatan went to the Ministry of Digitization for improving access to public digital services as part of the 500+ programme.

The Jury, composed of representatives of the science and business communities and the management of the Digital Technology Employers Lewiatan, appreciated the pace of the project's implementation, the quality of cooperation between the public and private sectors, as well as the popularity of the solution with Polish families.

The award was conferred by: **Tomasz Klekowski**, President of the Digital Technology Employers Lewiatan

and Vice President of the Polish Confederation Lewiatan, and **Cristiano Pinzauti**, Jury President of NEW@POLAND and Vice President of the Polish Confederation Lewiatan.

The Jury also awarded a special distinction to the City Hall in Piekary Śląskie for its Parkanizer system, developed by BT Skyrise, which helps drivers find available parking spots.

For six years, NEW@POLAND has been promoting initiatives that further the advancement of information technology and technological innovation by awarding projects which drive change in the way the state is organized and in the way public services are offered.



Representative of the City Hall in Piekary Śląskie receives a distinction.

ROUND TABLE

THURSDAY, 29 SEPTEMBER 2016, 14.00–15.15
SHERATON CONFERENCE CENTRE, COLUMBUS B

ENTREPRENEURS AND EMPLOYEES ON THE EU SINGLE MARKET

The debate 'Entrepreneurs and employees on the EU single market: competitiveness versus unification of social standards' elaborated on how to reconcile the competitiveness of economies with the promoting of equal conditions of work, pay and insurance. The issue of the potential implications of the changes in the

rules for employee posting was also raised. Advocates of the changes indicate the positive effects in the form of promoting high employment standards and harmonization of rights of employees who perform similar work, thus securing fair competition. Critics of the proposed changes indicate that this draft will contribute

to the elimination from the market of enterprises that provide cross-border services via their own workers.

The meeting was attended by: **Maxime Cerutti**, Director of Social Affairs Department, BusinessEurope; **Ron J.P.M. van Dartel**, Ambassador, Embassy of the Netherlands in Poland; **Robert Lisicki**, Expert, Polish Confederation Lewiatan; **Józef Niemiec**, Special Advisor, European Trade Union Confederation (ETUC); **Manfred Huterer**, Minister Plenipotentiary, Embassy of Germany in Poland; **Stefan Schwarz**, Chair of Labour Mobility Initiative, Poland. The meeting was moderated by **Paweł Lisicki**, Editor-in-Chief, Do Rzeczy, Poland.



EFNI guests discussed the potential consequences of changes in EU legislation.

VOCATIONAL EDUCATION. HOW IT IS DONE IN EUROPE AND HOW IT CAN BE DONE IN POLAND

DEBATE PARTNER



What do we need schools for? Do parents want education or work for their children? How effective is education in Poland and in other countries? These and other questions were answered by the attendees of the debate, who reflected on the postulates for the Polish educational system.

All attendees of the debate agreed that the Effective Education report exposed the flaws of the Polish system of vocational education and the changes that occurred following the 1999 reform of the educational system. According to studies conducted by the Polish Automotive Employers' Association, as many as 1/3 of Polish students require additional training. Most often, this is a decision made by parents, who do not want their children to go to vocational schools. At the same time, following the Western example, employers in Poland are increasingly involved in educating young people.

Rebuilding the prestige of vocational training is one of the postulates which, in the opinion of practitioners and theoreticians, resonated loudest during the industry debate. 'Creating an efficient vocational education system—the core of a properly functioning economy that supports entrepreneurs—should be based on close cooperation between employers, schools and the government,' emphasised **Krystyna Boczkowska**, Chair of the Board, Bosch Polska.



According to Krystyna Boczkowska, vocational education is the DNA of every properly functioning economy.

The debate was also attended by: **Martin Koppernock**, Head of Social Policy Department, Embassy of Germany in Poland; **Agnieszka Sip**, HR Manager, FCA; **Jens Ocksen**, Chair of the Board, Volkswagen Poznań; **Jadwiga Parada**, Director of the Department of Vocational and Continued Education, Ministry of National Education, Poland; **Krzysztof Świerk**, Head of Agricultural School Complex, Practical Education Centre; **Małgorzata Żytko**, Professor, Faculty of Education, University of Warsaw. The meeting was moderated by **Paweł Wideł**, Chair of the Board, Polish Automotive Employers' Association. Report to be presented by: **Joanna Bochniarz**, Chair of the Board, Center for Innovative Education.



KNOWLEDGE PARTNER



MEET-THE-AUTHOR SESSION

THURSDAY, 29 SEPTEMBER 2016, 14.15–14.45
SHERATON CONFERENCE CENTRE, PRESS BAY

ANDRZEJ KOŹMIŃSKI AND HIS BOOK "WYOBRAŹNIA EKONOMICZNA" (ECONOMIC IMAGINATION)

When assessing the economic situation, **Andrzej Koźmiński**, President of the Kozmiński University, indicated the pernicious consequences of focusing on GDP. He advocated the use of a measure which provides a more complex picture of the economic situation, based on a country's internal and external economic environments, evaluation of the citizens' standard of living, their expectations, and their sense of security. The meeting was moderated by **Michał Broniatowski**, Editor-in-Chief, Forbes.



MEET THE BOOK STARS

THURSDAY, 29 SEPTEMBER 2016, 14.45–15.15
SHERATON CONFERENCE CENTRE, PRESS BAY

MEETING WITH HENRYKA BOCHNIARZ AND IRENA ERIS, THE ENTREPRENEURS FEATURED IN THE BOOK "REKINY BIZNESU W MEDIACH. SZTUKA TWORZENIA PROFILU PUBLICZNEGO"

Both guests agreed that personal branding must build on being yourself. "It is just worth being yourself and doing what you love because this is what shapes our public image", argued **Irena Eris**, the founder of Laboratorium Kosmetyczne Irena Eris. **Henryka Bochniarz** mentioned partnership and knowledge. "I must be a partner in dialogue for all the experts brought together by the Polish Confederation Lewiatan. What matters is both preparation of the subject matter and communication skills". The meeting was moderated by **Aleksandra Ślifska**, the author of the book.





Technology for the people...

This year Siemens Sp. z o.o. is celebrating its 25th anniversary. Although the company's presence in Poland dates back to 1853, its continuous operation in this legal form began on 1 March 1991.

Over these past 25 years, Siemens has become an integral and stable part of the Polish economy, which it persistently supports by enhancing its sustainable development through the latest technologies grounded on technical thought, ingenuity, and the creativity of its engineers and scientists. The company creates jobs both internally and in the immediate and more distant environments. Siemens has provided some 5,000 jobs over the 25 years of its operation in various market sectors such as IT, energy, industry, medicine, as well as in the field of research and development. Siemens is always keen to be involved in the impressive modernisation of the energy sector, rail and road transport, industry, urban infrastructure, and health care in Poland. This improves the economy, boosts its efficiency and competitiveness, and contributes to the betterment of the standard of living. It also minimises our negative impact on the environment. The technological solutions developed by Siemens can be found across all market sectors.

Our operations are not limited to matters of business. Since the very beginning, we have been committed to supporting local communities, as well as domestic, scientific, and educational ventures. We have held competitions for the Scientific Award and the Siemens Art Prize for Polish students and academics. We also offer internships and apprenticeships for university students.

We support a host of institutions and cultural ventures: the Elbląg Chamber Orchestra, the Juliusz Osterwa Theatre of Gorzów, the National Museum in Kraków, the Sukiennice Museum in Kraków, Wawel Castle, and the Polish National Opera of Warsaw.

We take pride in what we have accomplished in the fields of both business and social responsibility. We are convinced that we have provided our clients and business partners with the right support, helping them grow and take on new challenges. In fact, these efforts affect us all, making it easier to cope with the problems of today's world around us. They are the drivers of more innovations. All in the spirit of the motto: **Ingenuity for life.**

PARTNER OF PANEL DISCUSSION



EMERGING MARKETS: MANOEUVRING AROUND THE HAZARDS. BREXIT, THE AVERAGE GROWTH TRAP AND DEMOGRAPHIC CHALLENGES

The good times for emerging markets are long gone. Emerging markets should no longer rely on the export-based economic model. They should pay more attention to the internal market, the panellists claimed unanimously.

MODERATOR

ANDRZEJ OLECHOWSKI, Chair of the Supervisory Board, Citi Handlowy, Poland

PANELLISTS

MAREK BELKA, former Prime Minister of the Republic of Poland, Poland

JERZY HAUSNER, professor, Cracow University of Economics, Poland

GRZEGORZ KOŁODKO, Director, Transformation, Integration and Globalization Economic Research, Kozminski University, Poland

EBRAHIM RAHBARI, Director in the Global Economics Team of Citi Research, USA

“Developed markets have fallen into the trap of economic stagnation and are protecting themselves against it with methods that could be a threat to emerging markets”, explained **Marek Belka**. **Jerzy Hausner** emphasized that we are dealing with a period of exceptionally low productivity growth. “If emerging markets want to catch up with more affluent nations, they need to increase their productivity”, he argued.

Grzegorz Kołodko warned against giving in to the pressure of GDP. “What matters is not just the pace of the GDP growth, but also the quality of growth and the manner of GDP distribution”, he claimed. The overriding objective of economic activity on the macro scale ought to be sustainable social and economic growth. “There will be no global growth if the growth on emerging markets is not higher than in developed markets”, emphasized **Ebrahim Rahbari**. He indicated the more complex economic environment, stagnation in international trade, and isolationist tendencies of the states. “Technological change will be a huge challenge. Over the next few decades, 50 per cent



Winners announced by Citi Handlowy for the third time.

of jobs in the USA may disappear as a result of automation, while the number of jobs threatened in emerging markets may be as high as 70–80 per cent”.

Emerging Market Champions Citi Handlowy awards were presented during the panel discussion.

The award for a Polish company most successful on foreign markets went to Amica SA. The best foreign investment award was presented to Cemex SA. Presenting the awards, **Sławomir S. Sikora**, President of the Management Board of Citi Handlowy, stressed that this year’s winners exemplify an open and creative approach to business.



“The future is not bright. The economic environment has become more complex, international trade is stagnating”, warned Ebrahim Rahbari.

THE JOBS OF TOMORROW – HOW TO TAKE A SAFE LEAP IN THE DARK?

PARTNER OF THE ROUND TABLE



Which jobs will be popular in the future and which will disappear? How to prepare for such changes? Will we have to learn throughout our lifetimes to keep our jobs? How to predict the future? These and other questions by Michał Dżoga were answered by the attendees of the debate.



The attendees of the discussion were unanimous in that the only certain thing is change. However, the course of the change is not clear.

An De Coen presented a diagnosis of the current labour market and the challenges it is about to face. Today's reality is about the changing labour demands, shrinking resources, the disappearance of some occupations, and the emergence of new jobs.

Konrad Wawruch pointed out that change is inevitable and that highly specialized occupations may suddenly disappear while some popular ones may stay in demand.

In order to neutralize the risk of losing their jobs, people have to invest in lifelong learning, emphasized Ferdinand Kjaerulff. "We should start making young people accustomed to shorter work cycles. This will render them more flexible and ready for change", he added.

"The future will require new skills from ourselves and our children, skills that will answer the challenges that come along with technological progress and the need to manage a large quantity of data", added Kaye Gardner-O'Kearny.

Piotr Arak claimed that approximately 50% of contemporary occupations in Poland are at risk. On the other hand, Poland has a large number of people who have completed higher education, which bodes well for the future.

Reality forces us to remain vigilant. We cannot plan our entire professional careers because every day can bring another change, argued the panellists. Therefore, values such as cooperation and mutual respect will gain significance.

MODERATOR

MICHAŁ DŻOGA, Corporate & Government Affairs Director, Intel Corporation EMEA, Poland

INTRODUCTORY PRESENTATIONS

ANN DE COEN, Senior Researcher, IDEA Consult, Belgium

KAYE GARDNER-O'KEARNY, Director, Corporate Higher Education, Intel Corporation, USA

PANELLISTS

PIOTR ARAK, Head Researcher, Polityka Insight, Poland

FERDINAND KJAERULFF, CEO, CodersTrust, Denmark

ADE MCCORMACK, digital strategist, Great Britain

KONRAD WAWRUCH, Chair of the Board, 7bulls.com, Poland



Kaye Gardner-O'Kearny pointed to the need to discuss how various systems, including the educational system, should brace themselves for the changes on the labour market.

KNOWLEDGE PARTNER

**POLITYKA
INSIGHT**
CENTRE FOR POLICY ANALYSIS

DEBATE PARTNER



IS A FLEXIBLE AND SECURE LABOUR MARKET A UTOPIA?

Technological development will have an increasing impact on the labour market and employment models. Is it possible to maintain traditional labour relations? Does flexibility always generate a precariat? Does permanent, protected employment provide job security?

MODERATOR

GRZEGORZ BACZEWSKI, Director of Labour, Dialogue and Social Issues Department, Polish Confederation Lewiatan, Poland

INTRODUCTORY SPEECHES:

ANNEMARIE MUNTZ,
President of Eurociett

GUY STANDING, professor, University of London, Great Britain

PANELLISTS

MAXIME CERUTTI, Director, Social Affairs Department, BusinessEurope

PIOTR KRASUSKI, Director, Department of European Social Fund, Ministry of Economic Development, Poland

JÓZEF NIEMIEC, Special Advisor, European Trade Union Confederation (ETUC)

GUY STANDING, professor, University of London, Great Britain

ROBERT STRAUSS, Head of Unit of the Country Reform Unit in Directorate-General for Employment, Social Affairs and Inclusion, European Commission

ANNA WICHA, Chair of the Board, Polish HR Forum, Poland

SUMMARY

ANNEMARIE MUNTZ,
President of Eurociett



Anna Wicha highlighted various employment models.

Annemarie Muntz claimed that a barely flexible labour market will not generate new jobs. It is utopian to expect that every European will have a permanent job. Employment stability is not dependent on the type of contract. **Guy Standing** emphasised that employment security should not be associated exclusively with its form. There are other issues that affect job security. As **Józef Niemiec** sees it, what we need is satisfactory remuneration, adherence to the law, and social security measures.

The panellists emphasised that a universal model simply does not exist; therefore, employment policies must be tailored to reality. According to **Piotr Krasuski**, a lot is said about inter-sectoral

mobility, yet it is hard to find good examples of this in Europe. This concept is still in its infancy and we first need to perfect various forms of flexibility.

Anna Wicha observed that the educational system is incapable of offering appropriate pre-orientation and insight into the rules of operation of the labour market. This is why young people are blindly striving to be employed under permanent employment contracts, which offer an illusory sense of security.

What we need is a discussion on a labour market model that is both flexible for companies and secure for employees.

Maxime Cerutti called for dialogue. Only dialogue can lead to change that is satisfactory to all stakeholders.



According to Guy Standing, an employee whose safety is not guaranteed cannot be expected to be flexible.

PROFIT OR VALUES – HOW TO ENGAGE SUPPLIERS IN A COMPANY'S DEVELOPMENT STRATEGY

WORKSHOP PARTNER



Systemic collaboration between a multinational and hundreds of supplier companies was discussed during the workshops. Assisted by a representative of IKEA suppliers and an IWAY auditor, the attendees considered solutions to specific problems. The discussion made it possible for them to find out more about IKEA's approach, based on sustainable development and putting confidence in business partners.

Globally, IKEA suppliers employ over 600,000 people. This is a great responsibility and, at the same time, a chance to make a positive impact

on people, communities and the natural environment. Therefore the company decided to draft basic conditions of cooperation with suppliers. "It builds on the IWAY code,

which is a tool for developing business based on common values, partnership and understanding", said **Katarzyna Balashov**, the spokesperson for IKEA in Poland.



DOING BUSINESS IN THE EU ENLARGEMENT AND NEIGHBOURING COUNTRIES

DEBATE PARTNER



The guest, **Johannes Hahn**, EU Commissioner for European Neighbourhood Policy and Enlargement Negotiations, said that the Europeans have a strong mandate to build good compromises with their neighbours. Asked about cooperation with Ukraine,

he said that this country needs a stable situation. Only in this way will the free trade agreement yield mutual benefits. He also stated that if we want to shape the globalization process, we should maintain European standards. He pointed out that Europeans account

for 7% of the global population, yet they generate 40–50% of social expenditure. To keep a high standard of living, we have to continue developing our economy and trade.

"Also, we ought to consider how to aid countries that generate most migration. We have to work now towards stability in these regions to make their residents stay there", he argued.

The meeting with Johannes Hahn was moderated by **Olaf Osica**, Director for Risk Assessment at Polityka Insight, Poland.



PARTNER



FIAT CHRYSLER AUTOMOBILES

ITALIAN STYLE NETWORKING EVENING



Henryka Bochniarz



Alessandro de Pedys



Grażyna Torbicka



Traditionally, the Thursday evening at EFNI was intended for integration and relaxation.

The New Ideas Pavilion changed its official look for the evening. It featured a buffet in the middle, offering a large selection of Italian delicacies: the famous Italian cheese Grana Padano, Ferrero sweets, Amedei chocolates, panettone Fiasconero, taralli Apulia Food, and a vast array of other specialities. Italian Grappa Marzardo wines and excellent Vergano coffee were also served. The glass walls of New Ideas Pavilion overlooked the Bay, with the illuminated Sopot Pier on one side and the Grand and Sheraton hotels on the other.

The guests were welcomed by **Grażyna Torbicka**, and **Henryka Bochniarz** took

the floor on behalf of the sponsor of the evening, the Fiat Chrysler Automobiles Group. **Alessandro de Pedys**, Ambassador of Italy to Poland, also made a short speech.

The evening was the best opportunity for all EFNI attendees to meet at one venue at the same time. Contacts were made in a less formal atmosphere, and this is, after all, one of the Forum's objectives. Conversation was intermixed with dancing. When it was time for dancing, **Thomas Grotto** and his band took the stage. The dance floor was indeed crowded with Professor **Jerzy Buzek** being one of the most energetic dancers.



Thomas Grotto and his band mainly sang an Italian repertoire.



Dorota Warakomska and Jerzy Buzek on the dance floor.

SCIENCE OR FICTION? HOW ARE WE GOING TO LIVE IN A WORLD WITHOUT WORK



The contest organized by EFNI and Gazeta Wyborcza required the participants to write a short story on the future of work. We invited laureates to Sopot.

Present at this event were the writer **Sylvia Chutnik**, the traveller and entrepreneur **Marek Kamiński**, and the laureates of the EFNI 2016 project 'The Future of Work': **Teresa Czogała-Koczy** ('Etat rębny'; A permanent job wanted), **Jakub Żołędziewski** ('Człowiek czy maszyna?'; A human or a machine?) and **Paweł Oksanowicz** ('Fale niespokojnego snu'; Waves of restless sleep).

The attendees talked about work not only in business terms, but also in terms of an activity which gives us a sense of satisfaction and self-fulfilment. Or maybe what people need is not work itself, but the feeling that we are contributing something to the world around us and that we are an important part of social life?

GOD, SATAN AND THE ECONOMY. DOES A RELIGIOUS NATION FARE BETTER?

This topic sparked off a heated debate. "There is no relationship between the level of a country's religiousness and its economic growth", **Leszek Jażdżewski**, Editor-in-Chief, LIBERTE! began with a provocative statement. "Is that so?", asked **Sebastian Stodolak**, feature writer, Dziennik Gazeta Prawna. Religion impacts social activity by indicating rules and principles. **Steve Keen**, professor

at the Faculty of Arts and Social Sciences, Kingston University London, agreed with this statement and remarked that faith is a culturally conditioned phenomenon of the masses. **Marek Tejchman**, Deputy Editor-in-Chief, Dziennik Gazeta Prawna, pointed to the issue of power and the sources of the foundations of law and order.



Debates about the role of religion in the lives of societies and individuals are always heated.

LIFE IN FRIENDSHIP AND FRIENDSHIP IN LIFE – WHAT IS VALUABLE AND WHAT IS MOST VALUABLE



Kora and Henryka Bochniarz met during the TV show 'Bezludna wyspa' (Desert Island) 25 years ago, which marked the beginning of their friendship.

"Friendship is love that is measured with time. If I meet my friend after a few years, and the atmosphere is as intense as if we had last met yesterday, I know this is friendship", said the rock singer and songwriter **Olga Sipowicz (Kora)**.

On the other hand, for **Henryka Bochniarz**, Vice President of

BusinessEurope and President of Polish Confederation Lewiatan, friendship is a source of inspiration, and her friends are her 'bellwethers' who tell her what is worth reading, seeing, or taking an interest in. "For me friendship makes life easier", she said. The meeting was moderated by the journalist **Grażyna Torbicka**.

MEET-THE-AUTHOR SESSION

THURSDAY, 29 SEPTEMBER, 8.00–9.30
SHERATON CONFERENCE CENTRE, COLUMBUS A

MARTIN FORD AND HIS BOOK "RISE OF THE ROBOTS: TECHNOLOGY AND THE THREAT OF A JOBLESS FUTURE"



According to Martin Ford, any work that fits the paradigm of zeroes and ones may be taken away from us.

The latest book by **Martin Ford**, a Silicon Valley entrepreneur, is a New York Times bestseller, while FT & McKinsey and Forbes acclaimed it as the 2015 Business Book of the Year. This year's EFNI featured its Polish premiere.

At the session, Martin Ford explained the impact of developing robotization on employment structure. Will accountants be replaced by computers? Will human thoughts and reflections still be necessary to write an article? According to Martin Ford,

any work that fits the paradigm of zeroes and ones, rules and schemes, may be taken away from us. What could be the consequences of the mass disappearance of occupations? An economic crash; growing gaps between the elite, the middle class and the poorest; changes in human perspectives and mentality.

The meeting was hosted by **Anita Błaszczak**, editor at Rzeczpospolita.

MORNING DEBATE

FRIDAY, 30 SEPTEMBER 2016, 8.00–9.30
SHERATON CONFERENCE CENTRE, COLUMBUS C+D

COLLABORATIVE ECONOMY – WHEN WILL PERMANENT EMPLOYMENT BECOME A RELIC OF THE PAST, REPLACED BY CREATIVE DESTRUCTION SPREADING ALL OVER THE LABOUR MARKET?

A collaborative economy involves a fundamental change of organization and distribution models, and the statement that 'trust becomes the new currency' appears truer than we might have thought. Dawid Sokołowski, the founder of Reasonable Business Network, presented the report "Collaborative Economy in Poland 2016", the first Polish study on this phenomenon. "It is a new business philosophy, it changes the rules we have played by so far. We are dealing with several new and non-intuitive practices here", commented Sebastian Starzyński, ABR SESTA. Bolesław Rok, Kozminski University, emphasised that in a collaborative economy, entrepreneurs

are able to find solutions which generate both financial and social benefits.

The event was also attended by: **Zofia Bednarczyk**, Polish Society for Futures Studies, **Izabela Dyakowska**, Employee Volunteering Institute, **Marcin Gietzak**, Sharehire, We The Crowd, **Natalia**

Hatalska, hatalska.com, **Eliza Kruczkowska**, Polish Development Fund, **Mateusz Litewski**, Uber, **Artur Nowak-Gocławski**, Grupa ANG, **Mirella Panek-Owsiańska**, FOB, **Jakub Sobczak**, PolakPotrafi

The meeting was moderated by **Paweł Niziński**, Better.



The pace at which platforms such as Uber or Airbnb are currently developing is unachievable to traditional business.

LIFE AFTER BREXIT. HOW TO RESCUE THE EU?

What will happen to the community of ideas and values? How to reconcile freedom of movement of people with fear of terrorism? How to rescue the great European project, the dream of Robert Schuman and Jean Monnet? These are the questions that we asked the TED-style debate participants.



From the left: Ulrike Guérot, Danuta Hübner, Steve Keen, Aleksander Smolar, Paweł Świąboda.

The Brits have decided to leave the European Union. Anti-union and populist movements are on the rise. Is the EU threatened with collapse? Will a Europe of nation states be reborn? What can be done to ensure that the union of 27 democratic states is not reduced to a mere community of economic interests and the four freedoms of movement of capital, people, goods and services? We asked each attendee of the debate to present in 10 minutes their own idea for saving the EU.

ULRIKE GUÉROT, Director, European Democracy Lab, Germany

Neither defending the EU in its present form nor Brexit are a way out. The way out is to introduce reforms in the EU in such a way that its citizens will be in control and have a say. If we are a Union for citizens, borders must not be closed for people and simultaneously remain open for goods. It is not the state, it is people who have a say. Democracy builds on the tripartite division of power and the idea of a republic where all people are equal. These are the two postulates that must be pursued. If we

fail to go in this direction, Brexit will turn out to be a disaster.

DANUTA HÜBNER, Chair of the Committee on Constitutional Affairs, European Parliament

The decision in the referendum was not a vote of no confidence for the EU, but for British elites. UK membership of the EU was a marriage without love, based on specific interests. Brexit will reduce the EU in size, but it will also render the UK smaller. In this way, the epoch in which a tail was wagging its dog is coming to an end. The EU is confident that today we have to strive for the unity of Continental Europe. Therefore, the Brexit negotiation process will be very difficult and focused on European interests.

STEVE KEEN, Professor, Kingston University London, Great Britain

The UK did not sign the Maastricht Treaty, and this is what saved the country. It became a destination for economic migrants because the economic climate is better in the British Isles. The EU is an institution which leads to the

disintegration of the Community through the Maastricht Treaty. There is no reason to remain in a system that is not working. The UK should not be punished for its decision. We have to learn our lessons and focus on reforming the Community rather than intimidating other states with fines for exit.

ALEKSANDER SMOLAR, Chair of the Board, Stefan Batory Foundation, Poland

We do not yet know the costs of Brexit. The EU will certainly concentrate on itself. It will be focused on its own problems instead of interacting with the world, especially with these difficult external circumstances. The EU has so far been a future-oriented project. As things are, we are no longer concerned with the course of development. Rather, we are wondering who is going to follow suit. This is why negotiations with the UK have to be tough: so as not to encourage further disintegration.

PAWEŁ ŚWIEBODA, Deputy Head, European Political Strategy Centre (EPSC)

I am optimistic about Europe. It is growing faster than the USA or the UK. Today, the major challenge that Europe faces is to extend the period of prosperity. Building Europe's defences is another new challenge. Instead of focusing on refining European institutions, getting a broader perspective may turn out to be much more useful. The issue of Brexit should not engage us as much as it does. Rather, it ought to become an incentive to do more for ourselves.

The meeting was moderated by **Michał Broniatowski**, Editor-in-Chief, Forbes, Poland.

FROM LOW WAGES TO INNOVATION: HOW CAN THE NEW MEMBER STATES CATCH UP WITH 'OLD' EUROPE?

Will raising social standards and wages boost growth by stimulating demand? Or is austerity and investment a better way to go? Are there any shortcuts?

MODERATOR

MAŁGORZATA BONIKOWSKA, President,
Centre for International Relations, Poland

PANELLISTS

STEVE KEEN, professor, Kingston University
London, Great Britain

ESZTER NOVA, Political Economy Fellow,
Financial Research Institute, Hungary

DOMINYKAS ŠUMSKIS, political analyst,
Lithuanian Free Market Institute (LFMI),
Lithuania

PAWEŁ ŚWIEBODA, Deputy Head,
European Political Strategy Centre (EPSC)

Paweł Świeboda stressed that new member states are catching up with the most advanced European economies, yet the pace should be even more dynamic. What matters most is to reflect on where Europe is heading and whether we are part of the ongoing changes.

Eszter Nova remarked that the citizens of her country as individuals have a chance to make up the deficit. As a state, Hungary may have a problem in that it does not demonstrate enough flexibility. A lot of young, ambitious and creative people have left in search of opportunities abroad. "Lithuanians are also searching for opportunities in other countries. Migration is nothing wrong in itself. It is important to create

favourable conditions so as to encourage those people to return, use their experience and acquired competences", noted **Dominykas Šumskis**.

Can government programmes stop young people migrating from the new member states? **Steve Keen** highlighted that this will be possible due to innovation rather than liberalization of the labour market. "We are facing a crisis of expectations", argued **Paweł Świeboda**. "We have been witnessing uninterrupted economic growth for 25 years, but we would like to achieve even better performance. This is why young people are migrating".

The report "Science, Research and Innovation Performance of the EU" points to the clear relationship

KNOWLEDGE PARTNER



From the left: Steve Keen, Paweł Świeboda, Małgorzata Bonikowska



"As regards the CEE region, particularly visible is the absence of cooperation between those who create new solutions and the market: the end users", emphasized the attendees of the panel discussion.

between the EU's economic growth and investments in research and development, as well as innovation, emphasizing the importance of continued investment in this area. Data gathered by the European Commission reveals that in terms of innovativeness, the EU is catching up with Japan and the USA. As regards the CEE region, particularly visible is the absence of cooperation between those who create new solutions and the market.

"Innovation emerges in appropriate conditions. Conditions should be created by governments", stated Paweł Świeboda. The state as such does not create innovation, but it has an important role; valuable projects can be implemented if sufficient support is offered. Also, in Steve Keen's opinion, governments are not supposed to create innovation. They ought to allocate funds for innovation and ensure conditions conducive to R&D investment. This solution provides the best results. The other panellists agreed with this position.

When asked about the impact of start-ups on the economy, Steve Keen

pointed to the need to be tolerant of risk and failure, because not all projects are success stories by their very nature, and it is important not to avoid mistakes. He said that start-ups have both their advocates and opponents. Their role is commonly known. "We ought to be more focused on the scale of the undertakings and their efficiency", continued Paweł Świeboda. Eszter Nova underlined the immense role

of social capital in the development of entrepreneurship and innovativeness. She also pointed to the erosion of social capital in post-authoritarian states.

What will be the strengths of Central and Eastern Europe in the years to come? How to benefit from the opportunities to generate growth? "There is strength in people who are ambitious and have an appetite for success", concluded Eszter Nova.



Dominykas Sumskis and Eszter Nova

PARTNER OF THE ROUND TABLE



IF NOT THE EU, THEN WHAT? THE INTERNAL CONSEQUENCES OF DISINTEGRATION (PART 1); RELATIONS BETWEEN EUROPE AND THE REST OF THE WORLD (PART 2)

As the present journalists pointed out, the current crisis might in fact lead to greater European integration. They emphasized that only a united Europe is capable of facing global challenges.

MODERATORS

GULLIVER CRAGG, Poland and Ukraine correspondent, France 24, Great Britain

KONRAD SADURSKI, Managing Editor, Gazeta Wyborcza, Poland

THE PANELLISTS INCLUDED

JAN CIEŃSKI, editor, politico.eu

LESZEK JAŻDŻEWSKI, Editor-in-Chief, LIBERTE!, Poland

NICK MALKOUTZIS, editor, MacroPolis, Greece

MARIANN ÓRY, Head of Foreign Desk, Magyar Hírlap, Hungary

KONRAD SADURSKI, Managing Editor, Gazeta Wyborcza, Poland

ALEKSANDRA SOBCZAK, Head of Economic Desk, Gazeta Wyborcza

MAREK TEJCHMAN, Deputy Editor-in-Chief, Dziennik Gazeta Prawna, Poland



The European Union is the biggest economic power in the world. However, only a united Union is capable of facing global challenges.

Among other things, the participants of the meeting 'The internal consequences of disintegration' discussed the crisis related to the influx of a million refugees and the lack of solidarity of EU states in solving this issue.

What will happen to integration in the future? The states of the 'old' Union are seeking closer cooperation and insist on the establishment of a mini-Schengen zone. The states of the 'new' Union very much resist the Euro and the EU community. **Jan Cieński** stated that Europe is in a state of tension and pressure, and several institutions fail to operate the way they should. **Marek Tejchman** indicated a different problem: the banking crisis, which

has lasted for years and may result in the destruction of the EU economy.

At the meeting 'Relations between Europe and the rest of the world', the journalists pondered future scenarios. In Jan Cieński's opinion, one of the consequences of Brexit will be the consolidation of Europe. The EU is the biggest economic power in the world. However, only a united Union is capable of facing global challenges. Undoubtedly, Moscow would stand to gain if the EU disintegrated. **Leszek Jażdżewski** added that functional relations with Russia are indispensable; however, Russia has to sense that Europe very much objects to its imperialist inclinations and the war in Ukraine.

Without a strong Union we will not be capable of competing, agreed the participants. Paradoxically, for global powers free trade with the EU is crucial. However, China and Russia are not interested in a big free trade zone. A trade deal between the USA and the EU would give rise to a single market, capable of dominating the global economy.



The first part of the meeting was moderated by Konrad Sadurski, Gazeta Wyborcza.

MANY SPEEDS, ONE DIRECTION: A REALISTIC PROPOSAL TO SAVE EUROPEAN UNITY?

Europe has been losing momentum owing to the mounting challenges, hit hard by the migration crisis and acts of terror. Politics is awash with populism, bringing fatal effects, as seen in Brexit. We are wondering about our future and the sense of European integration. Will the community of values prevail over conflicting interests?



Danuta Hübner and Marek Prawda

“The ranks of European politicians who think in terms of Europe, and not only national politics, are thinning. National thinking and anti-globalist tendencies are on the rise. Various concepts of the Community’s development are beginning to compete with one another”, said **Danuta Hübner**.

The Euro is an important factor in talks about the future of the EU. Brexit will

cause the EU’s political centre of mass to shift toward the Eurozone states.

According to **Marek Prawda**, the answer to the present challenges is to focus on what connects us, such as countering terrorism, improvements in migration policy, and ensuring economic growth. This will help us halt the centrifugal forces and create space for seeking solutions.

Business holds high hopes for the European project. There are no debates within entrepreneurial organizations on whether the continued existence of the Community makes sense. As **Jacek Krawczyk** emphasized, the discussions are focused on how the common market may be enhanced. From the perspective of employers, it is also necessary to promote more integration and less intervention. This is just as indispensable as ensuring greater efficacy of implementation of EU regulations.

MODERATOR

JANUSZ REITER, Chair of the Board, Centre for International Relations, Poland

PANELLISTS

DANUTA HÜBNER, Chair of Committee on Constitutional Affairs, European Parliament

JACEK KRAWCZYK, Vice President, Polish Confederation Lewiatan, Poland

MAREK PRAWDA, Head, European Commission Representation in Poland



In Europe hit by the crisis, varying concepts of the Community’s development are beginning to compete: acceleration, deceleration, the hard core and those beyond it, differing categories of membership.

KNOWLEDGE PARTNER



PARTNER OF PANEL DISCUSSION



MODERATOR

ANDRZEJ BOBIŃSKI, Senior Business Analyst, Polityka Insight, Poland

INTRODUCTORY SPEECHES

LESZEK JAŹDŹEWSKI, Editor-in-Chief, LIBERTÉ!, Poland

BARTŁOMIEJ RADZIEJEWSKI, President of the Management Board, The Centre of Analysis of the Jagiellonian Club, Poland

PANELLISTS

WITOLD DROŹDŹ, Member of the Board, Orange Polska, Poland

THOMAS E. GARRETT, Vice President for Programs, The International Republican Institute (IRI), USA

JERZY KWIECIŃSKI, Secretary of State, Ministry of Economic Development, Poland

FERNANDO POZUELO MOLINA, Deputy Retail Country Manager, IKEA, Poland

ECONOMIC PATRIOTISM VERSUS THE REALITY OF GLOBALIZATION AND INTEGRATION

Economic patriotism can lead to nationalism. Once it becomes protectionist, it harms the business community. Domestic companies should be offered support in the times of crisis. These are just some of the opinions voiced by the attendees of the panel discussion.

In his introductory speech, **Leszek Jażdżewski** said that he does not believe in economic patriotism. “Is it patriotic to encourage customers to purchase Polish products even though we know they are of lesser quality?”, he pondered. “To me, patriotism is embodied in the expression ‘Polish goods are good’”, he added.

Bartłomiej Radziejewski had a different viewpoint on economic patriotism. Poland ought to learn from the experience of countries such as China or Korea, which managed to cater for the needs of their local entrepreneurs. A well-balanced repolonization of selected industries should be conducted.

Jerzy Kwieciński emphasised that at a time of economic deceleration, capital does have nationality. “We should build on the capital of domestic companies, not only state-owned, but also private ones”, he argued.

Witold Drożdż added that in this period of slower growth, governments of all countries are seeking means of stimulating economic growth by supporting the internal market. He warned though that protectionist



Andrzej Bobiński and Jerzy Kwieciński

measures could destroy the European Union from the inside.

“Economic patriotism can lead to nationalism and is often nothing but protectionism, which is harmful for business, in particular in the age of globalisation”, argued **Thomas E. Garrett**.

For **Fernando Pozuelo Molina**, economic patriotism can be expressed by paying taxes in the country of operations, as well as the absence of frontiers and opportunities for developing the business on many markets. “I am not in favour of economic patriotism that is detrimental to investments, creativity and progress”, he concluded.



“A patriot should respect his or her country and pay taxes”, the attendees were unanimous about this. The dispute was centred around the role of the state in creating economic patriotism.

KNOWLEDGE PARTNER



HOW TO MAKE USE OF THE DIGITAL REVOLUTION TO PLAN ECONOMIC GROWTH?

PARTNER OF PANEL DISCUSSION



How will AI affect the quality of work? How to develop a business in times of rapid digitization and mobility? These questions were answered by the attendees, who considered the impact of the digital revolution on the economic order.



"The digital revolution will either re-shuffle the existing economic order or, even more likely, preserve it", warned the panellists.

MODERATOR

PIOTR ARAK, Head Researcher,
Polityka Insight, Poland

PANELLISTS

GABRIELE BISCHOFF, President,
Workers' Group, European Economic
and Social Committee (EESC)

MICHAŁ BONI, Member
of the European Parliament

SEBASTIAN CHRISTOW, Director of the
Department of Electronic Economy, Ministry
of Economic Development, Poland

TOMASZ KLEKOWSKI, Regional Director,
Intel Corporation EMEA, Poland

ADE MCCORMACK, digital strategist,
Great Britain

MARC MOSSÉ, Senior Director in EU
Government Affairs, Microsoft, France

"We are capable of improving the existing models of Poland's economic growth if we enhance the quality of education, provide access to highly developed transport, and effectively operate public institutions", stated **Sebastian Christow**.

Ade McCormack argued that digitization must be viewed within a broader context, as it will have an impact on all domains of human lives. This is the only approach that uses digitization as a springboard for economic development.

Tomasz Klekowski observed that technology has already left a significant imprint on economic growth, making it possible to tap into talent and resources more efficiently. At the same time, he pointed to the need to create a digitization strategy in the CEE region.

"Digitization may help Europe overcome borders and bring Europeans together", noted **Michał Boni**. He also stressed that the entire labour market needs to become part of the digital revolution.

In addition, **Marc Mossé** pointed to the benefits of digitization, which improves the effectiveness of businesses. This statement was supported by **Gabriele Bischoff**, who emphasized the benefits of including employees in the process of creating innovation.

Opening of the market to digital transformation is unavoidable and necessary, but it is not enough to ensure success. Countries may increase their chances by pursuing the right economic policy.



Gabriele Bischoff and Marc Mossé

PARTNER OF THE ROUND TABLE



HOW CAN WE HELP FAMILY BUSINESSES GROW FASTER?

Openness to innovation: are shortcuts an option? How can a responsible development strategy support a family business expansion? These and other questions were answered by the attendees of the debate, who also reflected on how to involve successors in management.



Research has shown that family businesses stand out on the market because they demonstrate a greater readiness to compete on quality of products and services.

The founders of family businesses assume that they will survive for generations. They build them with passion, and their businesses are distinguished by their readiness to compete in terms of quality of goods and services.

The needs of family businesses vary; smaller companies need access to capital, while larger ones could benefit from becoming more international and investing in innovation. The common denominator for all family businesses is the expectation to have regulatory burdens lifted and

bureaucracy streamlined. Succession is the biggest challenge for such businesses these days. Research conducted by Deloitte shows that even when the management of a family business is entrusted to hired managers, its owners continue to make the key decisions. Building a positive image of this segment remains a priority.

The panellists were: **Maciej Adamkiewicz**, President of the Management Board, Adamed Pharma; **Adam Chrościelewski**, leader, Family Business Network Deloitte EMEA; **Artur Czepczyński**, President of the Management Board, ABC Czepczyński; **Henryk Orfinger**, President of the Management Board, Dr Irena Eris; **Aneta Piątkowska**, Deputy Director of the Development Strategy Department at the Ministry of Economic Development; **Jacek Rozwadowski**, Managing Director, ENEL-MED; **Paweł Wojciechowski**, Head Economist, Polish Social Insurance Institution (ZUS).

The meeting was moderated by **Jakub Wojnarowski**, Deputy Director, Polish Confederation Lewiatan.



From the left: Aneta Piątkowska, Henryk Orfinger, Artur Czepczyński

NATALIA HATALSKA AND HER REPORT “PRACA – SCENARIUSZE PRZYSZŁOŚCI” (WORK – SCENARIOS OF THE FUTURE)

We will work throughout our lifetimes, but only a few hours a day, with longer breaks to update our education; our employers will be transparent about their activities and our pay. “Appalling as this vision may seem, for those who will enter the labour market in 10+ years or in a few decades it will be obvious”, argued **Natalia Hatalaska** in her interview with **Dorota Goliszewska**, Editor-in-Chief, My Company Polska. The change will arise not only from technological, economic or social phenomena. It will also cater to people’s needs.



Natalia Hatalaska's report on the possible scenarios of future work was very much in line with EFNI's central theme this year.

WHAT HAPPENED TO AMERICA?



With his usual insight, Andrzej Lubowski, in a conversation with Łukasz Lipiński, explained the intricacies of the American political scene.

At the session, **Andrzej Lubowski**, an economist, author and commentator, talked about the Donald Trump phenomenon and the US presidential campaign. “Trump responds to the fears of the Americans and to the demand for a miracle worker. Americans love his megalomania. He is a liar and an ignoramus who has caused several bankruptcies, but many people are afraid to criticize him. His success is also a rebellion against political correctness. The fact that he has no programme does not bother many people”, explained Andrzej Lubowski. Is America mature enough to elect its first woman president? The meeting was moderated by **Łukasz Lipiński**, Director for Analysis, Polityka Insight.

THE 'UBERIZED' ECONOMY AND DEMOCRACY

Concerns over progressing automation and the risk of increased unemployment have given rise to the need to search for global labour market solutions and to redefine the notion of democracy.

MODERATOR

RADOSŁAW MARKOWSKI,
Director of the Centre for the Study
of Democracy, University of Social
Sciences and Humanities, Poland

PANELLISTS

STEFAN BATORY, Chair, iTaxi, Poland

ULRIKE GUEROT, Director,
European Democracy Lab, Germany

HERBERT KITSCHOLT, professor,
Duke University, USA

FERDINAND KJAERULFF, CEO,
CodersTrust, Denmark

HUBERT TWORZECKI, professor,
Emory College of Arts and Sciences, USA



As **Herbert Kitschelt** pointed out, the pace of technological progress is more rapid than people are able to accept. This provokes defiance because we are not ready to lose our jobs so swiftly. The result translates not only into social change, but also into a crisis of democracy. Simultaneously, economic strength and the prestige of non-democratic regimes are increasing significantly. "Maintaining democracy generates costs", argued **Hubert Tworzecki**.

Democracy has always been treated as a mechanism of de commodification

of a society's future. Can this role of democracy retain its *raison d'être*? How will the role of the middle class alter along with the changes on the labour market?

According to **Ulrike Guérot**, we should decide whether we have to work as much as we do and whether we have to produce as much as we do. It is also necessary to reconsider the model of global democracy. In **Ferdinand Kjaerulff's** opinion, modern technology ought to be used more often for solving urgent social problems in the world.

The digitalization of the economy will result in market players becoming divided into extremely well-educated managers and low-skilled workers. **Stefan Batory** pointed out that technological progress will lower the level of required competencies.

New technologies are not just a threat, the panellists agreed. They also offer great development opportunities, contribute to increased efficiency and productivity, and improve the quality of life.



THE TERMINATOR VS. THE EXPENDABLES. ARE MILLENNIALS MANAGEABLE?

Can the generation of lightning-speed thumbs resist phantom relationships? What do millennials expect from their employers? What kind of bosses do they want? These and other questions asked by Paweł Potoroczyn were answered by the attendees of this debate on the intergenerational clash.

PARTNERS OF PANEL DISCUSSION

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MODERATOR

PAWEŁ POTOROCZYN, former Director,
Adam Mickiewicz Institute, Poland

PANELLISTS

ANNA AMBROZIAK, Member of the Board,
Quattro por Quattro, Poland

JOLANTA MUSIELAK, Member of the Board,
Volkswagen Poznań, Poland

MANUEL ROUGERON, Chair of the Board,
nc+, Poland

RENATA WASIAK-SOSNOWSKA,
Managing Director, Havas Media, Poland



In what way should bosses change so as not to be a burden to their younger employees? They ought to avoid autocratic management style and not focus solely on financial results, for instance.

Jolanta Musielak pointed out that each generation has different values and character traits. In her opinion, the loyalty of generation Y towards an organization depends on the opportunities for development; work should have a clear purpose.

Renata Wasiak-Sosnowska remarked that millennials are capable of efficiently contributing to the success of a company, yet they need to be offered assistance in their development and the possibility to cooperate with competent practitioners. As she sees it, intergenerational professional cooperation and understanding will require openness to dialogue, listening skills, and the eradication of stereotypes.

Partnership, communication with the use of modern tools, e.g. social media, and creating space for mutual learning are, according to **Anna Ambroziak**, key to winning millennials over. In her view, it is employers that are responsible

for establishing constructive relations with the new generation of employees.

Manuel Rougeron highlighted the millennials' huge potential. "We are accustomed to thinking that twenty-year-olds have a demanding attitude, and work is not their top priority. I disagree with this opinion. What we need to know is how to appeal to young people and how to kindle their enthusiasm", he concluded.



From the left: Manuel Rougeron, Anna Ambroziak, Joanna Musielak, Renata Wasiak-Sosnowska

Dziennik Gazeta Prawna Digital Edition



DZIENNIK GAZETA PRAWNA

PATRZYMY OBIEKTYWNIEM. PISZEMY ODPOWIEDZIALNIE

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Polska gospodarka firmami stoi. Niewielkie, często jednoosobowe przedsiębiorstwa wytwarzają niemal połowę produktu krajowego. A będą jeszcze więcej

Jakub Kapciński
Beata Tomaszewska
opowiedzieli

Polscy przedsiębiorcy wciąż, ze słowami małych i średnich firm odpowiada w Polsce za 49,3 proc. produktu krajowego brutto.

Rzut oka na statystyki Komisji Europejskiej wystarczy, żeby zobaczyć Polskę jako jeden z najbardziej przedsiębiorczych krajów w Unii Europejskiej. Dwa razy więcej od nas – pod względem liczby ludności – Niemcy mają, jedynie około 700 tys. więcej firm, a mikroprzedsiębiorstw niwiera 400 tys. więcej, niż w kategorii biznesu zapewnia pracę już 5,67 mln Polaków, skupiając ponad dwie trzecie zatrudnionych. Dodatkowo z ostatnich dostępnych opracowań

Ważne dane: 526 mln zł przychodu, 2200 tys. firm, 99,9% w VAT, 1007 tys. w VAT, 1725 tys. w VAT, 99,9% w VAT.

Skoro przetrzymaliśmy ten rok, to nasz kraj ma szansę przetrwać przy dobrej kondycji. My pod tym względem od lat mocno osiadaliśmy. Dlatego, gdy Diennik Gazeta Prawna przysłał mi swoje pytanie, drgnęłam z szacunku i radości. Nie ma wiodona bez rozstania. O ile dalej się

Ważne dane: 526 mln zł przychodu, 2200 tys. firm, 99,9% w VAT, 1007 tys. w VAT, 1725 tys. w VAT, 99,9% w VAT.

ZUS, czyli jak złecenia uratują Szczurka

Ministerstwo Finansów chce, żeby 300 mln zł pochodzących z oszczędności ulowców zostało budżetu już w przyszłym roku. Zaplanuje już wdrażać do projektu rozporządzenia

Jakub Kapciński
Beata Tomaszewska
opowiedzieli

Rzut oka na statystyki Komisji Europejskiej wystarczy, żeby zobaczyć Polskę jako jeden z najbardziej przedsiębiorczych krajów w Unii Europejskiej. Dwa razy więcej od nas – pod względem liczby ludności – Niemcy mają, jedynie około 700 tys. więcej firm, a mikroprzedsiębiorstw niwiera 400 tys. więcej, niż w kategorii biznesu zapewnia pracę już 5,67 mln Polaków, skupiając ponad dwie trzecie zatrudnionych. Dodatkowo z ostatnich dostępnych opracowań

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Jakub Kapciński
Beata Tomaszewska
opowiedzieli

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WILL THE 4TH INDUSTRIAL REVOLUTION RADICALLY CHANGE THE ROLES AND IMPORTANCE OF EMPLOYERS' ORGANISATIONS AND TRADE UNIONS?

PARTNERS OF PANEL DISCUSSION



Both employers' organizations and trade unions will have to adjust their operations to the enormous changes taking place on the labour market as a result of the fourth industrial revolution.



MODERATOR

JAN CIEŃSKI, Energy and Security Editor, politico.eu

PANELLISTS

MARKUS BEYRER, Director General, BusinessEurope

GABRIELE BISCHOFF, President of Workers' Group, European Economic and Social Committee (EESC)

HENRYKA BOCHNIARZ, Vice President of BusinessEurope, President of the Polish Confederation Lewiatan, Poland

JACEK KRAWCZYK, President of the Employers' Group, European Economic and Social Committee (EESC)

LUCA VISENTINI, General Secretary, European Trade Union Confederation (ETUC)

"If Europe takes advantage of the opportunities offered by Industry 4.0, the EU economy will gain € 1.25 trillion in added value by 2025. If it misses the revolution, potential losses are estimated to be as high as € 605 billion", reminded **Marcus Beyrer**.

The ongoing revolution is a source of concern both for employers and employees. According to **Henryka Bochniarz**, "the key to success is to brace oneself for the change that is happening, as well as to identify the threats and opportunities. Therefore, the role of social dialogue and cooperation between employers and trade unions is of paramount importance both for individual countries and the entire EU. For employers, the key issue is to make labour markets flexible. Trade unions on the other hand do not want to see the changes weaken the existing job security systems".

As **Luca Visentini** remarked, "we have to boost investment to benefit from this revolution. Without innovation, sponsored by public investments, we cannot make it. A great campaign for significant public investment is needed".

As **Gabrielle Bischoff** stressed, "lifelong learning and retraining systems require improvement. This is the shared responsibility of governments, employers and trade unions. Authorities ought to offer their support for innovative approaches to employment, technological advancement, and creativity".

"In the new reality, tailoring the employee's skills to the market will matter the most", remarked **Jacek Krawczyk**.

Changes are inevitable. Instead of being afraid, politicians, employers, and trade unions must work together to make the most of the changes.



ROUND TABLE

FRIDAY, 30 SEPTEMBER 2016, 17.30–19.00
SHERATON CONFERENCE CENTRE, BALTIC PANORAMA

PARTNER OF THE ROUND TABLE



THE NEW SOCIAL DIALOGUE. GOVERNMENT, EMPLOYERS AND TRADE UNIONS: WHAT DO WE HAVE IN COMMON AND WHAT SEPARATES US IN OUR THINKING ON ECONOMIC DEVELOPMENT?

Social dialogue produces positive results if it is honest, frank and open, claimed representatives of EU and Polish employers' associations, trade unions and state authorities during the round table discussion.

MODERATOR

MACIEJ GŁOGOWSKI, journalist,
TOK FM, Poland

INVITED GUESTS

JERZY BARTNIK, Chairman, Polish
Craft Association, Poland

MARKUS BEYRER, Director General,
BusinessEurope

HENRYKA BOCHNIARZ, Vice President
of BusinessEurope, President of the Polish
Confederation Lewiatan, Poland

PIOTR DUDA, President of the Social
Dialogue Council, President of the Solidarity
Trade Union, Poland

JAN GUZ, Chair, All-Poland Alliance
of Trade Unions, Poland

JACEK KRAWCZYK, President
of the Employers' Group, European
Economic and Social Committee

JERZY KWIECIŃSKI, Secretary of State,
Ministry of Economic Development, Poland

AGNIESZKA LENARTOWICZ-ŁYSIK, Advisor
to President, The Chancellery of the President
of the Republic of Poland, Poland

JACEK MĘCINA, Advisor to the Board,
Polish Confederation Lewiatan, Poland

MAREK MNICH, Vice President, Trade
Unions Forum, Poland

JÓZEF NIEMIEC, Special Advisor,
European Trade Union Confederation (ETUC)

LUCA VISENTINI, General Secretary,
European Trade Union Confederation (ETUC)

WOJCIECH WARSKI, President of the
Business Centre Club Convention, BCC, Poland

MARCIN ZIELENIECKI, Undersecretary
of State, Ministry of Family, Labour
and Social Policy (MRPiPS), Poland

The participants reflected on the relations between flexibility of work and employment security on one hand, and the contemporary needs of business and expectations of employees on the other. They also considered the direction in which the social dialogue model should evolve. "It is impossible to predict today what the labour market will look like ten years from now. Therefore, we should work out a mechanism that will permit a flexible response to the upcoming change", commented **Agnieszka Lenartowicz-Łysik**.

Luca Visentini pointed to the improvement of social dialogue at the European level and the great importance attributed to dialogue at a national level. In his opinion, governments ought to ascertain that the positions of the parties are properly

taken into consideration in the process of shaping the future of the economy, the future of the world, and the European social acquis.

When responding to **Jacek Męcina's** question about the best mechanisms of social dialogue, **Markus Beyrer** highlighted the need to set common goals and partners' representativeness, responsibility, and autonomy. "Bear in mind that social dialogue is by no means static", he emphasized.

Jacek Krawczyk mentioned adaptability and flexibility as key abilities for the future labour market. "They are a huge challenge for social partners". The EU does not have the competencies to interfere with the labour market in a prescriptive sense, this falls within the remit of member states. Therefore it is so important to hold an open



The Social Dialogue Council may play a key role in the formulation and implementation of economic development plans and be the venue of choice for forging smart compromises.



The idea of social dialogue must be tangible and comprehensible for citizens. Only then will the dialogue be fully constructive.

debate, based on a genuine diagnosis, on the implications of challenges such as digitalization or Revolution 4.0.

In his summary of the works of the Social Dialogue Council, **Piotr Duda** indicated a new form of social dialogue in which all partners are equal. "We have been working hard in the last year, and we have been successful. For instance, we have worked out joint proposals of draft amendments to the Public Procurement Law. Still, there are several labour market issues that have not been discussed yet", he added.

According to **Jerzy Kwieciński**, it is crucial for social partners to talk to each other. The government's priority is a labour market which is flexible on one hand and secure on the other, where new jobs are created and where employment grows swiftly. Also of paramount importance is employment among the 50+ group and young people, as well as higher pay in Poland. He indicated that the government

is not in a position to decree a pay rise, but it can create favourable conditions.

Henryka Bochniarz argued that the idea of social dialogue must become more tangible and comprehensible for Polish society. If we truly intend to contribute something, we have to foster dialogue and find a way to reach a compromise.

This is a challenge for employers, trade unions, and the government alike. "We are all still learning. Yet where there is good will, the chances of agreement increase", added Henryka Bochniarz. She also stressed that social dialogue is an integral part of the Polish Confederation Lewiatan's DNA.



From the left: Jerzy Kwieciński, Henryka Bochniarz, Piotr Duda, Jacek Krawczyk

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VALUES ARE THE FOUNDATION OF UNITED EUROPE



The Sopot Declaration 2016 calls for recognizing the fourth industrial revolution as an opportunity for sustainable and inclusive growth of Europe.

SOPOT DECLARATION

At the end of EFNI 2016, the attendees adopted the Sopot Declaration. The Declaration reminds us that values are the foundation of United Europe and tells us directly what kind of Europe we want:

- A Europe that stands united, that has the willingness to offer support in difficult times,
- A Europe that is strong and secure, that has a clear vision of the future based on the single market and competitive economy,
- A Europe that also thinks about tomorrow,
- A Europe that focuses on its citizens: on the issues that matter most, and on giving the citizens a greater share in government,
- A Europe that faces up to the challenges of the fourth industrial revolution.

education and curricula that will meet the demands of the 21st century, in supporting innovation and new market sectors. Secondly, we need investments from the business community in IT and robotics, in business intelligence and big data, and finally in human talent. Thirdly, workers must invest in their own development. The fourth industrial revolution should rank high among the European Union's priorities.

"The Sopot Declaration has never been so pro-European and has never addressed the issue of values to such an extent", said **Jerzy Buzek**, Chair of the EFNI Programme Council and Chair of the Committee on Industry, Research and Energy, European Parliament. He argued it was the only way to overcome the greed and nationalism that are beginning to sweep across Europe.

EFNI SUMMARY

Henryka Bochniarz, President of the Polish Confederation Lewiatan and Vice President of BusinessEurope, summarised the three days of EFNI. "We have to start acting strategically", she said. Firstly, we need smart investments from the state in



The Sopot Declaration was read out by the representatives of the young generation, Aleksandra Piotrowska and Piotr Piechociński.

Łukasz Kalinowski, Chair of the Board and Director General at Metlife, spoke about the trends on the labour market that arise in connection with automation and technological progress. "Until recently, ideas such as robotization, the fourth industrial revolution, artificial intelligence or universal basic income seemed to be inspired by science fiction. Yet, this is the reality today. We should forecast the impact of these ideas on the economy and development of society". Łukasz Kalinowski also pointed to the changes in the way businesses are managed and the appreciation of collaboration and partnership, and the role of skill sets and competences. "'Talent rules' seems to be the best and optimistic recapitulation of what is happening on the labour market", he concluded.

Markus Beyrer, Director General of BusinessEurope, argued that the pivotal value from the perspective of European business is maintaining the single market. Picking and choosing which of the four freedoms to observe and which to discard should not be allowed. Another fundamental EU value is openness, which is why we need transatlantic cooperation and a trade agreement with the USA. The next step is offering support to Jean-Claude Juncker's proposal and looking after private investment.

Nadiya Savchenko, Deputy to the Supreme Council of Ukraine, gave her special thanks to EFNI attendees for giving a platform to her story at last year's EFNI. When speaking of freedom, she emphasized the role of solidarity in defence of human rights. "I truly believe that the European Union will always protect its values", she stated.

Jacek Karnowski, Mayor of Sopot, thanked the attendees for the



Łukasz Kalinowski, CEO of Metlife



Markus Beyrer, Director General of BusinessEurope



Nadiya Savchenko, Deputy to the Supreme Council of Ukraine, and Jerzy Buzek, Chair of the EFNI Programme Council

EFNI 2016 CLOSING GALA



topics and heated debates. "Europe and Poland need the discussions that are held at EFNI", he said.

KEYNOTE SPEECH

Special guest **Martin Ford**, an American futurologist and entrepreneur, focused on rapidly progressing technologization. The fear that humans will be replaced by machines is becoming a fact of life. This

puts at risk nearly half of all jobs across all sectors of the economy. New sectors will be created, but they will not require high employment. Changes on the labour market will have an impact on family life and on the entire social structure. This will lead to inequality, and demand will drop.

What can we do? As Ford sees it, the crucial task is to change

income distribution. Work will have to be separated from income. The idea of universal basic income, tested in the Netherlands and Denmark, will increasingly gain in importance.

The Closing Gala was hosted by the journalist and commentator **Dorota Warakomska**.





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ARE ANIMALS BETTER THAN PEOPLE?

Olga Sipowicz (Kora), a rock vocalist and lyricist, and **Kamil Sipowicz**, a journalist and philosophy historian, talked about their animals and a book dedicated to them: “Ramona, Mila, Bobo i pięćdziesiąt sześć innych zwierząt” (Ramona, Mila, Bobo and fifty-six other animals). “An animal’s love is unconditional. Animals ease tension. They are absolutely beautiful, flawless and perfect, and this is why they are superior to people”, argued Kora. “Animals helped my wife in the most difficult moments of her illness”, added Kamil Sipowicz. The meeting was moderated by **Paweł Oksanowicz**, journalist at Muzo.fm.



WHEN WILL POLAND CATCH UP WITH THE WEST?

“Our Achilles’ heel is higher education and knowledge development”, said **Jerzy Buzek**, Chair of the Committee on Industry, Research and Energy (ITRE) at the European Parliament. We are insufficiently creative and innovative, but in several fields we have caught up with or even overtaken the West. The Tri-City manufactures state-of-the-art ships on a global scale, we are a leader in business services. How can we accelerate? Investment in new technology and skilful use of the digital revolution are our development opportunities. The meeting was moderated by **Aleksandra Sobczak**, Head of the Economic Desk, Gazeta Wyborcza.



DOES BUSINESS NEED HUMANITIES GRADUATES?

A diploma in humanities does not offer good career opportunities. Is that so? **Marek Kamiński**, a traveller and entrepreneur, says it does. “Business needs creative people, capable of out-of-the-box thinking. Humanities graduates often pose questions that other people do not ask”. In his opinion, it is often not those who focus exclusively on becoming rich and building their position that are successful in business, but those who follow their passion. Ultimately, they find a business where their skills, knowledge and commitment are worth their weight in gold. The meeting was moderated by **Aleksandra Sobczak**, Head of the Economic Desk, Gazeta Wyborcza.



WHAT DO WE NEED EUROPE FOR?

Danuta Hübner, Chair of the Committee on Constitutional Affairs at the European Parliament, argued that Poland still needs the European Union. “It is not true that if there is no European Union or if it becomes a loose economic community, we will gain more sovereignty and fare better”, she claimed. “Just the opposite, we will fare worse in every respect: standard of living, development opportunities, and security”. “Marriage is for life, and the same goes for the European Union, which has been facing a crisis for a couple of years now. My whole EU experience tells me that there has never been as much desire for reforms as there is now”. The meeting was moderated by **Aleksandra Sobczak**, Head of the Economic Desk, Gazeta Wyborcza.



VISIONARIES 2016

Dziennik Gazeta Prawna awarded the title of Visionary to outstanding entrepreneurs for the fifth time. The award ceremony was held on 29 September 2016 at the European Forum for New Ideas in Sopot.



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Deutsche Bank 

Visionaries are people who have not only shown that they have a fascinating business idea, but also pursue it effectively and persistently, with financial success. Their ideas are long-lasting and survive in difficult circumstances.

Winners of this year's edition of the contest are: **Emilian Kamiński**, Director, Kamienica Theatre; **Roman Krzysztof**

Karkosik, main shareholder, Boryszew S.A.; **Czesław Lang**, General Manager, Lang Team Sp. z o.o.; **Paweł Pisarczyk**, President, Atende Software; **Piotr Voelkel**, President, Human Touch Group.

A special Visionary award for the five-year period was conferred on **Piotr Wojciechowski** and **Adam Bartosiewicz** from WB Electronics.

CHANGE IS COMING: HOW TO PREPARE YOUR BUSINESS?

The gala awards ceremony was combined with a panel discussion: 'Change is coming: how to prepare your business?'

"Today, it is banks that need the assistance of entrepreneurs to implement change, not really the other way round. On the other hand, entrepreneurs, in an era of huge change, be it generational change or business model change, ask the banks to accompany them in search of the best solutions. Banks have a broader perspective and draw their experience from the situations of customers in various markets", said **Leszek Niemycki**, Vice President of the Management Board at Deutsche Bank Polska, member of the jury.

What matters in the discussion on bracing oneself for change is intuition, the importance of which was emphasised by **Piotr Wojciechowski**, the laureate of the Visionary award for the five-year

period. "If you want to do business, you must be an artist and have intuition. You have to know when to take a step forward, and when to go backwards. You cannot learn how to run a business. Books can show you the way, but they cannot teach you how to do it. Change in electronics is profound and permanent. Until recently, we could not even dream about the performance of today's laptops. We need to forecast, predict or even program change", he argued.



PARTNERS



THE BALTIC INITIATIVE

The meeting covered subjects concerning the sustainable development of the Baltic Sea region, the inland waterways as elements of international transport corridors, and intermodal transport. The attendees also discussed the care of the Baltic ecosystem and the evolution of ports.



The Baltic Initiative was inaugurated with a top-tier debate at EFNI 2015.

Kamil Wyszowski remarked that the purpose of the meeting was to integrate circles interested in the sustainable development of the Baltic Sea area and to inspire them to launch shared initiatives. It was also an opportunity to present the competitive advantages of the Polish economy on the basis of Deputy PM Morawiecki's plan for responsible development. In addition, the debate participants discussed the concepts of the programme to develop inland navigation proposed by the Minister of Maritime Economy and Inland Navigation. **Danuta Hübner** and **Jerzy Buzek** presented the European Parliament's point of view. Moreover, the ambassadors of the countries located along the Baltic Sea shore and the

international waterways leading through Poland were asked to take the floor.

Two reports drafted by Global Compact Poland were presented at the debate: 'Inland Navigation - The Oder River' and 'Baltic For All', both of which are follow-ups of the publication from 2015 (the reports are available at www.ungc.org.pl).

The Baltic Sea and Inland Navigation programmes are partnered by: Grupa Lotos S.A., Grupa Energa S.A., Grupa Azoty S.A., and PCC Intermodal S.A.

The debate was attended, among others, by: **Jerzy Buzek**, Chair of the Committee on Industry, Research and Energy at the European Parliament, **Mariusz Gajda**, Undersecretary of State, Ministry of the Environment, **Danuta Hübner**, Member of the European Parliament, **Jerzy Kwieciński**, Secretary of State, Ministry of Economic Development, **Jerzy Materna**, Secretary of State, Ministry of Maritime Economy and Inland Navigation, **Kazimierz Smoliński**, Secretary of State, Ministry of Infrastructure and Construction, **Kamil Wyszowski**, General Director, Global Compact Poland – UN Secretary General Initiative.



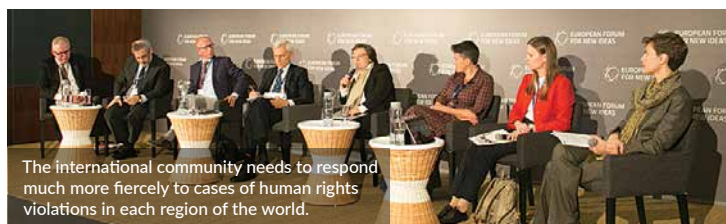
Kazimierz Smoliński, Jerzy Kwieciński, Danuta Hübner

HUMAN RIGHTS VIOLATIONS IN CONTEMPORARY ARMED CONFLICTS



Armed conflicts cause millions of deaths. What can the international community do to ensure the observation of human rights? The participants of the meeting discussed the necessity of documenting such cases and collecting evidence. Furthermore, they debated the difficulties in providing aid and on the concept of the 'responsibility to protect', the implementation of which causes heated disputes. The event was an opportunity to analyse potential reactions of the international community to the situation in Ukraine, Syria, or Iraq.

The panellists included: **Małgorzata Bonikowska**, President of the Centre for International Relations; **Michał**



Broniatowski, Editor-in-Chief at Forbes Poland; **Rafał Kostrzyński**, UNHCR spokesman in Poland; **Lyudmyla Kozlovska**, President of the Board of the Open Dialogue Foundation; **Krzysztof Szerkus**, Local Plenipotentiary of the Commissioner for Human Rights in Gdańsk; **Marcin Świącicki**, Member

of the Sejm of the Republic of Poland. The event was moderated by **Maria Shmelova**, programme coordinator of the UN Secretary-General's Global Compact Initiative in Poland.

The Supporting Partner of the debate was the Open Dialog Foundation.

GLOBALIZATION VS. THE FUTURE OF WORK IN THE EYES OF THE YOUNG – OPPORTUNITY OR THREAT?



Globalization is commonly associated with periods of economic growth. It creates many jobs; however, these are often moderately paid and offer limited development opportunities. What is the reaction of the young?

Eszter Nova from the Financial Research Institute in Budapest mentioned the challenges faced by those entering the job market, including the use of algorithms in selecting candidates on the basis of CVs. **Dominikas Šumskis** from the

Lithuanian Free Market Institute spoke about the opportunities to increase productivity thanks to Internet platforms that manage the work of specialists for various clients, over a specified period and in a flexible manner. **Piotr Lewandowski** from the Warsaw-based Institute for Structural Research recalled past fears of automation.

The discussion with the audience revolved around automation, the renaissance of handicrafts as an intermediary form between production and services, and demonetization as a consequence of the developing sharing economy. The meeting was moderated by **Krzysztof Iszkowski**, editor at LIBERTÉ!.





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PANELLISTS
AND GUESTS

A decorative footer graphic consisting of two overlapping, upward-sloping curved bands. The bottom band is a dark maroon color, and the top band is a light grey color, creating a layered effect.

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ORGANIZERS AND PARTNERS



ORGANIZER

Polish Confederation Lewiatan is a nation-wide representation of employers to the state and trade unions. Today it is an organization of sector and regional associations of private employers and individual members. In total, it represents about 4100 companies employing over 1 050 000 workers.

Lewiatan runs its offices in Warsaw and Brussels and employs professionals experienced in a wide range of issues such as: labour relations, macroeconomics, small and medium-sized enterprises sector and the European Union. The confederation participates in social dialogue, taking part in the Social Dialogue Council. Polish Confederation Lewiatan contributes to many international activities and as the only Polish member of BusinessEurope is able to influence regulations at the international level. Henryka Bochniarz, President of Polish Confederation Lewiatan, holds the position of Vice President of BusinessEurope.



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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 34 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, Chairman and CEO of Marcegaglia Holding S.p.A. and of Marcegaglia Investments Srl. The director general is Mr Markus J. Beyrer, who leads the team of advocacy professionals at the BusinessEurope offices in Brussels.



Sopot is a modern resort with traditions. Its magical climate stems not only from its unique location on the coast as well as art nouveau spas and villas but also from an atmosphere of entertainment and elegance generated by its famous guests. Sopot has managed to maintain its pre-war melancholy while fostering dynamic growth to make it a city with numerous attractions. This is a result of a rich cultural program and new opportunities created by bold investments.

Sopot is home not just to beautiful beaches and the longest pier in Europe, but also one of Poland's most popular promenades, Bohaterów Monte Cassino (commonly known as Monciak), picturesque hills and numerous parks and trees enveloping the whole town in greenery. Sopot offers over 200 clubs, pubs, discotheques, and restaurants, many of which are considered iconic.

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The European Commission (EC) is one of the main European Union institutions. It is a politically independent executive body which promotes the general interest of the EU by proposing and enforcing legislation as well as by implementing policies and the EU budget. In Poland the Commission has two Representations, in Warsaw and Wrocław. More about us: www.ec.europa.eu/polska



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.



The Social Dialogue Council is the main institution of national social dialogue in Poland. It provides a forum of trilateral cooperation between representatives of employees, employers and the government. The Council has a right to express opinions and take positions, give opinions on draft legal acts and initiate the legislative process. More about us: www.rds.gov.pl.



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Dziennik Gazeta Prawna (published by INFOR Biznes Sp. z o. o.) is the largest Polish legal-economic daily newspaper. It reports on the most important events in domestic and foreign economy, changes in the law, taxes and finances. Its white pages cover the economic and social topics, while the yellow pages are devoted to legal and tax matters. Dziennik Gazeta Prawna is the third-ranking opinion-forming newspaper in Poland and the first among the economic media (IMM report for July 2016.). GazetaPrawna.pl group holds the 3rd place in the category of business, finance and law (GemiusPBI - July 2016).



Grupa Onet.pl, founded in 1996, is one of the most recognizable media companies and a leading online publisher in Poland. The company is a part of Ringier Axel Springer Media group, and its online services are visited every month by over 15.5 million users. Onet.pl offers a variety of Internet services, covering different topics. Grupa Onet.pl includes also a big portfolio of strong brands, e.g. NK.pl - one of the biggest Polish social networks, price comparison service Skąpiec.pl, leading dating website Sympatia.pl, business location service Zumi.pl, strong video brands, such as VoD.pl and Onet.tv and entertainment site Plejada.pl



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Bank Pekao S.A. is one of the largest financial institutions in Europe. Pekao holds numerous prestigious prizes for innovative solutions. In 2016 it strengthened its position of the most innovative Bank in Poland by receiving – once again – the Gold Banker prize in the category Innovation. It has also won "Most innovative Bank in CEE & CIS", awarded by EMEA Finance magazine. For 18 years, Pekao has served as the banker of WOŚP, the biggest charity organization in Poland. It supports young artists via "Pekao Project Room" and in 2016, for the second time in a row, it committed to "Social StartUp" – a social entrepreneurship development project in Poland.



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Citi Handlowy (Bank Handlowy w Warszawie SA) combines the Polish banking tradition with cutting-edge solutions. As a part of Citi – one of the biggest global financial institutions – it actively supports foreign expansion of its Clients (Emerging Market Champions Program). The Bank remains a strong credit-card market and private banking leader and it is the first institution in Poland to launch and implement the Smart banking concept.



Do Rzeczy weekly is run by Paweł Lisicki. It is a conservative-liberal magazine and a voice that is clearly heard in the public debate. The magazine publishes articles i.a. by the following journalists: R. Ziemkiewicz, P. Semka, C. Gmyz, P. Gabryel, W. Łysiak. The brand stands for the biggest centre of conservative thought in Poland. It comprises the monthly Historia Do Rzeczy and the online service dorzeczy.pl.



Digital Technology Employers Lewiatan is a business association bringing together the most active IT companies in Poland and supporting its members in their relations with central administration and local government authorities. It promotes the transformational role of ICT in the development of the economy, society and innovative practices for the deployment of IT technology to solve social problems, reduce digital exclusion and boost operational efficiency of the enterprises.

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Fiat Chrysler Automobiles (FCA) is a leading global car maker ranked seventh in the world. FCA in Poland is represented by 17 companies, including 10 production plants, with 9 500 employees. FCA is the biggest car and car engine producer in Poland and one of the biggest foreign investors in Polish industry overall.



FORBES is the biggest and the most prestigious business monthly magazine in Poland. It interviews business leaders, presents their operations, analyses macroeconomic trends and publishes unique rankings. Each issue of FORBES is a source of inspiration which explains the world of business. FORBES is a great read.



France 24, the international news channel, gives a different perspective to global affairs, in English, French and Arabic. In addition to comprehensive news bulletins every half hour, numerous magazine programs and reports provide the keys to understanding the world.



Intel, the world leader in silicon innovation, develops technologies, products, and initiatives to continually advance how people work and live. Intel is the world's largest semiconductor chip maker, based on revenue. Intel continues to enable and accelerate the digital revolution, deliver market driving technology and drive new standards.



Newsweek Polska is the most popular weekly opinion magazine in Poland. It provides its readers with current overview of politics, economics, science and culture. Newsweek's trademark is its uncompromised approach to controversial social topics. It was the first weekly opinion magazine in Poland available for both tablets and smartphones.



Orange Polska is a leading provider of telecommunications services in Poland and one of the biggest telecommunications companies in Central Europe. The company has the biggest technical infrastructure in Poland supporting provision of services using the most advanced technologies. Orange Polska works in all telecommunication market segments, conducts its own research and implementation in the field of telecommunication.



Parkiet is an expert daily newspaper issued nationwide which covers topics related to economy, capital market and finance. For over 20 years it has been supporting the decisions of investors and specialists connected to capital market. It is available both in paper and electronic edition, as well as via mobile application and parkiet.com website.



The European edition of POLITICO covers the politics, policy and personalities of the EU. The publication has built a newsroom of more than 60 journalists spanning 4 offices (Brussels, Berlin, London, Paris), making it the first publication to truly connect the dots between the continent's biggest power players.



Polish HR Forum is the leading voice of employment agencies in Poland. Since 2002 it has been working on improvement of conditions for the development of HR services in the field of temporary work, recruitment and posting of workers. It actively participates in creating legislation and works to promote the idea of business development based upon highest standards.



Radio ZET (www.radiozet.pl) is a nationwide radio station, a member of the Eurozet Group. It was founded by Andrzej Woyciechowski in 1990 as the first commercial radio station in Warsaw. Every day it provides millions of listeners with reliable information, carefully selected music (AC format) and top-level entertainment.



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AMS is the largest out-of-home advertising house in Poland. It deals in the traditional and digital OOH advertising. It provides clients with efficient marketing campaigns planned and executed on its own modern tools encompassing more than 28 500 advertising panels.

**Bloomberg
Businessweek** Polska

Over 100 pages full of business information, professional analyses and expert commentaries. Bloomberg Businessweek Polska provides the knowledge that is essential when making key financial decisions. It features profiles of acknowledged entrepreneurs and business strategies.

FAMILY BUSINESS
FORUM POLSKA
LEWIATAN

The Council of Family Businesses was founded in 2015 by 15 small, medium and large enterprises. It aims to indicate regulatory areas that are key to maintaining the family nature of the businesses, integrate the community, promote knowledge on entrepreneurship and make an impact beyond local communities and boundaries.

GAZETA
wyborcza

Gazeta Wyborcza is the most often bought and read quality newspaper in Poland. It was founded in 1989. Gazeta Wyborcza can be read in traditional paper form and online at wyborcza.pl.

**HAVAS
MEDIA GROUP**

Havas Media Group is a global marketing and communications leader. Havas Media and Arena Media make up the core of the group, with support from Havas & Entertainment, a network of agencies that promote the engagement of brands in sports and entertainment marketing.

IKEA

IKEA's vision is to create a better everyday life for the many people by offering attractive design and functional furniture at a reasonable price. We care about sustainable development. Ingvar Kamprad, IKEA's founder, keeps saying that 'IKEA was created in Poland.' He bought his first furniture in Poland in 1961. Today, we are responsible for as much as 19% of production.

LIBERTÉ!
GDZIE WOLNO WODNOŚĆ I WIEDZA

LIBERTÉ! is a liberal magazine and think tank. Its mission is to be a voice 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.

LINKLEADERS

LINKLEADERS is a PR firm specializing in corporate and marketing communication with a dedicated expertise in business services, technology and real estate. It is ranked among top 15 biggest PR agencies in Poland and recognized as the fastest-developing independent Polish PR company.

**MY
COMPANY**
POLSKA

My Company Polska is a new Polish business magazine targeted at small and medium businesses, entrepreneurs and managers. It aims to help them run business, inform them about crucial issues and inspire them towards growth.

pap
POLISH PRESS AGENCY

Polish Press Agency is Poland's largest news agency. 24 hours a day, seven days a week, over 200 journalists, 40 photojournalists and more than 10 camera operators prepare news bulletins used by media, institutions, state agencies and businesses.

**Puls
Biznesu**

Puls Biznesu is a daily newspaper that has all the important business stories, presented in an accessible and applicative way, so readers understand what happened, why, who was involved and what will be next – to be able to take the right decisions at the right time.

Q
Quattro por Quattro

Quattro por Quattro is a full-service advertising agency. It specializes in creating effective communication strategies and media planning. It is well known for its creativity and innovative approach to advertising in all its aspects.

ORGANIZERS AND PARTNERS

Radio TOK FM – “Pierwsze Radio Informacyjne” – is a news & talk station. The spoken word represents about 90% of the air time. Available in 22 biggest cities in Poland, online and via satellite.



Union of Automotive affiliates leading employers of the automotive industry. As part of the Polish Confederation Lewiatan it strives to ensure favorable solutions for the automotive industry.



Warsaw Business Journal Observer is an English-language business monthly in Poland. Since 1994 it has been a key resource for high level English speakers conducting business in Poland and abroad.



KNOWLEDGE PARTNERS

The Centre for International Relations is an independent non-governmental think-tank dedicated to the study of international relations. CIR carries out its own research projects, drafts reports and analytical papers, and participates in international projects.



European Council on Foreign Relations is an award-winning international think tank that engages in independent research on relevant international policy issues, providing a platform for European policy-makers, intellectuals and experts to debate and share opinions.



POLITYKA INSIGHT is Poland's first centre for policy analysis, providing daily economic and political analyses. Its subscribers include Cabinet ministers, chief executives of leading companies and ambassadors accredited to Poland. It publishes in English as well as Polish. Analytical services on request are also available.



Centre for dialogue and analysis THINKTANK is a platform for sharing insights and opinions for leaders of business and administration. It is concentrated around the THINKTANK magazine and THINKTANK Society. It also engages in research, drafts reports and analytical papers.



Global Compact Poland is a Polish network of United Nations Global Compact. Its mission is to advance its Ten Principles as well as to help the companies understand what responsible business means within national context and facilitate outreach, learning, policy dialogue and partnerships.



The World Academy of Art and Science is composed of 730 individual Fellows from diverse cultures, nationalities, and intellectual disciplines. It serves as a forum to discuss the vital problems of humankind independent of political boundaries or limits.



EXECUTIVE PRODUCER

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



EUROPEAN FORUM FOR NEW IDEAS

Polish Confederation Lewiatan

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Bank Polska Kasa Opieki Spółka Akcyjna with its registered office in Warsaw at ul. Grzybowska 53/57, 00-950 Warsaw, entered in the register of entrepreneurs at the District Court for the Capital City of Warsaw, XII Commercial Division of the National Court Register under number KRS 0000014843, tax identification number (NIP): 526-00-06-841, business identification number (REGON): 000010205, share capital and paid-up capital of PLN 262,470,034.

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