

# THE WORLD **ANEW**

**SOPOT** | 27 – 29 September 2017

## REPORT



**GLOBALISM, BILATERALISM,  
ECONOMIC PATRIOTISM?**

CHALLENGES FOR SOCIETY AND BUSINESS



**EFNI**

EUROPEAN FORUM  
FOR NEW IDEAS



ORGANIZER



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HONORARY PATRONAGE

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GLOBALISM, BILATERALISM, ECONOMIC PATRIOTISM?  
CHALLENGES FOR SOCIETY AND BUSINESS

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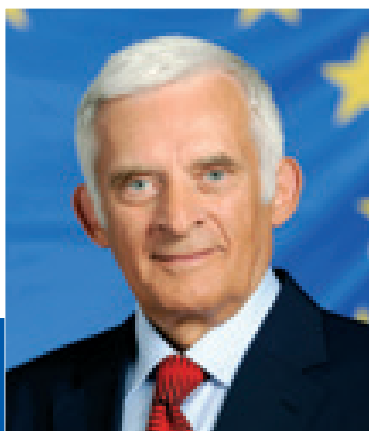


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## EUROPE'S FUTURE IS OUR TASK

Since its beginnings, the foundation of the European Forum for New Ideas has been to devise a platform for exchanging thoughts and concepts intended to improve the environment in which we live and carry on business. For 13 years, the environment has been composed not only of our home country, but also of the European Union. It is the Community that has enabled Poland to accomplish its potential, and reach the status of a developed country (according to the World Bank).

Given the passion of the debates, this year's EFNI was undoubtedly one of the most intense forums. Almost one thousand attendees discussed multiple topics concerning the future of our country and continent. Although there were as many opinions as attendees, all of them were unanimous about one issue: despite the need for further, profound reforms in the European Union, Poland's future must be tied to deeper integration into the European Community of states, and to respecting European values. Precisely these values are the foundations for order and peace in our part of the world over the last 70 years. The crisis of values that we have witnessed recently, epitomized by Brexit, is slowly becoming a thing of the past, which is evident by the electoral defeats of nationalist movements and candidates in France, Germany and the Netherlands. We, the Poles, must go to every effort to avoid being pushed to the European periphery; after all, we want to be in the centre of Europe. We need to undertake a solid, public debate about the adoption of the common currency and active participation in shaping the European taxation, digital, trade and defence policy. Let us specialize in them, like we have specialized in the energy policy.

It has turned out that globalization, the central theme of this year's forum, is exceptionally up-to-date and relevant to the challenges faced by the European societies. Globalization cannot go into reverse. Protectionism must not be a long-term response to the crisis of values. A common Europe is based on openness, and this openness must remain Europe's true strength. Let us advocate open borders, a strong single market and trade agreements with non-member states. Let us become promoters of green solutions in industry and business. This conclusion can be drawn from the debates on megatrends in the digital and space sectors, in the circular economy, in new medical solutions and the food industry.

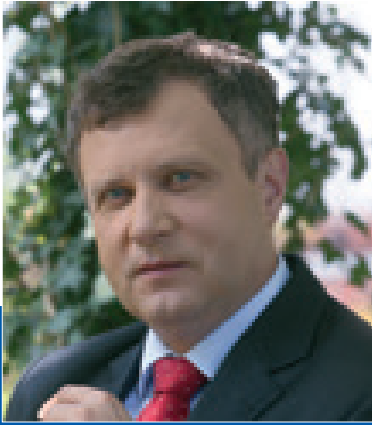
Why do these trends need to be followed? Because only if we follow them closely, we are capable to react; quickly, promptly and in conformance with the development of our civilization. In this way, we can shape the future of our continent in a proactive and constructive manner. This is where our path should lead and this is how the European Union must be reformed. The crisis has forced us to profoundly revise our mindset, as well as has opened us to change and achieve through a common dialogue. Initiating, conducting and maintaining the dialogue are responsibilities that the European Forum for New Ideas is delighted to assume.

### 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, European Parliament



## SOLIDARITY WITH THOSE IN NEED

This is the seventh time that we have met in Sopot to discuss what matters most, what changes our world and defines it anew. The three conference days helped us look at the political and economic situation from a new perspective. Invigorating, creative and frequently controversial debates have become an inherent part of the European Forum for New Ideas. This is the level of discourse that we have become accustomed to, and EFNI never loses its credibility and strength of message. It is just the opposite. The panellists and guests voiced their concerns and anxieties without slipping into exaggerated pomposity. And they are concerned, indeed. Those who are upfront and speak bluntly these days take a risk, but it is worth it because difficult times are a way of passing a test of responsibility and adulthood.

Those in power here are failing this test in respect of the refugees. Empathy and ordinary human decency are missing; after all, we used to be offered help and it is time for us to help others in need. The EFNI attendees have not failed, though. Owing to their donations we are going to purchase wheelchairs for sick children in Syria. My heartfelt gratitude for every single zloty, for your generous ways and compassion.

### JACEK KARNOWSKI

prezydent Sopotu



## EUROPE FOR BUSINESS, BUSINESS FOR EUROPE

Now in its 7th edition EFNI has once again proven to be a key European event from which we always depart with many new ideas and reflections. It does not only attract high-level participants, but most importantly it stimulates rich and interesting debates covering a broad spectrum of topics – all valuable to the discussions on the future of the European Union.

European companies strongly believe in the European Union – not only as an economic project, but particularly also in its political vision, which has resulted in six decades of stability, growth and welfare for all European citizens. However, at this moment, this vision is challenged for various reasons by portions of our societies. It is thus now a decisive point in time, to remind critics of the European Union that the benefits substantially outweigh the perceived costs of this trans-European cooperation.

For this, the EU and its member states have to show a clear vision of our common future and deliver determined and tangible action to the European citizens. We as the business community, see ourselves as a key actor in the strive for a globally competitive and wealthy Europe, and have ourselves defined a number of key areas for immediate action.

For instance, the Single Market, our masterpiece and a tangible benefit for the European citizen, must not only be completed and coherently implemented across the Union, but it also needs to be defended against new protectionist ten-

dencies. Furthermore, despite increased public scrutiny and criticism, we must not shy away from pursuing an ambitious trade agenda which can hold up against increasing global competition. We must also push for the conclusion of trade deals which are not (as often alleged) solely for the benefit of business, but aim to benefit society as a whole. To keep our companies fit for global competition it is indispensable to also deliver on the Industrial Policy Strategy, which based on our traditional strengths, should strategically seize the opportunities of future macrotrends and prepare us for upcoming technological changes.

European policy needs to satisfy the basic needs of European citizens: economic stability, access to jobs and the skills to steer and not be overwhelmed by changing work and life environments. To achieve this, companies must not be hindered from making contributions. Let us not only debate, but come together and join forces to turn our dreams for Europe into reality and ensure a better future for companies and employees in Europe.

**MARKUS J. BEYRER**

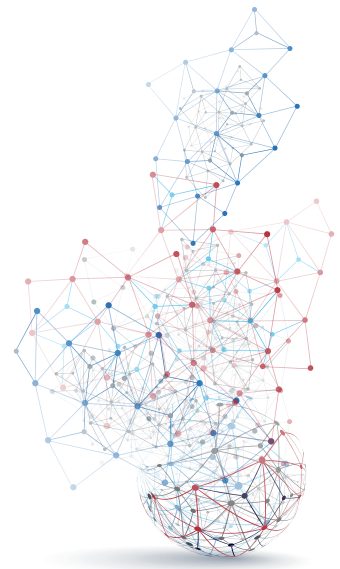
Director General, BusinessEurope



**EFNI**

SOPOT 2017

# NEW IDEAS



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# SOPOT DECLARATION 2017

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Sixty years after the Treaty of Rome was signed, Europe has become an area of cooperation. We, Europeans, live in peace, enjoying freedom and the benefits of the single market. We no longer notice the borders which until recently divided our continent.

Indisputably, the Union has turned out to be the best possible project for Europe. It is our shared success. We cannot waste it!

Yet fears and criticism are rising, due to factors such as the migration crisis, terrorist attacks, the changes in technological, social economic dimensions, as well as a sense of injustice as to how the success of common Europe is shared. Populism is growing, nationalist and protectionist sentiments are on the rise, and the very sense of the existence of the European Community, its values, and its legal order are all being challenged.

Only a joint effort can ensure Europe's security and development. There is no other way in the light of the current power structure. That is why the future of Europe requires striking a balance between the three areas that constituted the central themes of the 7th European Forum for New Ideas: Globalism, Bilateralism, and Economic Patriotism.

In terms of supranational issues, for instance the global trade system, the awareness of global pro-

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cesses is a pivotal issue. If the European Union wants to affect them, all member states have to engage in close cooperation.

Bilateral relations are the second pillar of a stable Europe. Firstly, the single voice of all member states renders bilateral free trade agreements possible. Secondly, the member states' policies aimed at developing direct relations with other countries strengthen the position of the entire continent. Strong international economic and political relations offer the best guarantee of growth, security, and peace.

The third pillar of the European Union are strong member states. Each country has to learn its lesson and move towards radical civilizational, social, cultural, technological, and economic advancement. We cannot wait for the EU institutions to do that for us! Let us cease putting the blame for our own mistakes and failures on the EU. Let us instead uphold its authority and positive image in the member states. Let us teach solidarity, tolerance, openness, and shared responsibility. Let us demand respect for the law. Let us create the best possible conditions for business activity in our own countries. Economic patriotism is a vital element of the European project. It must not be identified with nationalism, protectionism, or egoistic concentration on one's own interests at the expense of other members of the community.

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Reconciling so many complex interests requires effective dialogue, predominantly with those who express a different opinion and different visions, and who often subscribe to values other than our own. This is also a task for the business community. Let us not leave Europe to politicians alone!

Here is our appeal to all Europeans: let us take responsibility for our European Union. Let us participate in the debate on Europe's future, let us propose and carry out reforms.

Europe is us!

Sopot, 29 September 2017



HENRYKA BOCHNIARZ

President of the Polish Confederation Lewiatan

Vice President of BusinessEurope



JERZY BUZEK

Chair of the EFNI Programme Council, European Parliament



# Emerging Market Champions Award

**citi** handlowy

[citihandlowy.pl/emergingmarketchampions](http://citihandlowy.pl/emergingmarketchampions)

We would like to invite you to  
the Citi Handlowy Emerging Market Champions  
Award Gala

**Thursday, September 28, 2017  
at 12:00 p.m. - 01:45 p.m.**

Day 2 of the European Forum for New Ideas,  
during the plenary session:

**"The Turning Point. How Will Transatlantic Economic  
Relations Change?"**

the Pavilion of New Ideas

The Citi Handlowy Emerging Market Champions Award is presented  
to Polish companies operating globally and to emerging market  
companies successfully investing in Poland.



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### WOJCIECH SZPIL

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Philosopher, Ethicist, Professor at University of Warsaw

### KAROLINA WIGURA

Head of the Political Division, Kultura Liberalna

### MACIEJ WITUCKI

Chair of the Supervisory Board of Orange Polska



**EFNI**

SOPOT 2017

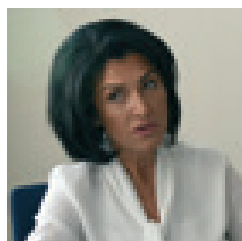
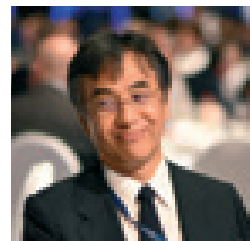
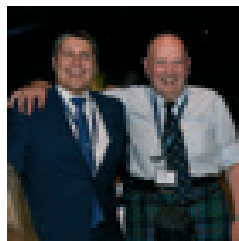
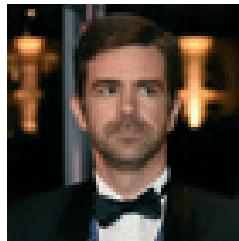
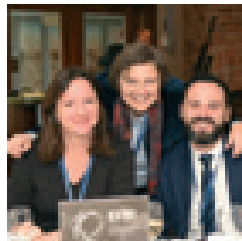
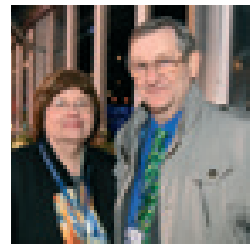


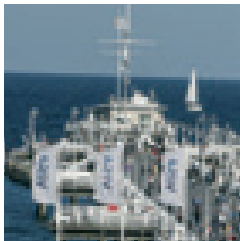
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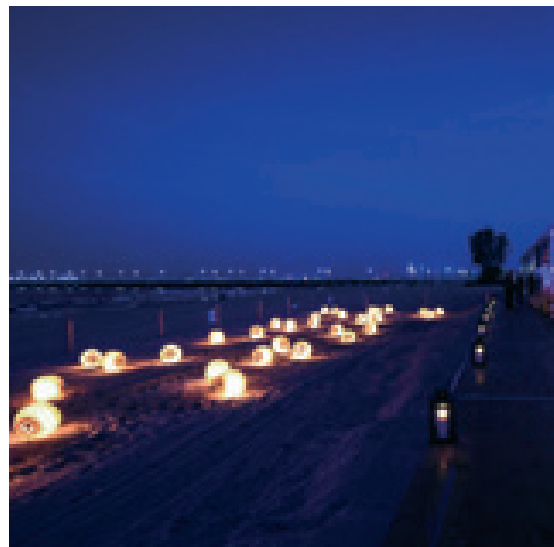
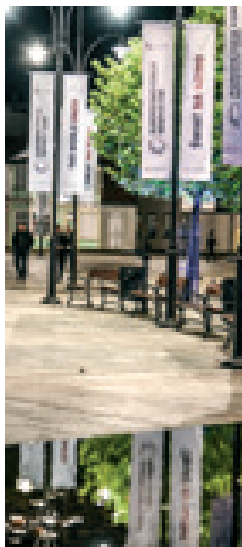
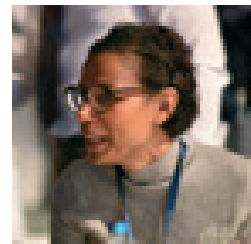
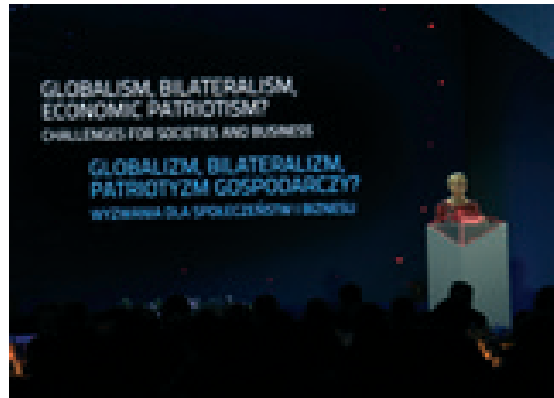
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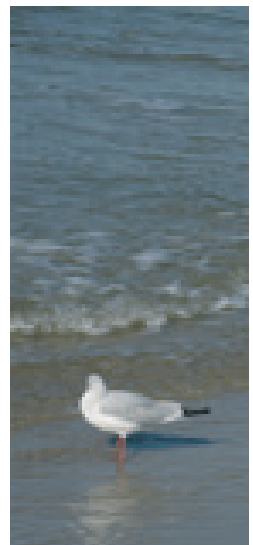
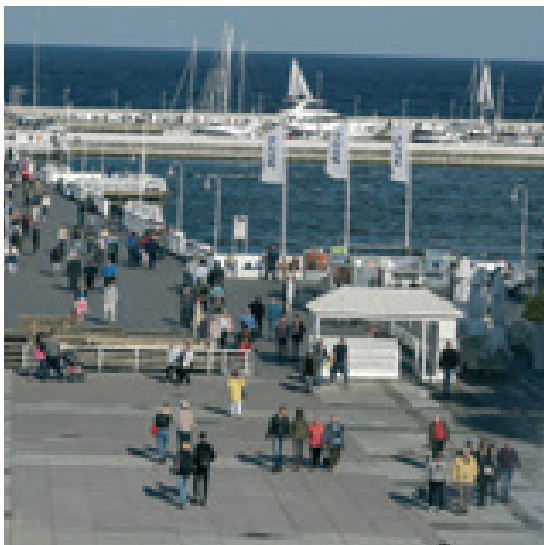
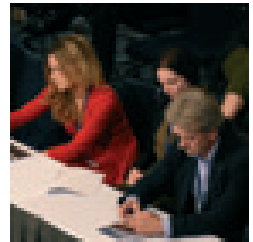
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SOPOT | 27–29 September 2017











**EFNI**

SOPOT 2017





PROGRAMME EVENTS

## EFNI OPENING GALA: THE WORLD ANEW



Henryka Bochniarz, Norman Davies, Jerzy Buzek

**DUE TO THE ECONOMIC CRISIS, DISTRUST IN ELITES AND MIGRATION, A WAVE OF POPULISM AND NATIONALISM HAS SWEEPED ACROSS EUROPE AND BEYOND. THIS PROVIDES PROOF THAT THE ECONOMIC AND SOCIAL MODELS ARE NOT FUNCTIONING SMOOTHLY. “IT IS OUR RESPONSIBILITY TO DEFEND EUROPEAN VALUES AND THE PROGRESS WE HAVE MADE OVER THE RECENT DECADES”, SAID HENRYKA BOCHNIARZ, PRESIDENT OF THE POLISH CONFEDERATION LEWIATAN, DURING THE OPENING GALA AT THE EUROPEAN FORUM FOR NEW IDEAS (EFNI).**

She argued that in today’s world, solidarity, dialogue, and discussion – even with those who think differently, who are frustrated and dissatisfied – are crucial. We must make every effort to persuade them and make them see the significance of European values.

Over a thousand leading representatives of business, politics, science and culture from Poland and abroad met in Sopot for the seventh time to discuss the future of Europe. The main theme of this year’s Forum was: “The World Anew. Globalism, Bilateralism, Economic Patriotism? Challenges for Societies and Business.”

EFNI attendees received a warm welcome from [Henryka Bochniarz](#), [Jacek Karnowski](#), Mayor of Sopot, [Jerzy Buzek](#), President of the EFNI Programme Council, and [Markus Beyrer](#), Director General of BusinessEurope.

Henryka Bochniarz said that we should not view Europe as “us” versus “them”. Brussels is “us”, she argued! It is us, Poles, who are building the European Union just as much as every other Member State. We have an impact on the shape of its institutions and on the decisions the Union makes.

## OPENING GALA

Markus Beyrer stressed that the last year was successful in terms of moving several issues in the EU ahead and in the right direction. We are more optimistic. There is clear progress, due to reforms both at national level and in Europe as such. The economic situation is improving. Europe remains the place where millions of people wish to live. Of course, not all problems have been overcome. For instance, the slow progress of the Brexit negotiations is a source of concern for business people.

Jacek Karnowski said that being in Europe means showing solidarity also with those who are suffering, and that means refugees. He asked for support for those in need.

**Norman Davies**, professor at the University of London, was a special guest at the Opening Gala. He received this

*Due to the economic crisis, distrust in elites and migration, a wave of populism and nationalism has swept across Europe and beyond. This provides proof that the economic and social models are not functioning smoothly. "It is our responsibility to defend European values and the progress we have made over the recent decades."*

**HENRYKA BOCHNIARZ**

President of the Polish Confederation Lewiatan  
Vice President of BusinessEurope

year's EFNI award for promoting European values.

In a conversation with Jerzy Buzek, Professor Davies spoke very positively about the Museum of the Second World War in Gdańsk. In his opinion, we build museums to preserve the memory of past events which contribute to our identity. Europe cannot forget about its past, he added. He said he was worried about the future of Great Britain. "I am afraid that Brexit will destroy the United Kingdom, and that it will not survive this malaise. Poland, on the other hand, will navigate the current problems well", he said.

Norman Davies noted that historians study what happened in the past, but they are not astrologists who can predict the future. "One thing is certain", he added, "states emerge and grow, but there comes the time when they disappear, eventually."



Jacek Karnowski



Markus Beyrer



Shigeo Matsumoto



## POLAND IN 20 YEARS: HOW WILL TECHNOLOGY CHANGE REALITY?

PARTNER **citi handlowy**

KNOWLEDGE PARTNER

**THINKTANK**  
ośrodek dialogu i analiz



(from left to right) Łukasz Grass, Maciej Witucki, Aleksandra Przegalińska-Skierkowska, Krystian Jażdżewski, Jacek Czerniak

**PANELLISTS:** **Jacek Czerniak**, Director, Department of Global Clients, Citi Handlowy, Poland, **Krystian Jażdżewski**, Professor of Medicine, Warsaw Genomics, Medical University of Warsaw, Poland, **Aleksandra Przegalińska-Skierkowska**, Department for International Management, Kozminski University, Poland, **Maciej Witucki**, Chairman of the Board, Orange, Poland

**MODERATOR:** **Łukasz Grass**, Editor-in-Chief, Business Insider, Poland

**ALTHOUGH IT IS DIFFICULT TO PREDICT HOW POLAND AND THE WORLD WILL CHANGE OVER THE NEXT 20 YEARS, WE ARE ALREADY OBSERVING THE TRENDS THAT DETERMINE THE DIRECTION OF THESE CHANGES. POLAND'S POTENTIAL IN MANY AREAS DOES NOT DIFFER FROM THE POTENTIAL OF THE MORE DEVELOPED COUNTRIES. THERE IS NO TECHNOLOGICAL GAP BETWEEN POLAND AND THE WEST.**

Panelists emphasized that development of technology will change the labor market. Part of the professions will disappear, and most of the routine activities will be done by robots. Perhaps the basic income will be introduced. **Maciej Witucki** noted that in 20 years the lowest level employee will not be similar to today's

employee. He will have much more expertise and will perform more complex tasks. Another challenge is also an aging society that will be much older in 20 years.

Participants of the discussion agreed that Poland's potential does not differ from the potential of

the more developed countries, but pointed to problems (both legislative and psychological) that block the development of new technologies. Regarding the elimination of technological gaps, **Aleksandra Przegalińska-Skierkowska** said that above all we should look for gaps and new areas that are to be developed, in-

## PANEL SESSION

DAY 1



Maciej Witucki

stead of trying to copy solutions from the Silicon Valley. We should look to the future and try to manage the empty fields so that we can scale our ideas, and go out with them to the outside markets. Too rarely, however, we undertake the company's development and implementation of projects. Mostly we are only contractors – she added.

**Krystian Jażdżewski** pointed to technologies that greatly help to accelerate the diagnosis of cancer. “For every 600 people we can help 30 people, if only we could reach a wider group” – said prof. Jażdżewski.

He stressed that the biggest problem is to reach the people who would have the possibility of routine check-ups. American universities are very willing to employ Polish scientists, which means that they do not differ from their foreign colleagues – he argued.



Aleksandra Przegalińska-Skierkowska

Asked how to support the development of technology, **Jacek Czerniak** replied that the biggest challenge for startups is commercialization. He pointed to the role of the state, which should build a system that

supports technology transfer. In Poland we do not have adequate support systems, similar to those that operate in Western countries.

**Maciej Witucki**, summarizing the discussion, stressed that the greatest potential of Poland is the young people who see opportunities for development in Poland and even encourage foreigners to study at Polish universities. Specialization in narrow fields can create a significant advantage that will make us competitive on the market, especially in the environment and construction markets, where we are already experts.



Krystian Jażdżewski

## CONCLUSIONS:

- The state should support Polish entrepreneurship both legally and financially. Helping with the commercialization of ideas is essential especially at the initial stage of operations of companies that are not yet involved in Venture Capital funds.
- Technically advanced companies should remember to build diverse teams that will include not only professionals with “hard” knowledge, but also “soft” professionals.

## DEMOCRATIC DECLINE? INSIGHTS OF INTELLECTUALS VERSUS SOCIAL SCIENCES

KNOWLEDGE PARTNER



CENTRE FOR THE STUDY OF DEMOCRACY,  
SWPS UNIVERSITY OF SOCIAL SCIENCES  
AND HUMANITIES.



(from left to right) Radosław Markowski, Łukasz Lipiński, Michael D. Kennedy

**PANELLISTS:** **Leszek Jażdżewski**, Editor in Chief, LIBERTÉ!, Poland, **Michael D. Kennedy**, Professor of Sociology and International and Public Affairs, Brown University, USA, **Michał Kořan**, Deputy Executive Director, Aspen Institute Central Europe, **Radosław Markowski**, Director of the Centre for the Study of Democracy, SWPS University of Social Sciences and Humanities, Poland

**MODERATOR:** **Łukasz Lipiński**, Director for Analysis, Polityka Insight, Poland

**ARE WE DEALING WITH A CRISIS OF DEMOCRACY? SEVERAL UNSETTLING EVENTS ARE HAPPENING, THE IMMINENT CRISIS IS BEING DISCUSSED, BUT JUDGING BY THE INDICATORS, DEMOCRACY SEEMS TO BE HOLDING OUT. YET, ALIENATION AND GROWING DISPARITIES BETWEEN VARIOUS SOCIAL GROUPS, AS WELL AS LACK OF PREPARATION OF THE INSTITUTIONS AND ENTIRE SOCIETIES FOR THE UPCOMING GLOBAL CHANGE ARE A SOURCE OF CONCERN.**

The results of surveys conducted in almost 30 European states indicate that support for liberal democracy is as strong as it used to be. Its advocates often criticise socio-economic policies pursued by their governments, but they never undermine the foundations of liberal democracy. At

the same time, democracy is understood not only as a means for selecting those in power and exercising power, but as a means of defending the weak and reducing inequalities.

According to **Radosław Markowski**, liberal democracy is by no means

drawing to a close, although the quality of the “democratic citizen” is deteriorating. Conscious governments are not enough. It is citizens who should be involved, and this is what the quality of democracy depends on. As things stand, people are currently giving up values that used

## PANEL SESSION

DAY 1



Michael D. Kennedy

to be essential. They are giving up their social life, moving away from political parties, which attach more and more weight to their election outcome, and pay less and less attention to their programmes; people are breaking with the church and withdrawing from their families. This affects the quality of the public life.

**Michael D. Kennedy** remarked that we are witnessing growth of democracy in some areas and decline in others. Still, it might be legitimate and useful to call our times the crisis of democracy because the institutions that are currently in operation are unable to handle the formidable contemporary

challenges. If the current landscape is not referred to as a crisis, we will never make any significant changes. Responsibility for the changes ought to rest both with the politicians and scientists. Universities should conduct research and engage in a dialogue with the communities.



Leszek Jażdżewski

“Contemporary societies are overwhelmed by fear of the future. People are concerned that what they have learnt so far will become useless. Governments, scientists and entire societies are unable to catch up with ongoing change, in particular in the area of technology. We should stress how technology can

help people, while our focus is on effectiveness. This needs to change if we care about true democracy”, remarked **Michal Kořan**.

**Leszek Jażdżewski** added that crisis is an inherent element of the system in which we are functioning. We are all lagging behind globalization. The times of intellect and reason are over. People are dissociating themselves from political parties and democracy. It is time we gave up the illusion that we are voting for positive programmes and introduced a system to vote “against”.



Michal Kořan

## CONCLUDING REMARKS:

- Revolution in information technology may be a harbinger of democratic renaissance, but may as well distort democracy. Technology offers extensive access to information and increases transparency, but simultaneously makes it possible to play with emotions on an enormous scale, in this way limiting our ability to make rational choices.
- The quality of democracy depends on the citizens, their knowledge, sense of responsibility and social engagement.
- In order to maintain democracy in good shape, we need public institutions, education and social dialogue of superior quality.

## WHY DO WE NEED WOMEN IN POLITICS?



(from left to right) Małgorzata Bonikowska, Barbara Nowacka, Atifete Jahjaga, Magdaléna Vášáryová

Participants of the debate on the role of women in politics agreed that it is more difficult for women to be politically active. However, they stressed that this does not have to be the case in the future – as sex ceases to be a determinant of the type of career one pursues. Women in politics succeed, in part because their natural qualities became increasingly useful in this profession. In the 21st

century, the effectiveness of leaders is more dependent on flexibility, openness to dialogue, and empathy - traits traditionally attributed to women. Studies show that the presence of women in parties or parliaments limits political conflicts and contributes to an increase in completed election promises.

## GERMANY AFTER THE ELECTIONS



**Irene Hahn-Fuhr**, Director of the Heinrich Böll Foundation in Warsaw, **Michal Kořan**, Deputy Executive Director of the Aspen Institute Central Europe, **Janusz Reiter**, Chairman of Council of the Centre for International Relations Foundation, discussed the effects of the election campaign in Germany. Guests discussed how to ensure social stabilization in a post-election country and how to deal with the technological challenges posed by nations such as China. According to Janusz Reiter, the German election campaign itself was boring, but its results were exciting. Michal Kořan and Irene Hahn-Fuhr were of the opinion, that the outcome of the parliamentary elections is a sign, that in recent years

there has been a lack of constructive and substantive political debate between the government and the opposition. Leaving of the coalition by SPD will make it more difficult for the CDU-CSU to govern Germany, but it can encourage a broader dialogue on the affairs of the state, something which German society has been counting on for a long time. While discussing the future of Germany, attention has also been paid to the need for greater investment in cutting-edge technology, R&D and education. According to the panelists, despite good economic indicators, Germany is increasingly lagging behind in these areas from the US and China.



## SCREENING OF THE DOCUMENTARY "THE STRATEGIST" BY KATARZYNA KOLENDA-ZALESKA IN MEMORY OF ZBIGNIEW BRZEZIŃSKI, AND TRIBUTE TO ZBIGNIEW BRZEZIŃSKI



(from left to right) Katarzyna Kolenda-Zaleska, Andrzej Lubowski i uczestnicy rozmowy (in the first row Zbigniew Bochniarz and Henryka Bochniarz)

A tribute to one of the most outstanding geostrategists in history, considered to be the architect of the contemporary socio-economic order, was paid by: [Katarzyna Kolenda-Zaleska](#), journalist at TVN, and [Andrzej Lubowski](#), economist, author and commentator. "America is lucky to have had several distinguished diplomats, but only two great geostrategists. Zbigniew Brzeziński was one of them", stressed Katarzyna Kolenda-Zaleska.

The tribute was preceded by the screening of the film "The Strategist". Four Nobel Peace Prize laureates, the 39th President of the United States, the former and current presidents of Poland, American secretaries of state and na-

tional security advisors, outline the portrait of an eminent political scientist, analyst and United States National Security Advisor in the administration of President Jimmy Carter - Professor Zbigniew Brzeziński - in the documentary by Katarzyna Kolenda-Zaleska, "The Strategist". This is a story about politics, difficult choices and about how to affect the course of global events in a morally responsible manner. The film discusses the negotiation of the Camp David Accords, the Cold War, the Soviet invasion of Afghanistan and the dramatic rescue operation in the Iran-United States hostage crisis, the Solidarity trade union and the election of Pope John Paul II. This is also a story about unique family ties, love, and reconciling work with raising children.



Katarzyna Kolenda-Zaleska

## WILL GDP GIVE WAY TO THE HAPPINESS INDEX?

KNOWLEDGE PARTNER

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DATE DO MYŚLEŃIA


(from left to right) Salvatore Babones, Romina Boarini, Wojciech Przybylski, Edoardo Campanella, Petr Zahradnik

**PANELLISTS:** **Salvatore Babones**, Professor, University of Sydney, Australia, **Romina Boarini**, Co-ordinator on Inclusive Growth Initiative, OECD, **Edoardo Campanella**, Eurozone Economist, UniCredit Bank, Italy, **Petr Zahradník**, Advisor to the President of the Czech Chamber of Commerce, EKES, Czech Republic

**MODERATOR:** **Wojciech Przybylski**, Chair, Res Publica Foundation, Poland

### A DEBATE HAS BEEN GOING ON FOR THE PAST 20 YEARS ABOUT THE USE OF GDP AS AN INDICATOR OF GOVERNMENT PERFORMANCE. HOW TO BEST MEASURE THE WELFARE OF THE SOCIETY, AND DO WE REALLY NEED A DIFFERENT INDEX?

**Romina Boarini** claimed that GDP is one of the most imperfect measures of the quality of life. She also stressed the abuse of GDP by specific groups in power to achieve their political objectives and, to this end, stimulation of economic growth that is unbalanced and cannot be maintained. She pointed to the fact that GDP fails to reflect the citizens' feelings and moods, which

are among the factors affecting the market.

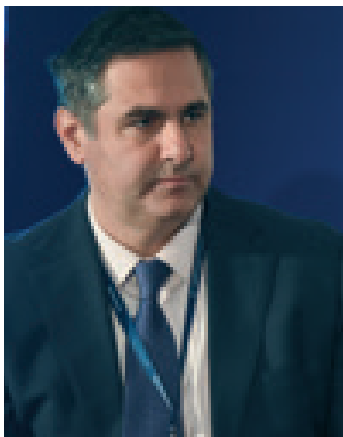
**Salvatore Babones** claimed that GDP takes account of the processes occurring in the market economy, but omits processes happening in a household, such as raising children, production of food to satisfy the needs of the household, or household chores. Hence, GDP omits a

large number of processes occurring in the society, especially in developing countries.

According to **Edoardo Campanella**, GDP is an indicator that can be used to determine if a state is developing quickly or slowly, but fails to specify if it is navigating in the right direction. Campanella stressed the importance of GDP for the ex-

## PANEL SESSION

DAY 2



Salvatore Babones

istence of global financial markets which are in turn indispensable for the operation of most economies, in particular those poorer in capital. It is difficult to find a substitute for GDP along with the development of these markets. GDP plays a role in defining the fluctuations in business activity. The EFNI guest also pointed out that some of the countries which criticize GDP as a measure pursue a socio-economic system that may

not be strictly capitalist. He also remarked that we are living in national states, and their system, including the fiscal structure, is based on GDP.



Romina Boarini

**Petr Zahradnik** stressed that for Central Europe and its centrally planned economies of the past, GDP has always been one of the best state production measures. However, GDP is facing challenges, such as globalization, where GDP is signifi-

cantly different from GNP, especially in post-transformational Eastern European states. Gross Domestic Product is also a standardized measure and as such is applicable to almost any economy.

“Although GDP is a standard, it is far from ideal”, concluded **Wojciech Przybylski**.



Edoardo Campanella

## CONCLUDING REMARKS:

- GDP will remain the main measure for global financial markets, making it possible to compare states. From the vantage point of societies that GDP is intended to describe, other factors defining the welfare of a society should also be included.
- Issues related to non-market activities such as raising children, production of food to satisfy the needs of the household, household chores and volunteer work must also be taken into account, along with a broader background related to environmental care or human health. This reflects on the social climate that may impact the economic performance.
- Governments must cease to make a fetish of economic growth for political reasons; they ought to focus their attention on sustainability and economic stability instead.
- GDP cannot be replaced with the Happiness Index; attractive as it is, it seems to be rather vague. Emphasis should be placed on complementary measures such as education, healthcare and longevity.



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## CONFLICTS AND MEDIATIONS – CAN WE HELP OURSELVES, AND IF SO, HOW?



(from left to right) Roman Beata Stelmach, Leonardo d'Urso, Małgorzata Miszkin-Wojciechowska

**PANELLISTS:** **Leonardo d'Urso**, CEO, ADR Centre, Italy, **Małgorzata Miszkin-Wojciechowska**, Director, Polish Confederation Lewiatan Mediation Centre, Poland, **Roman Rewald**, President, Polish Confederation Lewiatan Mediation Centre, Poland, **Beata Stelmach**, Chair of the Board, GE for Poland and the Baltic States, Poland

**THOSE WHO INTEND TO ENGAGE IN BUSINESS ACTIVITY ON AN INTERNATIONAL MARKET, HAVE TO ADAPT TO THE RULES GOVERNING THIS MARKET. MEDIATION, A RELATIVELY NEW METHOD, MAKES IT POSSIBLE TO BUILD MUTUAL TRUST AND STRENGTHEN RELATIONSHIPS IN BUSINESS.**

According to the attendees, every business activity involves long-term economic conflicts that may be resolved by mediation provided that the legal landscape in individual countries is conducive to it. Moreover, a developed system of negotiations and a search for conciliatory solutions help prevent prolonged lawsuits, which are often very costly. The attendees stressed that it is very important not to be afraid when faced with conflicting business relationships, but to solicit win-win situations, where there are no winners or losers.

Mediation, which is gaining importance in international contracts, must be given more credit in Poland. In this con-

text, Poland ought to join the most developed economies of the world and recognize mediation as the best form of ADR, i.e. Alternative Dispute Resolution.

Lawyers who reject mediation for fear that their fees might plummet, engage in an unethical and most likely also illegal conflict of interest with their clients. This happens when the lawyer's own interest related to the fee for litigation is in conflict with their client's interest, which is to save money on legal services and other costs (not only financial) of the lawsuit if mediation is an option.

## A FAMILY BUSINESS VERSUS AN INTERNATIONAL CORPORATION – ECONOMIC PATRIOTISM VERSUS GLOBALISM

EVENT  
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OCHNIK



(from left to right) Nino Džikija, Patrycja Krzanowska, Adam Rozwadowski, Marcin Ochnik, Artur Czepczyński, Tadeusz Dulian

**PANELLISTS:** **Artur Czepczyński**, President of the Management Board, ABC Czepczyński, Poland, **Tadeusz Dulian**, Senior Marketing and Business Development Manager, Deloitte EMEA, Poland, **Patrycja Krzanowska**, Intern, Nowy Styl, Poland, **Jerzy Krzanowski**, President of the Management Board, Nowy Styl, Poland, **Marcin Ochnik**, President of the Management Board, Ochnik, Poland, **Adam Rozwadowski**, President of the Management Board, ENEL-MED Medical Centre, Poland

**MODERATOR:** **Nino Džikija**, Editor in Chief, INN:Poland, Poland

**THE ROUND TABLE OF REPRESENTATIVES OF FAMILY BUSINESSES FOCUSED ON THE CHARACTERISTICS, CHALLENGES AND VALUES OF THEIR COMPANIES. IN POLAND, FAMILY BUSINESSES ARE PERCEIVED IN VARIOUS WAYS. OLDER GENERATIONS CONTINUE TO LOOK AT THEM AS “SMALL, PRIVATE BUSINESS OWNERS”, WHILE YOUNG PEOPLE REGARD THEM AS A PERFECT ALTERNATIVE TO MULTINATIONAL CORPORATIONS.**

In **Patrycja Krzanowska's** opinion, family businesses are attractive for young people because of their credibility, identification potential and values. Family businesses encourage active engagement and help resolve conflicts. In global organizations it is more difficult to drive engagement in conformity with the values of all employees, hence a divide can be seen between communication and reality. In family businesses operation in conformity with values

endorsed by all employees appears to be more feasible. This may become a competitive advantage in the battle for talent. The “family spirit” becomes a value which the consumer perceives to be more robust. It can be inferred from the research mentioned by **Tadeusz Dulian** that family businesses are better positioned in negotiations as they are a more trustworthy partner in the talks.

## ROUND TABLE

## DAY 2

Family businesses are also said to know how to control their “checks and balances”, and they have made a name for themselves as being thrifty and skilled at rational budgeting. In long business cycles, they fare better than multinationals and they deal with crises more efficiently because they avoid excessive debt. Their huge assets are stability and predictability which they offer to their personnel, also by lack of anonymity.

Yet, family businesses are not just a streak of success, but also burdens and challenges. Nepotism and a vague career path are often engrained in their DNA. This statement was challenged by **Adam Rozwadowski**, who claimed that large family businesses have procedures and clear actions in place. As a result, their career paths and salary rules are absolutely transparent.

Family businesses are also very much into innovation. **Artur Czepczyński** pointed out that as a result of innovations in operating systems, the company became attractive for large international clients. According to Patrycja Krzanowska, the assumption that innovation always involves high costs and spending is false. Family businesses invest in innovation differently. They assume that the return on investment will be more distant in time.

How is economic patriotism reflected in the activity of family businesses? It differs in each sector. The company Ochnik does not suffer from excessive interference of the state and is subject to market forces most of the time. The business landscape is different in healthcare where state interventionism is highly discernible, but not necessarily positive

for the private sector. There is no such thing as economic patriotism for ABC Czepczyński because the world of public tenders is governed by one element only, the price, and this is where room for change can be provided by policymakers. Local government units often show hardly any interest in the largest family businesses in their regions. The owners indicate lack of support or interest in the issues faced by local entrepreneurs to say the least.

According to the estimates, as many as three quarters of the family businesses will change hands in the near future. Some companies may be unable to survive this process. How to go through the succession process and at the same time avoid a crisis or even bankruptcy? One of the ways is to stagger the leadership succession process over a period of time by beginning the talks with the children about their career paths early, ensuring their proper education and having them get to know the company and gain insight into entrepreneurship. It is useful for the successors to gain experience in a multinational corporation, broaden their horizons and next transfer this knowledge to the family business.

**CONCLUDING REMARKS:**

- The image of Polish family businesses must be taken care of, and their role in hiring personnel, contributing to GDP growth, as well as their values must be stressed. The entrepreneurs themselves must solicit support for building a positive image of family businesses, as well as solicit support from NGOs and state administration.
- Family businesses ought to counteract their weaknesses such as nepotism or succession issues.
- Differences in the approach of family businesses towards business and employees must be stressed and focus must be placed on endorsing family values and the long-term outlook as opposed to profit maximization as at the end of the financial year in other companies.
- Action must be taken to demonstrate that economic patriotism is of crucial importance for the development of Polish family businesses. When making consumer decisions, the Poles ought to be more conscious of their responsibility for Polish employees and Polish companies.

## CIVIL CITIES IN THE AGE OF NATIONAL POPULISM



(from left to right) Adam Balcer, Jan Zielonka, Paweł Adamowicz, Barçin Yinanç, Markku Markkula, Edward Strasser

**PANELLISTS:** **Paweł Adamowicz**, Mayor of Gdansk, Poland, **Markku Markkula**, First Vice President, European Committee of the Regions, **Edward Strasser**, Founder, The Innovation in Politics Institute GmbH, Austria, **Barçin Yinanç**, Opinion Editor, Hürriyet Daily News, Turkey, **Jan Zielonka**, Professor of European Politics, Oxford University, Great Britain

**MODERATOR:** **Adam Balcer**, Head of Eurazja Project, WiseEuropa, Poland

**AGGLOMERATIONS PROVIDE A VENT FOR WHAT IS GOING ON IN SOCIETIES. LIKE A LENS, THEY GIVE EXPRESSION TO CONCENTRATED ISSUES CAUSING ATTITUDES OF NATIONALISM, CLOSURE AND FEAR. YET, THE CITIES CAN AND SHOULD SET AN EXAMPLE WORTHY OF IMITATION, HOW TO DEAL WITH THESE CHALLENGES.**

The outcomes of elections in which populist parties are more and more successful, street protests and tensions caused by immigrants; all this shows the amount of unease in Europe. According to **Barçin Yinanç**, cultural diversity may become a factor that will ultimately help ease social tensions. Unfortunately, the is-



Edward Strasser

sue of immigrants causes a true rift between the politicians and citizens. “Gdańsk was the first city in Central and Eastern Europe to initiate work on setting the immigrant policy agenda”, said **Paweł Adamowicz**.

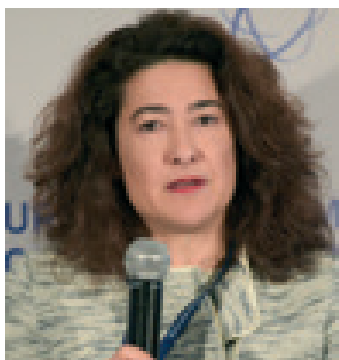
In **Edward Strasser’s** opinion, one of the challenges is the changing



## PANEL SESSION

DAY 2

economic, political and social landscape. It is difficult to provide an answer to the question why populists are gaining more power. “The voters change their mind every 5–7 years on average”, he concluded.



Barçın Yinanç

“Cities and regions ought to create the future. This should be done not only by the authorities, but also by the citizens”, [Markku Markkula](#) stressed.



Jan Zielonka



Paweł Adamowicz



Markku Markkula

**CONCLUDING REMARKS:**

- The European Union and European states should, to a much larger extent than so far, provide for the role of the cities by increasing their impact on political decisions and the economic policy.
- Electoral mobilization of big-city voters is of key importance for suppressing the wave of national populism. This results from the urban civil inclusive identity, being in favour of social pluralism and cultural diversity. Cities are in opposition to ethnic nationalism, promoted by national populists.
- City authorities are political institutions that stand the closest to the citizen; encouraging the citizens to engage in public activity, by integrating them around “urban” topics that are non-political at first sight, forms a basis for civil identity. Multidimensional citizens’ engagement, which has consequences not only at local, but also at the state and European level, ought to be regarded as a priority by city authorities. Cities should never be perceived in opposition to the state; rather, they are a pillar that the state cannot do without.
- The support of smaller cities and towns as well as rural areas extended to national populists is largely tied to the scale of their social, economic and transport bonds with metropolises. It is the cities that are responsible for the strongest possible integration with their environment and for “exporting” the idea of a civil nation and social activity.

## TOGETHER OR SEPARATELY? WILL INTERNATIONAL BUSINESS COOPERATE TO OVERCOME DISINTEGRATION TRENDS?

KNOWLEDGE PARTNERS

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**Global Compact**  
Network Poland


(from left to right) George Friedman, Dieter Kempf, Jacek Krawczyk, Czesław Piasek, Carlos Piñerúa, Beata Stelmach, Jan Erik Surotchak

**PANELLISTS:** [George Friedman](#), Founder and Chairman, Geopolitical Futures, USA, [Dieter Kempf](#), President, BDI, Germany, [Jacek Krawczyk](#), President of the Employers' Group, European Economic and Social Committee, [Czesław Piasek](#), Member of the Management Board, Citi Handlowy, Poland, [Carlos Piñerúa](#), representative of the World Bank for Poland and Baltic States, [Beata Stelmach](#), President of the Board, GE for Poland and the Baltic States, Poland, [Jan Erik Surotchak](#), Director for Europe, The International Republican Institute (IRI), USA

**MODERATOR:** [Piotr Kraśko](#), Journalist, Publicist, TVN BiS, Poland

HAS GLOBALIZATION ALREADY REACHED ITS LIMITS? WILL ECONOMIC PATRIOTISM REDEFINE CHECKS ON THE FREE MARKET? HOW TO BEST MAINTAIN THE UNITY OF THE WESTERN WORLD? EVEN IN TIMES OF GREAT CHANGE AND UNCERTAINTY, WE SHOULD SEEK WHAT IS COMMON. THIS ESPECIALLY CONCERNS THE BUSINESS-ADMINISTRATION RELATIONSHIP. COMPANIES FIND SOLUTIONS QUICKLY, EVEN IF THE STATE IS NOT SUPPORTIVE. THE PUBLIC SPHERE CAN LEARN A GREAT DEAL FROM THE PRIVATE SECTOR, AS BUSINESS IS VERY ADAPTABLE.

[Jacek Krawczyk](#) believes that we have to change the world together. Europe struggles with many challenges and needs new solutions, innovation, as well as in the social sphere. This is not a reason for criticism of globalization. "Globalization

and benefits associated with this diversity must be promoted. Our task is to educate society and show that integration will bring the greatest benefit to all" - he emphasized.

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**Czesław Piasek** noted that disintegration trends do not stand a chance in the long run because they threaten entrepreneurship. “Business likes peace, because it results from pragmatism. As I observe the changes that are taking place in international corporations, I have come to the conclusion that business will win and work together. Among entrepreneurs you can see the openness to change, to enter into the context of the political situation” – he said.

**Dieter Kempf** asked whether the individual is aware of the impact on reality. Did the person who invented the internet feel powerful? No. But he was the author of a life-changing invention. It’s not individuals who change the world, but the ideas, resulting in groundbreaking products.

**Beata Stelmach** stressed the need for dialogue. “We have to talk, explain and convince, because the digital revolution has shown that it is not possible to limit and close yourself in your own country. Globalization is nothing new, and international trade has a long tradition. What is new is the speed of change and the possibility of international cooperation on all continents along with the participation of states. It is important to understand and integrate the perspectives of business, administration and the state. It is possible to cooperate with companies with the support of states; economic patriotism and globalization are interrelated phenomena” – she emphasized.

The problem of human communication was highlighted by **George Friedman**. He stressed that it is impossible to identify the most important persons who make decisions, affecting the fate of the world. We should rather ask about products and inventions, or groups of influence that have contributed to the greatest change. Friedman has suggested that busi-

nesses do not understand many key issues for people, cannot explain why they behave in a certain way, and so rarely take into account issues of culture affiliation. He also talked about the price of integration. In his view, EU countries want to be in the community, but at the same time they are attached to the idea of a nation state. Building acceptance for integration tendencies can entail a high price, for example, in the Civil War, hundreds of thousands of Americans were killed. This was the American price of integration. **Jan Surotchak** alleged that there is no single trend, one idea. It is difficult to compare the internal situation, the results of the elections in France or the United States. Every society has its own expectations for its leaders. There is a general conviction that the system is working badly and that it needs to be improved. “Americans voted for President Donald Trump because they were aware of the changes in the world and did not see the prospects of development either for themselves or for their children” – he said.

**Carlos Piñerúa** emphasized that we are living in a world of continuous innovation. It depends on us how we can help society assimilate it. We should first think about how to support those who do not keep up – “they are behind us”. We must recognize social inequalities and try to counter them. Many people who have caused the crisis to this day have not suffered the consequences, and this undermines confidence in the free market. Business and politicians should mutually respect and appreciate each other.

**Dieter Kempf** pointed out the need for cooperation between states and business. He also added that there are areas within the EU that require greater integration, such as security issues, while others may be left to national authorities.

## CONCLUSIONS:

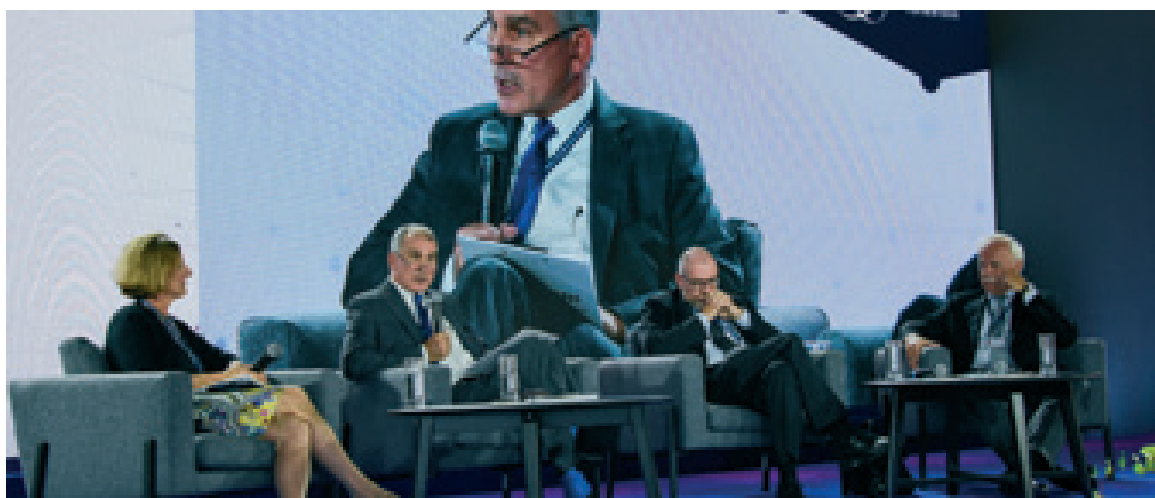
- We need to ensure stronger integration within the EU. However, this will not be possible without significant changes in legislation and approach to transnational structures.
- Greater cooperation between business and the public is needed. States should seek solutions that are most beneficial to citizens, which should motivate them to work with both large businesses and startups. Especially the latter need support to have a chance to compete in the market.
- Educating the public and engaging in dialogue is a challenge for both private and public spheres. The need for mutual understanding should be visible to all.
- Individual dissatisfaction is not conducive to the development of societies. State and business should work closely to eliminate social inequalities.

## THE TURNING POINT: HOW WILL TRANSATLANTIC ECONOMIC RELATIONS CHANGE?

PARTNER **citi handlowy**

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(from left to right) Candi Wolff, Daniel Costello, Denis Redonnet, Andrzej Olechowski

**PANELLISTS:** **Daniel Costello**, Ambassador of Canada to the European Union, **Denis Redonnet**, Director, Directorate for WTO Legal Affairs and Trade in Goods, European Commission, **Candi Wolff**, Executive Vice President, Global Government Affairs, Citi Group, USA

**MODERATOR:** **Andrzej Olechowski**, Chairman of the Supervisory Board, Citi Handlowy, Poland

**THE TRANSATLANTIC BOND WAS THE BASIS OF THE ACTIVITY OF THE FREE, WESTERN WORLD FOR HALF A CENTURY, ITS POLITICAL AND ECONOMIC DRIVING FORCE. TODAY, THE QUALITY OF THIS RELATIONSHIP HAS BECOME A RESULT OF THE DIFFERING CURRENT SITUATIONS IN EUROPE AND AMERICA. WHILE IT IS DIFFICULT TO IMAGINE THE COLLAPSE OF THIS RELATIONSHIP, IT CAN BE OBSERVED THAT IT ENTERED A COOLER PHASE.**

During the presidency of Barack Obama, the USA set Europe slightly aside, concentrating on Asia. However, the choice of Donald Trump brought cooler transatlantic relations. Although it is still difficult to decisively judge the evolution of the foreign policy of the current administration, America's withdrawal from the climate agreement, critique of globalization and the suspension of talks on the Transatlantic Trade and Investment Agreement (TTIP) show a deepening of the distance in relations with its European partners.

Moderator of the debate, **Andrzej Olechowski**, pointed out that he sees durability in the economic relationship between the US and Europe. At the same time, he agreed with **Candi Wolff** that neither politicians nor experts on both sides of the ocean are able to define Donald Trump's policy. So, it is difficult today to predict how the US relations with the European Union will develop. Given the White House's announcements that bilateral agreements will be a priority for the United States, it should be as-

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sumed that the instrumentalization of relations with the EU via TTIP is unlikely to happen. In the long run, this could mean a reduction in trade between Europe and America. “For the United States, the bilateral agreements are now a priority” said Wolff.

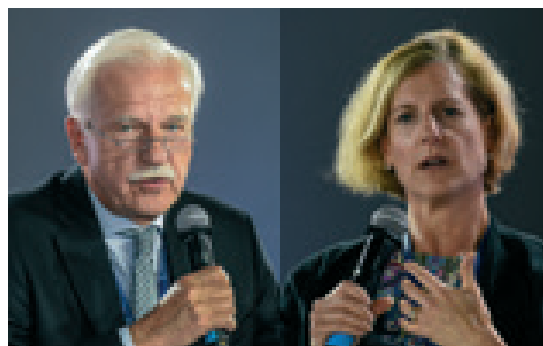
According to participants of the discussion, a change in US policy on international trade is particularly evident in the renegotiation of the NAFTA, which joins the United States with Canada and Mexico. Already during the election campaign Donald Trump announced the change, accusing NAFTA of abandoning the principle of fair trade. “But everything indicates that the United States will not withdraw from the NAFTA agreement” said Wolff. She pointed out that President Donald Trump slowly gave up many dangerous declarations concerning restriction on international trade that had been announced during the election campaign.

**Daniel Costello** emphasized the importance of the Comprehensive Economic and Trade Agreement between EU-Canada (CETA), which has just come into force. He recalled that the negotiations between Canada and Europe lasted over 10 years. The success of CETA will only be possible when the increase in trade will benefit the widest possible group of Canadians and Europeans. Companies count on new contracts, people on employment. At the same time, it is important to maintain transparency. “Trade is of significant importance to people. But we see that many people feel lost, and treat trade as a threat. Therefore, trade agreements must benefit everyone. Just as economic growth cannot be achieved at the expense of social policy” he said.

Europe’s reaction to the cooling of relations with the US is a turn to Asia. The European Union has already concluded

a free trade agreement with South Korea and Japan. Talks with Vietnam are in progress. **Dennis Redonnet** emphasized that the EU’s trade policy must be ambitious, aiming to benefit the widest part of society. At the same time, the signed agreements should be based on the WTO assumptions, so that possible disputes are resolved transparently and in accordance with the law. “Europe should speak with one voice. International trade gives 30 million jobs in Europe. One in eight jobs in Poland is a result of trade” said Redonnet.

According to the participants of the debate, trade policy in times of globalization brings positive results only if it has broad public support and helps to reduce the scale of inequality. The countries’ GDP growth cannot be at the expense of people. Lack of understanding or negative evaluation of its assumptions means protests and sharp opposition to the new international agreements. Dialogue with the public should be conducted not only by governments but also by companies, as they are accused of benefiting the most from the development of international trade. “Profits from transatlantic trade cannot reach a narrow circle of people but to the whole of society. Trade cannot limit democracy” summed up Daniel Costello.



Andrzej Olechowski

Candi Wolff

**CONCLUSIONS:**

- International trade agreements cannot focus solely on the economic dimension. Their important effect must be to reduce social inequalities and increase wealth for possibly the widest social groups.
- Acting on a global scale, business must remember the principle of fair trade, ethics and transparency. Without this, there will be no public support for new, international agreements that increase business and investment opportunities.

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## EMERGING MARKET CHAMPIONS

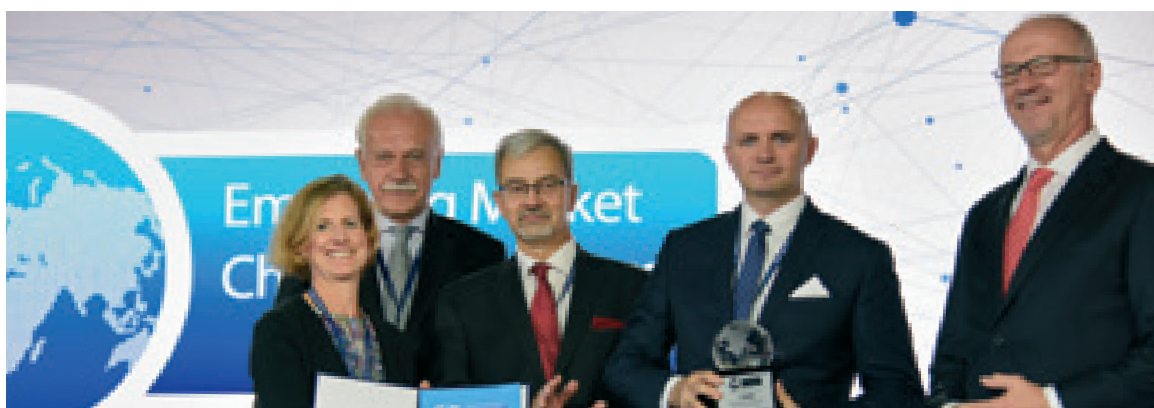
DAY 2

## EMERGING MARKET CHAMPIONS. PRESENTATION OF THE CITI HANDLOWY AWARD FOR BUSINESS LEADERS



PARTNER

THE WINNERS OF THE FOURTH EDITION OF THE EMERGING MARKET CHAMPIONS CITI HANDLOWY AWARD ARE MASPEX AND LG CHEM POLAND



(from left to right) Candi Wolff, Andrzej Olechowski, Jerzy Kwieciński, Robert Wawro, Sławomir S. Sikora

“THE AWARD IS ALSO A FORM OF PUBLIC ACCOLADE FOR COMPANIES WHICH ARE COUNTEREXAMPLES OF THE STATEMENT THAT BEING LOCKED UP IN YOUR OWN COUNTRY IS THE RIGHT PATH FOR DEVELOPMENT”, STRESSED SŁAWOMIR S. SIKORA, PRESIDENT OF THE MANAGEMENT BOARD AT CITI HANDLOWY, AT THE CEREMONY.

**Maspex** received the award for a Polish company which has been successful in international markets, for a consistent strategy for the capital group’s development outside Poland and regular completion of acquisitions of foreign companies that are well rooted and recognizable in local markets.

In the category of the best foreign investment in Poland, the Jury, chaired by Andrzej Olechowski, Chair of the Supervisory Board at Citi Handlowy, recognized **LG Chem Poland** for the company’s gradually expanding investment potential in Poland, contributing to the creation of new jobs, and for ongoing implementation of state-of-the-art technological solutions in the Polish plants. Sławomir S. Sikora, President of the Management Board at Citi Handlowy, added that it is a pleasure to receive more and more applications and candidates for the accolades every year.

**Jerzy Kwieciński**, Secretary of State at the Ministry of Economic Development, who attended the ceremony, stressed that the Polish banks are among the most innovative worldwide. The government truly hopes that the financial sector will support Polish businesses in their international expansion. The idea of the Emerging Market Champions competition, organized since 2014 by the Kronenberg Foundation at Citi Handlowy, is to select and award business leaders who have been successful on an international scale. The award goes to Polish companies for being leaders of international expansion, as well as to entities representing emerging markets that have successfully invested in Poland and contributed to increased employment and the country’s economic development. The winners of the three editions of the competition held so far are: KGHM Polska Miedź S.A. (first edition), Grupa Nowy Styl, Samsung Electronics (second edition), Amica S.A. and Cemex Polska sp. z o.o. (third edition).

## MULTI-SPEED EUROPE: THE DUSK OF THE EU OR A NEW CHAPTER FOR EUROPEAN INTEGRATION?

KNOWLEDGE PARTNER

POLITYKA  
**INSIGHT**  
KNOWLEDGE PLATFORM



(from left to right) Alexandre Escorcia, Irene Hahn-Fuhr, Adriaan Schout, Paweł Świeboda, Róża Thun, Jan Zielonka, Wawrzyniec Smoczyński

**PANELLISTS:** **Alexandre Escorcia**, Deputy Head of Policy Planning, Ministry of Foreign Affairs, France, **Irene Hahn-Fuhr**, Director, Heinrich Böll Foundation in Warsaw, Germany, **Adriaan Schout**, Coordinator for Europe, Clingendael, Holland, **Paweł Świeboda**, Deputy Head, European Political Strategy Centre (EPSC), European Commission, **Róża Thun**, MEP, European Parliament, Poland, **Jan Zielonka**, Professor of European Politics, Oxford University, Great Britain

**MODERATOR:** **Wawrzyniec Smoczyński**, Managing Director, Polityka Insight, Poland

**POLAND'S FUTURE IN THE EU, THE IDEAS OF FRENCH PRESIDENT EMMANUEL MACRON FOR REFORMING THE UNION, AND THE POST-ELECTION SITUATION IN GERMANY AND THE INFLUENCE OF THE FUTURE COALITION ON EU POLICY – THESE WERE THE TOPICS DISCUSSED BY THE PARTICIPANTS OF THE PLENARY SESSION ON THE FUTURE INSTITUTIONAL ARCHITECTURE OF THE UNITED EUROPE.**

According to Prof. **Jan Zielonka** of Oxford University, the idea of creating a multi-speed Europe is nothing new – it appears every time member states do not reach an agreement on essential issues.

According to **Adriaan Schout** from the Dutch Clingendael institute, the discussion about a Europe of many speeds is a substitute debate. Changes within the EU would not be

necessary if the weak states started to fulfill their responsibilities, conducting a frugal fiscal policy and implementing reforms. Weak states want more from the EU and the stronger ones want to create a tighter union.

**Paweł Świeboda** from the European Political Strategy Centre agreed with this view. In his opinion, states that want closer cooperation should have this opportunity, but the EU's mission is to maintain unity after Brexit.



## PLENARY SESSION

## DAY 2

According to [Irene Hahn-Fuhr](#) from the Warsaw office of the Henrich Böll Foundation, Germany's policies in Europe should not significantly change after the election. CDU, CSU, the Greens and FDP agree on key issues - they want to strengthen EU institutions, support the system of relocating refugees, create an energy union and deeper integration of the eurozone.

In the opinion of MEP [Róża Thun](#), the only chance for Poland to remain within the union is to adapt the common European currency and join the group of countries supporting deeper integration. According to her, a serious public debate about adapting the euro would be a good first step in this direction. But deeper integration cannot go hand-in-hand with increased protectionism. In Thun's view, proposals by Emmanuel Macron are an example of this. On the one hand, he wants closer cooperation within the EU, but on the other, to limit access to the French market by expecting the posted workers directive or maintaining geoblocking.

[Alexandre Escorcía](#), the deputy director for planning at the French Ministry of Foreign Affairs, defended Macron's proposals, saying they lie in the interest of the entire EU and are supported not only by the French.

The German parties that are about to create the next government are working out a common agenda. This is already visible, for example, the liberals from FDP do not like the integration ideas of the French president, according to [Hahn-Fuhr](#). "The real danger for Europe is a two-speed Europe. When a peloton picks up speed, it will leave the weakest behind, and this will lead to European disintegration", he warned.

"Weak countries expect too much from the EU, which is why we should consider reforming the weak states and their public institutions, and not tighten integration", responded [Schout](#).

[Alexandre Escorcía](#) said that according to President Macron, Europe is to be more efficient and effective, and not an exclusive club. A multi-speed Europe cannot mean a division of our continent between the poor and the rich, East and West.

According to [Zielonka](#), the debates about the future of the EU are missing the role of cities, regions and local governments in European politics - many cosmopolitan centres should have a voice in the negotiations on the division of EU funds. The representatives of local governments should share their knowledge with the officials in Brussels about the cooperation with the private sector and non-governmental organisations. These are real strengths, which could revive European integration as now it is the states that are delaying it.



## CONCLUSIONS:

- The implementation of necessary reforms in member states is essential before moving forward with deeper reform of the EU.
- An eventual reform of EU institutions should not move towards differentiating states, but rather to maintain unity after Brexit.
- Poland should begin a serious debate about joining the eurozone if it does not want to remain outside the EU's decision-making circles.

## POLISH COMPANY IN THE REGIONAL MARKET. REDUCTION OF RISKS ASSOCIATED WITH CORRUPTION AND ECONOMIC CRIME

PARTNER



**Global Compact**  
Network Poland



**PANELLISTS:** **Andrij Deshchytsia**, Ambassador of Ukraine to Poland, Ukraine, **Taras Kuzio**, Professor and Expert in Ukrainian Affairs, University of Alberta, Canada. **Jerzy Kwieciński**, Secretary of State, Ministry of Economic Development, Poland, **Kálmán Mizsei**, former Deputy Secretary-General of the United Nations, former Head of the European Union Advisory Mission for Civilian Security Sector Reform Ukraine, Member of the Global Compact Programme Council, Hungary, **Carlos Piñerúa**, Representative of the World Bank for Poland and Baltic States, **Lia Turcan**, Second Secretary for Political and Cultural Affairs, Embassy of the Republic of Moldova to the Republic of Poland, Moldova, **Anna Partyka-Opiela**, DZP Law Firm, Expert for Global Compact, Poland, **Alexandr Mazur**, Expert for Global Compact, Moldova, **Zaza Akhvlediani**, Expert for Global Compact, Georgia, **Wiesław Jasiński**, President of the Management Board at Energa Operator, Member of the Global Compact Programme Council, Poland

**INTRODUCTORY SPEECH:** **Kamil Wyszowski**, Director General, Global Compact Network Poland, Poland

**MODERATOR:** **Paweł Kowal**, Institute of Political Studies, Polish Academy of Science, Poland

Three elements are necessary in order to combat corruption efficiently: good law, strong institutions and a civic society; the attendees of the Round Table session were unanimous about this. They agreed that it is mandatory to combat the so-called grey market both to improve the competitiveness of businesses and to strengthen the state. Essential conclu-

sions were reached during the debate. One of them was the call to intensify the efforts aimed at creating cross-border anti-corruption systems in order to help build lasting economic relationships, free from burdens related to corruption and the activity of economic mafias. One of the central themes of the debate was the review of anti-corruption

## ROUND TABLE

## DAY 2

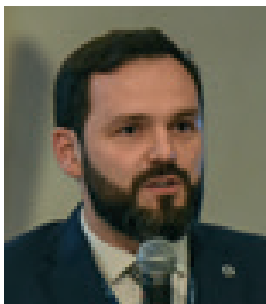


Carlos Piñerúa



Paweł Kowal

reforms launched in Poland's neighbouring states, where the markets are potentially very attractive for Polish and international investors. The business landscape in Ukraine is extremely complex owing to the ongoing armed conflict in the east and difficulty in handling corruption in its most sophisticated shape, at the touch point of administration and economic mafias which are part of the black market of the Ukrainian economy. Andriy Deshchytsia, Ambassador of Ukraine to Poland, presented a package of anti-corruption activities that are currently being implemented by the government in Kiev. The attendees stressed that this is Ukraine's last chance to navigate the course towards the West and base its economic model on the rule of law and ruthless combat against corruption. If this attempt is not successful, Ukraine may be unable to face the geopolitical challenges, in particular in the area of security. The same goes for Moldova, where political crises connected with corruption scandals and the complex status of Transnistria hinder the combat against corruption. It also seems that Georgia is beginning to withdraw from the ruthless fight against corruption and slow down the pace of reforms in this area. So far Georgia, compared to other Eastern Partnership (EaP) states, has received accolades for its combat against corruption and economic mafias; however, the current trend does not seem to be conducive to anti-corruption reforms in Tbilisi.



Kamil Wyszowski

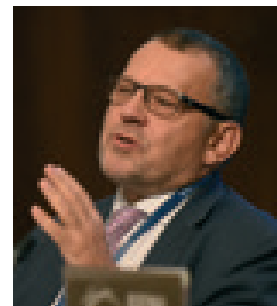


Paweł Deszczyca

The attendees added that anti-corruption activity is by no means over in Poland. Kamil Wyszowski, Director General, Global Compact, mentioned the data from Global Compact reports on the grey market levels and reminded that this amounts to ca 12.4% of GDP, i.e. ca PLN 214 billion annually. It is unclear which part of this amount is generated by the black market and the mafia operating in it. In its December report, Global Compact intends to make a preliminary assessment of the size of the black market in Poland. It was also stressed during the debate that companies striving for fairness need support. Anti-corruption measures for the UN or World Bank public procurement system were referred to, where fair companies are promoted, while companies that are risky to the UN or World Bank systems are excluded from the supply chain. It was emphasized during the debate that the Polish public pro-



Jerzy Kwieciński



Kalman Mizsei

curement system, as well as systems in other states should be used to boost fair business and should be coupled with the anti-corruption systems. Legal protection of whistleblowers was also indicated as being of key importance to the improvement of the anti-corruption system. If those reporting corruption or other types of abuse are not properly protected, it means that there is no holistic anti-corruption system.

The debate ended with a declaration of commitment to closer cooperation between Poland, Ukraine, Moldova and Georgia to combat the grey market in the economy. Global Compact, the organizer of the session, undertook to continue the steps aimed at launching the Programme To Combat the Grey Market, which has been successful in Poland, also in the other states, and to summarize the results at the next EFNI 2018.

## TRADING UP FOR A STRONGER EU27. FREE TRADE OF THE FUTURE – SOCIAL PARTNERS' PERSPECTIVE

PARTNER



(from left to right) Henryka Bochniarz, Daniel Costello, Markus Beyrer, Shigeo Matsutomi, Jacek Krawczyk, Liina Carr, Jonathan Peel

**PANELLISTS:** **Markus Beyrer**, Director General, BusinessEurope, **Henryka Bochniarz**, President, The Polish Confederation Lewiatan, Poland, **Liina Carr**, Confederal Secretary, ETUC, **Daniel Costello**, Ambassador of Canada to European Union, **Jacek Krawczyk**, President of Employers' Group, European Economic and Social Committee (EESC), **Shigeo Matsutomi**, Ambassador of Japan to Poland, Japan, **Jonathan Peel**, Vice President, European Economic and Social Committee (EESC)

**MODERATOR:** **Jan Cieński**, Energy and Security Editor, politico.eu

**FREE TRADE OF THE FUTURE INCLUDES MULTIDIMENSIONAL AGREEMENTS WHICH, BESIDES PURELY COMMERCIAL MATTERS, REGULATE SUSTAINABILITY AND ENVIRONMENTAL CARE ASPECTS. ALTHOUGH FREE TRADE HAS RECENTLY BEEN HELD HOSTAGE BY POLITICS, PROTECTIONISM WILL GIVE WAY TO ECONOMIC CALCULATION OVER TIME.**

Citizens are often afraid of globalization and the negative ramifications of openness to trade. The attendees of the debate unanimously agreed that the opponents of free trade must be listened to more attentively, and the trade agreements to be entered into in the future must include provisions that would resolve all doubts and concerns, among other things by guaranteeing that standards of work, environmental care, health and safety would be

maintained or even raised. Active participation of civic society in negotiating agreements and the implementation of the agreements is a necessity. Only in this way can we secure social support, necessary for the ratification of agreements by national parliaments.

**Henryka Bochniarz** remarked that free trade is an opportunity for all business entities. What the European Union

## ROUND TABLE

## DAY 2

should by no means ignore is the growth of and potential threat from China and Chinese business, which entails the need to adopt relevant regulations. Although sceptics are wondering whether the era of free trade has come to a definitive end, [Markus J. Beyrer](#) pointed to the need to preserve a Europe that is open to the world and meets the expectations of the World Trade Organization. To this end, appropriate trade defence instruments (TDI) must be created to guarantee fair competition.

[Shigeo Matsutomi](#) added that President Donald Trump's policy does not pose a risk for the exchange of goods and services with Japan. Trade between the EU and Japan continues to deal with the issue of non-tariff barriers. [Jacek Krawczyk](#) stressed that, just like in TTIP negotiations, proper communication between the employers, employees and NGOs is of primary importance and should become a standard in the talks conducted by the EU. [Liina Carr](#) mentioned that the trade unions frequently refer to the free trade issue, although primarily against a background of the fair trade concept. She added that she expects trade that would not pose a risk to jobs or the environment. She also stressed the need for proper financing that would help the states adjust their markets and jobs to the new landscape.



[Jonathan Peel](#) claimed that the social ramifications of free trade are not sufficiently diagnosed yet. Society clearly requires extensive information, otherwise it reacts with fear, just like in the case of TTIP. [Daniel Costello](#) referred to the need to secure the essential interests of states/parties in trade and investment agreements, as well as to the importance of the social mandate in the negotiations of such agreements. He also emphasized the need to broker multilateral agreements with global actors such as the WTO and OECD.

## CONCLUDING REMARKS:

- Changes in decision processes should be considered in order to make ratification of agreements negotiated by the EU more efficient. The part where competencies are in the hands of the EU wholly should be separated from that where ratification by all member states is still required.
- In light of the slow progress in global trade negotiations among the WTO membership (The Doha Round), most international partners have focused on bilateral agreements. However, in the long run, it is multilateral agreements under WTO that are the future of free trade.
- Because of the negative attitude of President Trump's administration towards international trade, it is cooperation between other states that may contribute to the establishment of global trade standards. The agreements between the EU and Canada (CETA), as well as between the EU and Japan have every opportunity to become an example for similar agreements to be entered into in the future.
- Brexit is not expected to have a major impact on global trade. In spite of leaving the EU, the UK will still advocate free trade. The European Union, even without the UK, remains a large and desirable trade partner.

## CIRCULAR ECONOMY: FAD, PHILOSOPHY OR (SIMPLY) THE FUTURE?

PARTNERS



KNOWLEDGE PARTNER



(from left to right) Joanna Popielawska, Grzegorz Radziejewski, Tadeusz Nowicki, Katarzyna Dulko-Gaszyna, Brendan Burns, Jerzy Hausner

**PANELLISTS:** **Brendan Burns**, Member of Employers' Group, EESC, Great Britain, **Katarzyna Dulko-Gaszyna**, Country Sustainability Manager, IKEA, Poland, **Jerzy Hausner**, Professor, Department of Public Economy and Administration, Cracow University of Economics, Poland, **Tadeusz Nowicki**, Chair, Ergis Group, Poland, **Grzegorz Radziejewski**, Member of VP Jyrki Katainen's team, European Commission

**MODERATOR:** **Joanna Popielawska**, Senior Analyst for European Affairs, Polityka Insight, Poland

### THE FUNCTIONING OF THE CIRCULAR ECONOMY IS A FUNDAMENTAL CHANGE AND REQUIRES THE INVOLVEMENT OF MANY PARTIES: BUSINESSES, ACADEMIC INSTITUTIONS, SOCIETY, AND THE FINANCIAL SECTOR. IT IS AN ELEMENT OF THE FUTURE BECAUSE TODAY IT IS NOT A COMMON PHILOSOPHY.

The panelists agreed that economic development based on a linear model of the consumption of resources (take-use-dispose) is coming to an end and the future will be based on a circular economy - a concept based on a more efficient use of resources, recycling them, converting waste into recyclables, as well as the creation of new business models and a

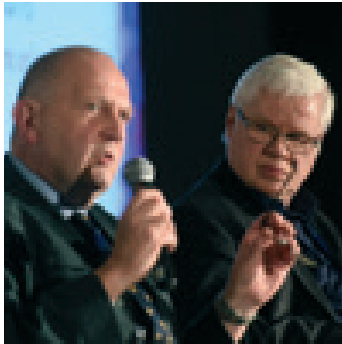
new approach to production. The essence of the change is a move away from paying for owning to paying for using", said **Jerzy Hausner**.

The European Commission is convinced of the need to convert the economy in line with the principles of a circular economy, which is why it became one of its flagship policies.

**Grzegorz Radziejewski** explained that the Commission has spread this process over several years, planning the next initiatives involving each stage of the life of a product. The next one will be plastic, whose wide use in the production of equipment and packaging constitutes a particular challenge for the natural environment. But **Tadeusz Nowicki** said

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Brendan Burns and Jerzy Hausner

that the attempt to eliminate plastics from manufacturing could bring high costs both for the economy, as well as the environment. These could appear on the food or transportation sectors, where packaging plays an important role.

For IKEA, a circular economy is not a goal in itself, but a tool to reach success and reduce pressure on the environment. “Our goal is to use more recycled materials and create products that can be recycled”, said **Katarzyna Dulko-Gaszyna**. She added that IKEA is taking steps to close the use cycle at the company level.

**Brendan Burns** pointed out that in the last few years, manufacturing has moved towards cheaper, less durable goods that are difficult to repair because they cannot be disassembled (such as electronic equipment).



Tadeusz Nowicki



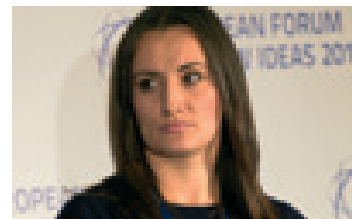
Joanna Popielawska

The panelists could not reach an agreement on how much regulation could push the economy towards becoming a circular one. Most believe regulation is necessary, otherwise it will be difficult to change the men-

tality of companies and consumers. All agreed that legislation must be accompanied with education and changes in thinking in many areas, such as the means of production, business models and consumer choices. A move towards a circular economy cannot be entirely forced from the top, but rather should be initiated from the ground, by companies and societies, which understand its needs.



Grzegorz Radziejewski



Katarzyna Dulko-Gaszyna

**CONCLUSION:**

- A transformation towards a circular economy requires actions at every stage of the life of a product, from its design to the stage where it stops being used for its primary purpose.
- A circular economy cannot be limited to just better waste management and recycling.
- Implementation of a circular economy requires targeted regulation; the transformation will be more effective if it moves bottom-up and results from strong convictions of both businesses and consumers.
- When considering a decision to limit the use of materials potentially harmful to the environment, the costs of their elimination should be taken into account.
- The transformation toward a circular economy should be supported with educational programmes.

## AUTHORITIES OF THE 21ST CENTURY – WHAT IS THE PRESENT ROLE OF LEADERS?

KNOWLEDGE PARTNER

**THINKTANK**  
 centre for dialogue and analysis


(from left to right) Konrad Piasecki, Edward Strasser, Andrzej Lubowski, Scilla Elworthy, Leszek Jażdżewski, Magdalena Środa, Robert Biedroń

**PANELLISTS:** **Robert Biedroń**, Mayor of Slupsk, Poland, **Scilla Elworthy**, Founder, Oxford Research Group, Great Britain, **Leszek Jażdżewski**, Editor in Chief, „LIBERTÉ!”, Poland, **Andrzej Lubowski**, Independent Journalist, USA, **Edward Strasser**, Founder, Innovation in Politics Institute, Austria, **Magdalena Środa**, Associate Professor, Institute of Philosophy, University of Warsaw, Poland

**MODERATOR:** **Konrad Piasecki**, Journalist and Publicist, Radio ZET, Poland

**WE LIVE IN A WORLD THAT NEEDS AUTHORITIES AND AT THE SAME TIME QUESTIONS THEM. WE CANNOT DISTINGUISH A LEADER FROM AN IDOL. TELEVISION AND INTERNET CELEBRITIES ARE INCREASINGLY APPEARING IN RANKINGS RESERVED FOR AUTHORITY.**

Distinguishing the idol from authority is a fundamental matter – stressed prof. **Magdalena Środa**. You cannot attribute yourself to the role of authority, it must be a recognition relationship. A true leader is a realist in terms of resources, and at the same time an authentic person who may or may not be an authority figure. Both categories – leader

and authority – are replaced by idols, icons of instant popularity – added prof. **Środa**.

Leaders are expected to understand what is important, what is tolerance, and what values are most important – said **Andrzej Lubowski**. **Scilla Elworthy** added that while looking for authorities and leaders, especially

among politicians, it is best to trust your intuition. Elworthy remained sceptical of people building their position based on the arguments of strength.

However, politicians, who are supposed to be leaders (even though they often work very hard and deserve respect), meet criticism based



## PANEL SESSION

DAY 2



Scilla Elworthy



Robert Biedroń

solely on what party they represent - noted **Edward Strasser**.

**Robert Biedroń** pointed out the social movements that take over the role of individuals. The leader does not have to be one person, but a grassroots movement, such as a

black protest, which has become a leader of change. Democratization and anonymity of leadership is a fascinating phenomenon. **Leszek Jażdżewski** said that today more than ever, we need public trustees and opponents who are able to negate their authority. This prevents the use of the privileged position of the selected individual.



Edward Strasser



Magdalena Środa

We trust authorities, not always leaders. With politicians - especially at the national or European level - we



Andrzej Lubowski



Leszek Jażdżewski

keep things in perspective. We have more trust in the local government, because we know it better and we can establish a direct relationship. It is easier for us to account them for their election platform.

## CONCLUSIONS:

- Leadership is primarily a service. We do not need charismatic leaders, but people who can showcase their program of action and implement it even in unfavorable conditions.
- Growing demand for leaders, falling to authority. It is worth putting on people who combine both categories.
- In politics today, authenticity counts. We do not trust leaders whose actions and image are inconsistent.

## HOW CAN WE SEIZE THE OPPORTUNITIES THAT GLOBALIZATION OFFERS? HOW WILL POLAND BE POSITIONED ON THE INVESTMENT MAP OF THE WORLD?



(from left to right) Jacek Fijałkowski, Marcin Grzegory, Agata Witczak, Remigiusz Wojciechowski, Wojciech Tyborowski

**PANELLISTS:** **Marcin Grzegory**, Deputy Director, Invest in Pomerania, Poland, **Jacek Fijałkowski**, Country Operation Head, WIPRO Poland, Poland, **Agata Witczak**, Site & HR Head, Poland Operations Centre, Thomson Reuters, Poland, **Remigiusz Wojciechowski**, Managing Director, Bayer, Poland

**MODERATOR:** **Wojciech Tyborowski**, Director of the Investor Assistance Center, Pomeranian Development Agency, Poland

**ACCORDING TO ABSL, THE SERVICE-TO-BUSINESS SECTOR IN POLAND EMPLOYS ALMOST 250 THOUSAND PEOPLE, AND IS STILL ON THE RISE. THIS SECTOR IS AMONG THE MOST ATTRACTIVE EMPLOYERS IN THE REGION. OUTSOURCING CENTRES BRING INNOVATIVE TECHNOLOGY AND KNOW-HOW TO POLAND. HOWEVER, THE SECTOR IS FACING SEVERAL CHALLENGES, MAINLY DUE TO STAFF SHORTAGES AND TECHNOLOGICAL ADVANCEMENT.**

A prerequisite for the growth of the sector is the availability of staff. “A short while ago, we hired 20 people daily, and we are currently hiring 10, even though demand is bigger. It is difficult to find specialized professionals. We need people with specialist educa-

tion, not really just university graduates”, claimed **Agnieszka Witczak**, Site&HR Head at Thomson Reuters.

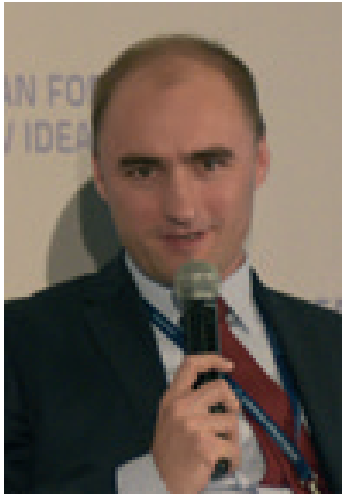
“We primarily need people with competencies, communicating in two foreign languages and well-organized.

It is not easy to find them”, stressed **Remigiusz Wojciechowski**, Managing Director, Bayer.

Companies are willing to employ foreigners; a decrease in staff turnover is becoming essential for businesses.

## PANEL SESSION

DAY 2



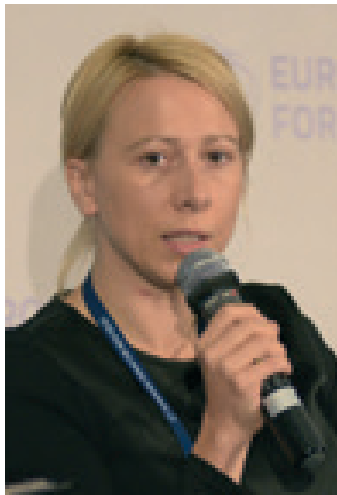
Remigiusz Wojciechowski

“Therefore, the role of HR departments is gaining importance in companies. HR staff takes care of employee experiences, job satisfaction, and assists in personal development”, commented Agnieszka Witczak.

Automation and robotization are certain to become key challenges for the sector. “My studies indicate that a few thousand jobs in Poland’s service sector may disappear because of robotization”, remarked **Wojciech**

**Tyborowski**, Director at the Pomeranian Development Agency.

“However, other required positions and services will be created, in particular in the IT sector”, **Jacek Fijałkowski**, Country Operation Head at Wipro Poland, said in response.



Agata Witczak

What matters these days is the command of foreign languages apart from hard skills, and this is Poland’s

advantage over e.g. India. “However, due to automatic simultaneous interpreting this competitive advantage will disappear in the future. It is not clear how this will affect the sector”, emphasized Fijałkowski.

The sector is also suffering from the negative ramifications of legislative changes, pressure from growing global competition and uncertainty related to global change, whose consequences are difficult to predict.



Marcin Grzegory



(from left to right) Jacek Fijałkowski, Marcin Grzegory, Agata Witczak, Remigiusz Wojciechowski, Wojciech Tyborowski

## ON-DEMAND AVIATION – A NEW TRAVELLING STANDARD

PARTNER  JET STORY



(from left to right) Grzegorz Wydmański, Anna Gulbas, Maciej Kowalczyk, Dorota Walkowicz

**PANELLISTS:** [Anna Gulbas](#), Sales Director, Gulfstream, Poland, [Maciej Kowalczyk](#), CEO, Call&Fly, Poland, [Dorota Walkowicz](#), Manager of the VIP & Business Services department at Krakow Airport, Poland

**MODERATOR:** [Grzegorz Wydmański](#), Head of Sales and Marketing, Jet Story, Poland

**UNTIL RECENTLY, PASSENGER AVIATION WAS A LUXURY. HOWEVER, AIRPORTS ARE MORE LIKE PUBLIC TRANSPORT STATIONS THESE DAYS. ACCORDING TO THE ATTENDEES OF THE EFNI SESSION, ON-DEMAND AVIATION WILL GO THROUGH A SIMILAR PROCESS OF POPULARIZATION.**

The Polish market has the largest growth potential in this part of Europe with regards to on-demand aviation. The main challenge is to make Polish entrepreneurs aware of how much time and money they can save by using this form of transport.

High flexibility, an expedited check-out procedure lasting only a few minutes, time saved and comfort: these are just a few of the advan-

tages of on-demand aviation mentioned by the attendees of the panel session.

Although a private jet charter may not be a solution for everyone, many entrepreneurs using this form of transport for the first time are surprised at its economy and comfort. "The time lapse between order placement and flight is only two hours, and the passenger may turn

up at the airport as late as 10 minutes before the departure", remarked [Grzegorz Wydmański](#).

"A private jet charter is by no means an extravagance if a sufficiently big deal is at stake", added [Maciej Kowalczyk](#). It should be noted that a private jet charter enables the passengers to hold meetings even in four locations in Europe on the same day. We indeed invested a couple of

## PANEL SESSION

DAY 2

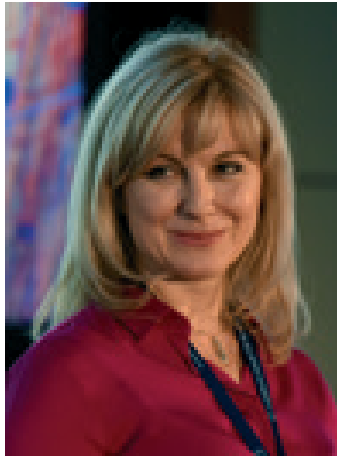


Grzegorz Wydmański

thousand zlotys, but the returns only require several business days.

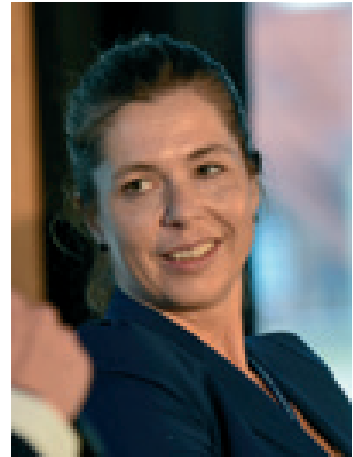
What attracts clients to on-demand aviation is discretion, the sense of security and comfort of the check-in process. “The terminal service is much more flexible when catering to the needs of individual clients”, added **Dorota Walkowicz**. “An investment not only in the charter, but also in the purchase of a plane becomes profitable when you fly more than 150 hours annually”, remarked **Anna Gulbas**.

As the attendees stressed, the main challenge on the Polish market is that entrepreneurs have limited knowledge about this form of business travel. There are 25 private planes in Poland, while Czechia,



Anna Gulbas

which is four times smaller, has as many as 60. As Anna Gulbas pointed out, the Polish market has the greatest growth potential in this part of Europe for a variety of reasons.



Dorota Walkowicz



Maciej Kowalczyk

## SPANISH NETWORKING EVENING



Madrugada band

**THE THURSDAY GET-TOGETHER PARTY HAS BECOME A TRADITION OF THE EUROPEAN FORUM FOR NEW IDEAS. THIS TIME, IT WAS HELD TO THE RHYTHM OF SPANISH MUSIC.**

Poland and Spain have excellent economic ties. In 2016 Poland was Spain's eighth largest trading partner in the European Union. Promising cooperation is evolving in the fields of science, education and culture.

**Agustín Núñez Martínez**, ambassador of Spain, present at the event, said that Poland is Spain's important business partner. Trade turnover is growing; Spain is our fifth largest foreign investor. The number of Polish tourists attracted to the Iberian Peninsula is also on the rise. Last year, there were almost 800 thousand of them and this year even over 900 thousand Polish holidaymakers are likely to visit Spain.

The City of Łódź, a candidate for the organisation of EXPO 2022, was the special guest of the evening. Mayor of Łódź, **Hanna Zdanowska**, called on EFNI attendees to support the city in the competition for the organization

of EXPO. The final decision will be made in November. She expressed her hope that in 2022, everyone will meet at the exhibition nowhere else but in Łódź.

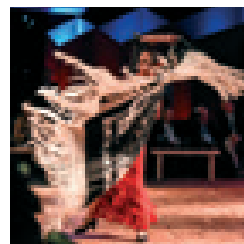
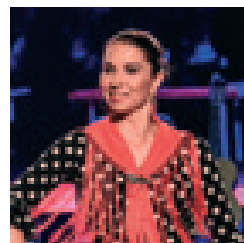
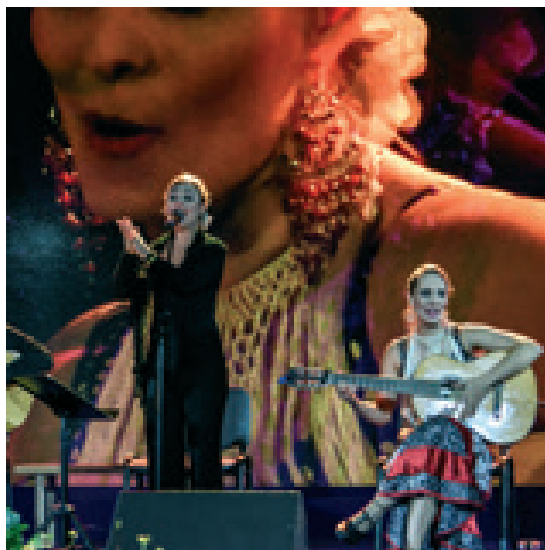
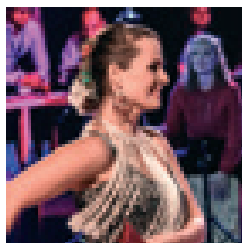
The evening featured a performance by the Madrugada (Spanish for "morning") band, composed of Polish artists who have long been fascinated with the native music of the Spanish Andalusia.



**GRUPO EL PORTAL** is directed to the commercialization of gastronomic products with Spanish origin. Forty-five years of experience and a wide customized catalogue of unitary products and gift-packs, allows it to offer an optimum quality-cost relationship and logistical solutions for all needs, given the long and solid business alliance with the strongest food suppliers of Spain. Get the taste of the authentic!

NETWORKING EVENING

DAY 2



(from left to right) Hanna Zdanowska, Tomasz Husak, Borys Budka, Elżbieta Bieńkowska, Jacek Męcina

## SPEAKING HEART-TO-HEART. THE LINE BETWEEN HEALTH AND ILLNESS

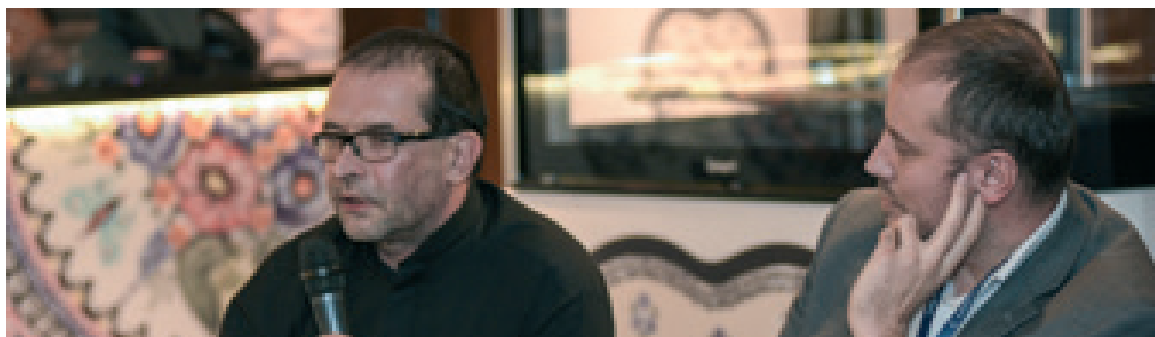


*Adam Torbicki and Krzysztof Materna*

The meeting with [Krzysztof Materna](#) and professor [Adam Torbicki](#) was very casual. The gentlemen exchanged their views on what is harmful to your health, and in particular

on what causes various heart diseases. A question arose whether the conscience clause could be referred to in the treatment of politicians.

## MONEY IN THE CONTEXT OF THE GOSPEL



*Jacek Stryczek and Bartosz Kuźniarz*

This meeting was attended by: [Bartosz Kuźniarz](#), lecturer at the University of Białystok, Fr. [Jacek Stryczek](#), President of the WIOSNA Association, and [Katarzyna Młynek](#), Program Director of THINKTANK.

Panelists discussed the problem of the image of money in the Gospel. The Bible is focused on the human being and everything that it is involved, including the economy.

Is money a bad thing? – asked the moderator. The speakers agreed that money itself is neutral, but it is more relevant what we do with it. Religion does not deal with money, but with man. We live in a world that requires more energy, which we cannot consume. Money is a temptation, but it also lets you know what the human worth is. Moral monetization and spending money requires an offense beyond the objective economic account based on the desire to maximize profit.



## CHANGING OF THE GUARD. WHAT HAPPENS NEXT IN POLISH POLITICS?



(from left to right) Konrad Piasecki, Borys Budka, Kamila Gasiuk-Pihowicz, Joanna Mucha, Katarzyna Lubnauer, Robert Biedroń, Barbara Nowacka

**Robert Biedroń**, Mayor of Słupsk, **Barbara Nowacka**, Chancellor at the Polish-Japanese Academy of Information Technology, and Members of the Polish Sejm: **Borys Budka**, **Kamila Gasiuk-Pihowicz**, **Katarzyna Lubnauer** and **Joanna Mucha** undertook a difficult task of assessing the current political scene and reflected on the needs and expectations of the Poles from the opposition. They stressed that Poland has a populist government in place that regards all the others as antagonists posing a threat, and that fundamental values in politics are being attacked. Will PiS, the Law and Justice Party, fall victim to their own success, and will the party be confident enough about their

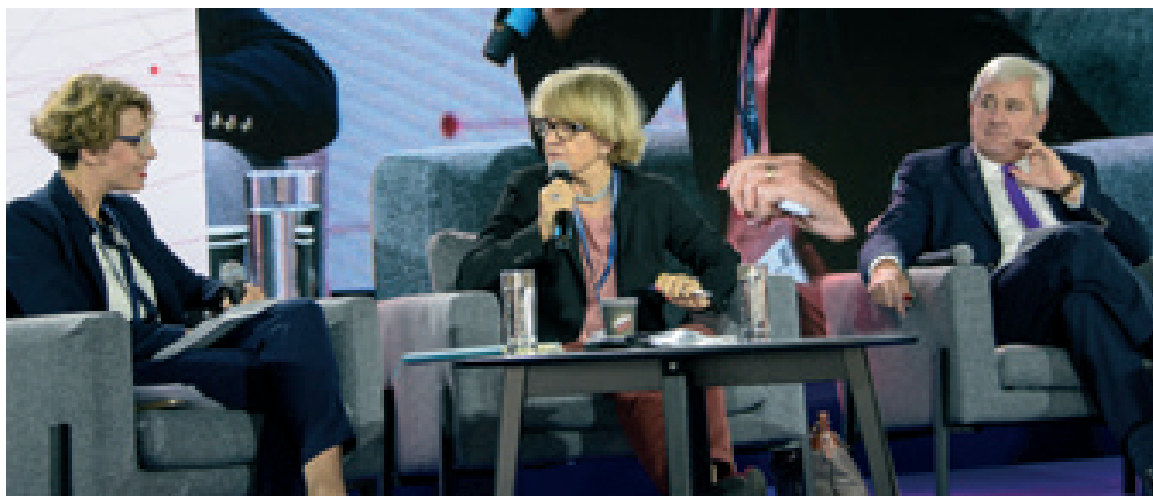
future victory in the election to be caught off-guard? What matters, in the panellists' opinion, is that opposition is capable of cooperation on crucial and fundamental issues. People with a fresh point of view are much sought-after. The ideological changing of the guard is of primary importance, but this will take years to come. The challenge faced by the entire opposition is to devise a vision that will attract the Poles. The political scene also requires reformulation because neither the left nor the right exists these days. Besides, room must be created for a quality and meaningful debate.



## BREXIT – OPPORTUNITY FOR EUROPEAN UNITY, OR THE START OF THE DOMINO EFFECT?

KNOWLEDGE PARTNER

POLITYKA  
INSIGHT  
KNOWLEDGE PLATFORM



(from left to right) Agata Gostyńska-Jakubowska, Danuta Hübner, Paul Drechsler

**PANELLISTS:** **Paul Drechsler**, President, Confederation of British Industry – CBI, Great Britain, **Agata Gostyńska-Jakubowska**, Research Fellow, Centre for European Reform, Great Britain, **Danuta Hübner**, Chair of the Committee on Constitutional Affairs, European Parliament

**MODERATOR:** **Łukasz Lipiński**, Director for Analysis, Polityka Insight, Poland

**FOR BUSINESSES IN EUROPE AND GREAT BRITAIN, THE WORST THING IS UNCERTAINTY CONCERNING DIVORCE TALKS, ACCORDING TO THE SPEAKERS WHICH TOOK PART IN THE PLENARY SESSION ON BREXIT.**

**Paul Drechsler**, President of the Confederation of British Industry highlighted the fact that the European Union is Great Britain's largest trading partner. Europe's success is essential for Great Britain and vice versa. "It's bad that so far it was not possible to negotiate a guarantee for the Britons, but also for the citizens of other countries, such as Poland, after Brexit. We want Poles to remain in our country, to live and work here. The worst thing for British and European business is the permanent uncertainty when it comes to the fate of the negotiations. Stability and continuity is in our interest", said Drechsler.

"There are several scenarios for how things will develop. First, because of a serious recession and a change in public opinion, London withdraws from Brexit, and on March 29, 2019, Great Britain remains in the EU. This is very unlikely. Second, no deal is reached. The likelihood for this outcome has decreased significantly. Third, an orderly exit from the EU with a transition period or without one and an agreement on a future partnership, said **Agata Gostyńska-Jakubowska**, an expert at the Centre for European Reform (Great Britain).

## PLENARY SESSION

DAY 3

**Danuta Hübner**, the chair of the Foreign Affairs Committee of the European Parliament, said the most important thing is for no one to walk away from the negotiating table. “First, we must negotiate the conditions for Great Britain’s exit from the EU, but we must remember about the conditions for future relations. In future discussions, we have to answer the question about the status of Northern Ireland and the borders between the EU and Great Britain. For me, maintaining the unity of the EU during the negotiations is important. Of course, we’re united by money because all EU member states have common interests: both the net payers, as well as the beneficiaries of the EU budget do not want it to shrink. If Great Britain leaves the EU as a net payer, then there will be less money in the EU budget. But some countries are not contributing to this unity, such as Poland, which is at odds with Brussels on issues including the rule of law. It’s surprising, because it should be very important to us, especially because of financial reasons, **Hübner** said.



Agata Gostyńska-Jakubowska



Łukasz Lipiński

“We still have a year to reach an agreement. We are only now seeing the outline of Great Britain’s negotiating position, although it’s difficult to talk about a common position of the government. But the cabinet began to listen and talk to business leaders. London accepted the fact that it will have to pay for Brexit. The bone of contention is the costs of the split”, concluded **Drechsler**.

The Brexit negotiations are beginning to take a clearer shape after six months and Great Britain began to gradually move away from the philosophy of “no deal is better than a bad deal”, said **Gostyńska-Jakubowska**. London has come to terms with some form of jurisdiction of the European Court of Justice over the respect of the human rights of EU citizens in Great Britain.

The panelists agreed that Brexit is fueled by politics and business is trying to catch up, with the biggest danger being the long-term feeling of the lack of stability.

### CONCLUSIONS:

- For both sides of the negotiations it is essential that the talks reach an agreement and that rules are set for future cooperation. The scenario of not reaching a deal would be catastrophic, especially for business.
- Keeping in mind the fact that Brexit is mainly of political character, politicians should take into account the interests of citizens and businesses.
- Maintaining the strongest possible unity within the EU is essential for negotiating good Brexit conditions and future relations with Great Britain.

## POLAND'S SECURE FUTURE IN THE EUROPEAN UNION

PARTNER  **European Commission** | Representation in Poland



(from left to right) Dorota Wysocka-Schnepf, Jacek Karnowski, Elżbieta Bieńkowska, Robert Biedroń

**SPECIAL GUEST:** [Elżbieta Bieńkowska](#), European Commissioner for the Internal Market, Industry, Entrepreneurship and SMEs, European Commission

**ATTENDED BY:** [Robert Biedroń](#), Mayor of Słupsk, City Hall of Słupsk, Poland, [Jacek Karnowski](#), Mayor of Sopot, Poland

**HOSTED BY:** [Dorota Wysocka-Schnepf](#), Journalist, Gazeta Wyborcza, Poland

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### “POLAND’S SECURE FUTURE IN THE EUROPEAN UNION.” A MEETING IN THE FORM OF CITIZENS’ DIALOGUE WITH ELŻBIETA BIEŃKOWSKA, EUROPEAN COMMISSIONER FOR INTERNAL MARKET, INDUSTRY, ENTREPRENEURSHIP AND SMES.

“We will never be in the same negotiating position as upon Poland’s accession to the EU. We will always be treated with suspicion because we undermine the EU values, and this is more dangerous for the EU these days than Brexit”, said [Elżbieta Bieńkowska](#). She also pointed to the need for Poland to join the eurozone.

The Citizens’ Dialogue was also an opportunity to discuss the European defence potential and the future of the Common Security and Defence Policy (CSDP), i.a. against the background of the Preparatory Action on Defence Research (PADR), launched in June 2017. For the first time in the history of the EU, the program is aimed at supporting innovative defence research and technology (R&T).

## CITIZENS' DIALOGUE MEETING

DAY 3



(from left to right) Dorota Wysocka-Schnepf, Jacek Karnowski, Elżbieta Bieńkowska, Robert Biedroń



Elżbieta Bieńkowska

Mayor of Słupsk, **Robert Biedroń**, added that social security must also be kept in mind when referring to security in general. He raised the issue of refugees who might find shelter in Poland, as well as bridge the gap resulting from depopulation of the cities. According to **Jacek Karnowski**, mayor of Sopot, the refusal to admit immigrants stands for a lack of solidarity with other countries that accept immigrants, rather than for the lack of solidarity with e.g. the Syrians.

The Citizens' Dialogues are initiated by the European Commission in order to enable direct contact with EU citizens, gain insight into their opinions and respond to their comments and concerns. Such meetings have been held since 2012. Elżbieta Bieńkowska was a special guest at EFNI 2017. The European Commission was a partner of the event.



## THE FUTURE OF EUROPE. THE DEBATE OF PRESIDENTS AND PRIME MINISTERS

KNOWLEDGE PARTNER



(from left to right) Carl Bildt, Dacian Ciolos, Atifete Jahjaga, Aleksander Kwaśniewski, Yves Leterme, Iveta Radičová, Tomasz Lis

**PANELLISTS:** **Carl Bildt**, former Prime Minister and Minister of Foreign Affairs of Sweden, **Dacian Ciolos**, former Prime Minister of Romania and former Commissioner for Agriculture, Romania, **Atifete Jahjaga**, former President of Kosovo, **Aleksander Kwaśniewski**, former President of Poland, **Yves Leterme**, former Prime Minister of Belgium, **Iveta Radičová**, former Prime Minister of Slovakia

**INTRODUCTORY SPEECH:** **Jerzy Buzek**, former Prime Minister of Poland

**MODERATOR:** **Tomasz Lis**, Editor in Chief, Newsweek Polska, Poland

**FORMER HEADS OF STATE AND GOVERNMENT HAVE AGREED THAT THE EUROPEAN UNION IS NOW IN ONE OF THE MOST DIFFICULT MOMENTS IN ITS HISTORY. THE BIGGEST CHALLENGES ARE SECURITY, DEMOGRAPHY, MULTICULTURALISM AND THE TRANSFORMATION FROM INDUSTRIAL- TO DIGITAL-ERA. IN EUROPE STILL PREVAIL THE CONCERNS, WHICH RESULT FROM RECENT CRISES. WE CANNOT, HOWEVER, GIVE UP THE ACHIEVEMENTS OF EUROPEAN INTEGRATION, WHICH DOES NOT MEAN THAT WE SHOULD NOT CHANGE THE UNION.**

Many European environments perceive the reality that surrounds us as exceptionally pessimistic. But it does not mean that we should stop talking about the future of Europe – said Jerzy Buzek in the introduction to the debate of the presidents and prime ministers who came on his invitation.

Prime Minister **Dacian Ciolos** and President **Aleksander Kwasniewski** said that the European Union needs a new form of management that would be more relevant to current and future challenges. This is not only due to changes in the external environment of the Union but also to the

## PLENARY SESSION

DAY 3

consequences of recent enlargements. The decision-making process and the way the EU institutions work must be adapted to the new conditions. “I think the reform of the EU institutions is necessary but not sufficient. Let us note that the solutions agreed in Brussels are often not implemented in the Member States. We will not reform the Union if we will not deal with this problem. We can not be in the EU constantly criticizing it” – Cioloş said – “In order for this multi-level governance to be effective, it should be based on inclusivity and build a common narration in a broad debate, taking into account the voice of all states. The remedy should be deeper inclusion of citizens in the decision-making process. Societies must be involved in the democratic process” – he added.



(from left to right) Dorota Warakomksa, Dacian Cioloş, Tomasz Lis, Carl Bildt, Atifete Jahjaga, Jerzy Buzek, Iveta Radičová, Aleksander Kwaśniewski, Yves Leterme

**Yves Leterme**, former Prime Minister of Belgium, pointed out that politics is not isolated from society. Politics influences what is going on in the economy and in society. The panacea for the greater involvement of Europeans in the decision-making process will rather not be Pan-European parties. “The main problems we are facing – security, integration of refugees, climate policy – can not be solved in one country. This requires cooperation at the European level. Europe is based on unity but respects diversity. But we will not create one European nation, the United States of Europe” – he added.

**Iveta Radičová** has warned that there is a lack of trust in public institutions. She was convinced that it is impossible to reconcile sovereignty, democracy and globalization. We can not do this at EU level. “Perhaps the solution lies in the local, national level. After all, elections in individual countries and regions are more important than European ones. Without success in local governments, in particular countries, we will have trouble with the continuation of the European project” – she warned.



Jerzy Buzek and Henryka Bochniarz

According to **Atifete Jahjaga**, there is no alternative to European integration. Although it is difficult to predict how the EU will look in 20-30 years, South-East Europe needs a strong EU. “We expect more involvement in our problems. All the more that the societies of this part of Europe want to integrate with the EU and support the accession to the European project. The Balkan states, which have been aspiring to membership for years, have favorable demographic indicators, which can offset shortages in other parts of Europe. If the EU was more committed to complete the enlargement process towards the south-east countries of the continent, this would have a positive impact on its social-economic profile, without increasing the risks of a lack of cultural integration” – she argued.

An important topic of discussion was the issue of migration. “We have a demographic problem, our societies are aging. That’s why we need immigrants” – Kwaśniewski said. In his opinion, the multiculturalism of Europe and Poland is already foregone. It requires finding a way for the successful integration of new citizens and eliminating potential social tensions. It can also be a remedy for low birth rates and aging of Europeans.



## DAY 3

## PLENARY SESSION



(in the foreground) Dacian Cioloș and Yves Leterme

Part of the debate was devoted to the values that can be the basis for closer cooperation of EU countries and continuation of their integration. According to the panelists, the key to this process is the appropriate translation of the European slogan “unity in diversity” into the political practice. It is essential to respect the common law by all EU members, to respect the independence of the judiciary and the jurisdiction of the European Court of Justice. This should be accompanied by a clear defining of EU priorities, understood and shared by both Member States and citizens.

Panelists also noted the need to reinforce positive emotions with the project of a united Europe and to restore confidence in the EU institutions. Prime Minister Radičová stressed that

the EU needs to focus more on the fight against social inequalities, because they are the “grist to the mill” to the populists. In her opinion, increasing social cohesion will effectively stop disintegration and separatist trends within the EU.

“We are living in times when there are more fears than dreams, the importance of identity grows” – said Carl Bildt – “We leave the era of industrialization and enter the era of digitalization. This affects the changes. The question is if we can handle this new reality. We should respect common standards such as human rights. In details we can vary, but the foundations we must be same” – he concluded.



Leszek Jażdżewski

## CONCLUSIONS:

- There is a need for mechanisms, which would engage citizens in the EU decision-making process. With greater impact on the shape of EU policies, people will be more likely to foster EU integration.
- There will be no common EU migration policy without effective integration of newcomers. This concerns both the refugees and the economic migrants that the Old Continent needs today. At the same time, Europe must seek solutions that will increase its own population.
- Whilst looking for ways to reduce the negative consequences of the migration crisis, we must not forget about the countries of Southern and Eastern Europe that for years have been trying to bring themselves closer to the EU.
- Ensuring the security of Europe, protection of the environment, strengthening competitiveness in the globalized world are challenges that exceed the capabilities of individual states. Members of the European Union can do more and better, continuing and deepening their joint efforts.





INTRODUCTION

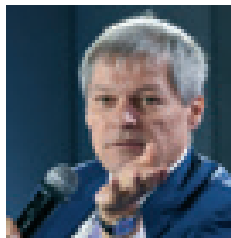
JERZY BUZEK

former Prime Minister of Poland



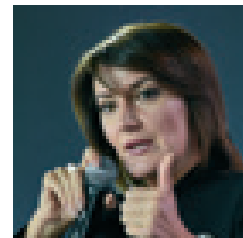
CARL BILDT

former Prime Minister of Sweden



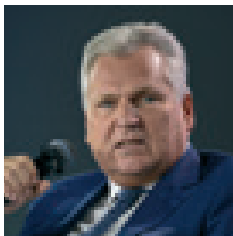
DACIAN CIOLOȘ

former Prime Minister of Romania



ATIFETE JAHJAGA

former President of Kosovo



ALEKSANDER KWAŚNIEWSKI

former President of Poland



YVES LETERME

former Prime Minister of Belgium



IVETA RADIČOVÁ

former Prime Minister  
of the Slovak Republic



TOMASZ LIS

Editor in Chief, Newsweek Polska, Poland

## EUROPE AND JAPAN – A COMMON VISION OF TRADE GOVERNANCE

PARTNERS **BUSINESSEUROPE**



(from left to right) Ichiro Hara, Jan Bossak, Łukasz Porążyński, Shigeo Matsutomi, Marco Chirullo, Hosuk Lee-Makiyama, Markus Beyrer

**PANELLISTS:** **Jan Bossak**, Professor, Department of International Comparative Studies, Warsaw School of Economics, Poland, **Marco Chirullo**, Deputy Chief Negotiator for EPA/FTA with Japan, Directorate-General for Trade, European Commission, **Ichiro Hara**, Director for International Affairs, Keidanren, Japan, **Hosuk Lee-Makiyama**, Director, ECIPE, Japan, **Shigeo Matsutomi**, Ambassador of Japan to Poland, Japan, **Łukasz Porążyński**, Director, Department of International Cooperation, Ministry of Economic Development, Poland

**MODERATOR:** **Markus Beyrer**, Director General, BusinessEurope

**THE FREE TRADE AGREEMENT BETWEEN THE EUROPEAN UNION AND JAPAN IS AN UNDERTAKING OF AS HIGH A POTENTIAL AS CETA. WHETHER IT WILL BE ULTIMATELY RATIFIED LARGELY DEPENDS ON THE EXTENT TO WHICH NOT ONLY EXPERTS, BUT ALSO SOCIETIES WILL UNDERSTAND THE ENSUING BENEFITS.**

“Not only consensus as to the values and quality standards between both regions, but also their largely complementary interests speak clearly in favour of signing the agreement”, stressed **Hosuk Lee-Makiyama**. As he sees it, the partner is not interested in exports to the EU alone, and this happens for the first time.

“Japan first of all strives to invest in Europe. On the other hand, Japan is open to imports from the EU, which is something that Brussels insists on. After the agreement is signed, Japan will undoubtedly invest in Poland on a larger scale, and exports to Japan will rise by at least 10% and under more favourable circumstances

es by even 100%”, forecasts **Łukasz Porążyński** in the context of the agreement’s impact on the Polish economy.

**Jan Bossak** warned against committing the same mistakes that had hindered the ratification of TTIP. “What matters is that in this case we are

## PANEL SESSION

DAY 3



Marco Chirullo

not creating just another free trade agreement. We are attempting to build an entirely new model with emphasis on both business expansion and protection of certain values, with not only free, but also fair trade in mind. It will be of key importance to gain the experts' buy-in for this model, as well as to educate the society on a regular basis", he stressed.

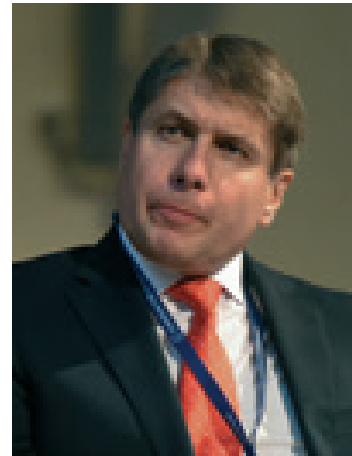
"Brussels learnt its lesson from the TTIP failure and regularly contacts social partners to update them on the upcoming concerns", assured [Marco Chirullo](#).



Shigeo Matsutomi

"15 years from now, our impact on the global economy will be half of what it is now. This is our last chance to build standards that will support us when we become weaker",

claimed [Lee-Makiyama](#). As he summarized, we have to seize the opportunity offered by the agreement.



Markus Beyrer

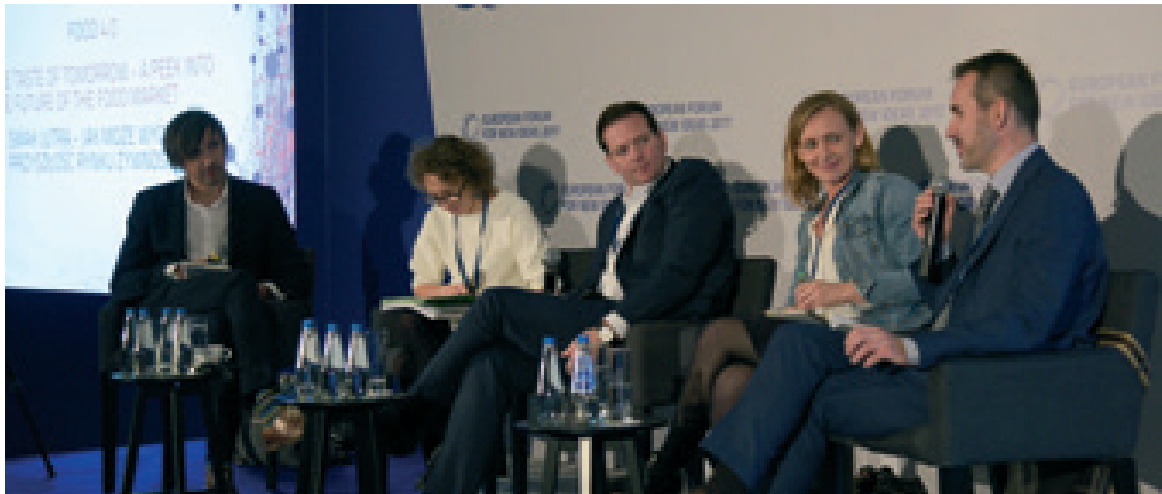
**CONCLUDING REMARKS:**

- The agreement with Japan ought to play the role of the "meter standard held at Sevres" not only for future free trade agreements, but also for most partnership deals. Entrepreneurs (as well as the civic society) must be made aware of the significance of elements which promote the European values. Trade must be not only free, but also fair, and should contribute to building global value chains; hence to the development of economies outside Europe.
- In light of the American defensive in the area of the trade policy, the EU (including Poland) has every chance of becoming the centre of the global trade. EPA is a clear declaration against protectionism made by Europe and Japan.
- The agreement with Japan will be a sign for Polish businesses that they might as well reach further than just Russia or Ukraine. Japan is a demanding, but simultaneously powerful and affluent market. Owing to EPA, it will be within reach.
- Education of Polish entrepreneurs is of key importance to fully benefit from the potential of EPA. This EFNI panel session was the first event of this kind, aimed at promoting free trade and the EU trade agenda in Poland.

## FOOD 4.0. THE TASTE OF TOMORROW: A PEEK INTO THE FUTURE OF THE FOOD MARKET



KNOWLEDGE PARTNER



(from left to right) Krzysztof Bolesta, Natalia Hatalaska, Matt Simister, Doreen Sieber, Krzysztof Klincewicz

**PANELLISTS:** **Natalia Hatalaska**, Trend Analyst, CEO, Infuture Hatalaska Foresight Insitute, Poland, **Krzysztof Klincewicz**, Director of Warsaw Office, EIT Food, Poland, **Doreen Sieber**, Account Manager, Rijk Zwaan, Germany, **Matt Simister**, CE CEO, Tesco, Great Britain

**MODERATOR:** **Krzysztof Bolesta**, Director for Research, Polityka Insight, Poland

**THE FOOD SECTOR FACES A NUMBER OF CHALLENGES. THE FIRST IS DEMOGRAPHY. IN 2050, WORLD POPULATION WILL REACH MORE THAN 9 BILLION AND FEEDING EVERYONE WILL BE A SERIOUS CHALLENGE. ALREADY TODAY WE ARE WITNESSING TWO CONTRADICTORY PHENOMENA. MORE THAN 2 BILLION PEOPLE ARE OVERWEIGHT, WHILE 2 BILLION DO NOT HAVE ENOUGH TO EAT.**

The answer to the growing demand for food may be new solutions and technologies, said **Doreen Sieber**. An example of this may be hydroponic production, which does not depend on local environmental conditions, allowing for food production in places where natural conditions would make it impossible. **Krzysztof Klincewicz** sees the role of technology not only

in food production, but also in maintaining its freshness and prevention of waste. Technology is also changing the supply chain, often eliminating several links, including traditional stores that are giving way to solutions based on the phone and internet.

“Technology can help consumers in making choices, but the final decision

should always belong to the buyer, as those are always very personal issues” said Simister. “A good trend, undertaken by TESCO, are growing demands by consumers, who expect both balanced and healthy food. Internet groceries are a challenge to retail trade, but this is the direction in which it is going. We have to adapt to this reality.”

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Krzysztof Bolesta

**Natalia Hatalaska** spoke about the trends in the food industry. "In 2050, there will be a crisis on the meat market, basically a protein crisis, and we're already seeing its symptoms. The result of this rise will be the phenomenon, where the richer consumer will be able to afford choices and the purchase of healthy, calorie-rich products, while the poorer consumer will not. This split will deepen", said Hatalaska.

One of the biggest problems of the industry, which will get worse in the future, is food waste. Today, some 30% of the food in the world is wasted. This waste is a significant challenge, which requires increased efforts in terms of procedures of



ordering products, storing and packaging them. Because consumers are responsible for most of the wasted food, their education is and will be essential. The decision makers around the world will be under growing pres-

sure to mitigate these and similar conflicts, either with the help of regulations or softer tools such as social campaigns.

"For TESCO, food is very important because we're in the middle of the food chain. We are aware that we can influence consumer choices and educate them. But we also have a large influence on the clash of the demand side and the supply side", said **Matt Simister**.



Krzysztof Klincewicz

**CONCLUSION:**

- Food producers in Poland do not feel the need to be innovative. It's important to better stimulate innovative solutions in the sector, at the costs of increasing the scale or production and investments in the least processed goods.
- Regulations and taxes are tools used to change people's eating habits. In addition, it's important to allow the sector to self-regulate with nationwide campaigns increasing awareness about what to eat and how. Campaigns combating food waste are especially necessary.
- Tax regulations, as well as other regulations, should make it easier, or at least not block, the management of food that can no longer be sold in stores, but is still a full-fledged product and can be donated without a fee to the needy.

## DIGITAL MARKET ON THE EVE OF THE 5G REVOLUTION

PARTNER



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(from left to right) Paweł Gałka, Marcin Cichy, Michał Boni

**PANELLISTS:** **Michał Boni**, MEP, European Parliament, **Marcin Cichy**, Chair, Office of Electronic Communication, Poland, **Paweł Gałka**, 5G Architecture Manager, Nokia, Poland, **Kamila Kloc**, Deputy Head of Cabinet of Vice-President of the European Commission Andrus Ansip, European Commission, **Piotr Muszyński**, Vice President in charge of Strategy and Transformation, Orange, Poland

**MODERATOR:** **Andrzej Bobiński**, New Project Director, Polityka Insight, Poland

THANKS TO THE NEW 5G WIRELESS SIGNAL TRANSMISSION STANDARD, USERS WILL BE ABLE TO TAKE ADVANTAGE OF HIGH SPEED MOBILE INTERNET. BUT THE REAL REVOLUTION WILL BE IN THE UBIQUITOUS USE OF “THE INTERNET OF THINGS”, OR A MASSIVE PRESENCE OF COMMUNICATION SENSORS CONNECTED TO THE NETWORK OF DEVICES (SUCH AS ROAD SIGNS, ON PATIENTS’ BODIES, IN INTELLIGENT CITIES AND HOMES). RESEARCH AND PROGRESS ON THE TOPIC IS ONGOING, ON SETTING A GLOBAL TECHNOLOGY STANDARD FOR 5G – TESTS ARE TAKING PLACE IN EUROPE, THE US AND ASIA.

5G will have great economic importance, as it will serve as the foundation of the Industry 4.0, autonomous transport and new services still unknown today. Countries that will be the first to roll out 5G will gain

a technological advantage over the rest of the world.

**Kamila Kloc** said the European Union wants each member state to have at least one city with a working 5G network by 2020, and for all main trans-

portation routes to be covered by 2025. To achieve this, Europe needs a wider concentration of fibre optic networks and a much higher number of short-range base stations. The EU requires to invest EUR 500 billion

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Piotr Muszyński

to implement 5G, with most of this amount coming from telecoms operators, whose business models are already undermined, and revenue per use has been falling for years.

**Piotr Muszyński** called for an easier investment process and improvement of regulations on the electromagnetic field. The Polish standard comes from the 1980s and is 100 times more strict than in some EU countries, which hurts investments. Another problem is the radio

frequency at which 5G will work. The operators do not want to again pay large amounts of money in government auctions as they did with LTE.

At the same time, the European Commission is seeking better harmonisation of frequency management at the EU level, including the minimum time for licenses and distribution of same bands at one time in many countries, which will allow to reach economies of scale, which in turn will build the 5G network more quickly. These negotiations face obstacles because of the other side are governments that do not want to share their authority over frequencies because their budgets earn significant revenue from the auctions.

**Marcin Cichy** agreed that “economic rationalism” is necessary in this matter, but suggested that the proposal put forward by the telecoms to hand out frequencies for free are impossible to implement.

**Piotr Gałka** emphasised that there is a need to renegotiate the conditions for providing access to the networks for research and pilot programmes, which would make the standardisation of the requirements for devices using 5G easier.

**Michał Boni** pointed to the danger of falling behind, a danger that appears when a country or a region is not ready for a new standard. He also highlighted the need to create coherent plans to use the network including local governments.



Kamila Kloc

## CONCLUSIONS:

- The most important issues necessary to roll out 5G: regulating the issue of transmission stations, pilot programmes and research related to the network, national broadband programmes, complex legislation and cooperation on the European scale.
- Bringing Polish radiation norms in line with European standards is crucial.
- Easier investment processes related to network development is needed (including less bureaucracy, common fees for occupation of lane).
- The government and the regulator must participate in a constructive dialogue with the European Commission about the harmonisation of radio frequency development at the EU level.
- The development of the 5G network, which is key for the economy’s competitiveness, depends on an efficient distribution of frequencies that is not simply based on maximising budget revenues.
- Industry organisations and local governments need to analyse the changes, but above all, the possibilities that will be created by the new 5G standard.

## IMPACT OF GLOBAL TRENDS ON THE PERFORMANCE OF COMPANIES



KNOWLEDGE PARTNER



(from left to right) Romina Boarini, Peter Jungen, Leszek Wroński, Carl Benedikt Frey, Roman Młodkowski

**PANELLISTS:** **Romina Boarini**, Co-ordinator of the Inclusive Growth Initiative and Senior Advisor in the Office of the Secretary-General, OECD, **Carl Benedikt Frey**, Oxford Martin Citi Fellow, Oxford University, Great Britain, **Peter Jungen**, Peter Jungen Holding GmbH, Honorary Chairman, Columbia Centre on Capitalism and Society, Columbia University, New York, USA, **Leszek Wroński**, Partner, Head of Advisory Services for Central and Eastern Europe, KPMG, Poland

**INTRODUCTORY SPEECH:** **Carl Benedikt Frey**, Oxford Martin Citi Fellow, Oxford University, Great Britain

**MODERATOR:** **Roman Młodkowski**, Program Director, Forbes, Poland

ARTIFICIAL INTELLIGENCE GIVES BUSINESSES NEW, UNKNOWN TILL NOW OPPORTUNITIES. THE MODERN TECHNOLOGIES AND DIGITAL REVOLUTION, WHICH WE ARE WITNESSING, ALREADY CAUSE THAT SOME OF THE PROFESSIONS ARE BEING DISPLACED. AT THE SAME TIME, PROCESSES THAT INTERFERE THE STRUCTURE OF EMPLOYMENT MEAN AN INCREASE IN THE ANXIETY AND FRUSTRATION OF PEOPLE, WHICH BRINGS THE THREAT OF REVOLUTION. TODAY PEOPLE WHO LOSE THEIR JOBS BECAUSE OF AUTOMATION WILL MOST PROBABLY NOT GO OUT TO PROTEST ON THE STREET, BUT MAY VOTE FOR POPULISTS. THIS IN TURN INTRODUCES NEW PARTIES TO THE PARLIAMENTS AND BRINGS ABOUT A CHANGE OF POWER.

**Carl Benedict Frey** drew attention to this historic relationship between changes in the economy and the political situation of the states. In-

directly, political changes affect the world of business. Therefore, progressing automation in enterprises must be a controlled process that is

accompanied by retraining of employees.



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“Machines will not replace a human, they will not think for him, but only support, accelerating for example calculations. They have no intuition, the ability to perceive and manipulate” – said Frey. **Leszek Wroński** had a different opinion. According to him most of the tasks will be done sooner or later by artificial intelligence, which will lead to the elimination of jobs for people. “We need to change economic program and legal system so that the people would play the main role and have a share in wealth, which the company achieves thanks to the employees” – stressed **Romina Boarini**.

Participants of the debate highlighted the need to change modern business models and better adapt them to the social fabric. They have highlighted the worldwide visible inequalities that lead to economic and social instability. In this situation, entrepreneurs are expected to change their approach to doing business in order to increase the share of employees in the profits generated by the company. At the same time, the public and private sphere must conduct a dialogue. Governments and local governments should be more involved in maintaining social stability by creating a balance be-

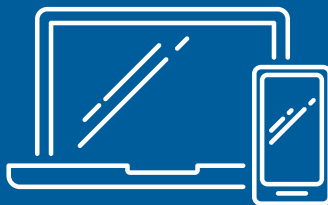
tween technology and business development.

**Peter Jungen** drew attention to the differences in the pace of new technology developments between Europe, the USA and China. According to him, Europe is not following America and Asia in creating and exploiting the innovation. “There are many new patents, but 90% of them are not used. The result of this weakness is the growing dominance in Europe of non-European companies and the decline of its role in the global economy.”



## CONCLUSIONS:

- Western industrialization involves replacing people with machines and computers. The importance of artificial intelligence grows. If the entrepreneurs will implement changes themselves, social tensions will increase, so governments need to be involved in this process.
- Automation does not have to mean reducing the number of jobs. By reversing the trend and using new technologies wisely, employees can be protected against layoffs, raising their qualifications at the same time.
- Europe needs to invest more in innovation. Otherwise, European businesses are threatened with the role of paid users of American and Asian solutions.



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## AWARD CEREMONY

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## PRESENTATION OF THE NEW@POLAND AWARD CONFERRED BY DIGITAL TECHNOLOGY EMPLOYERS LEWIATAN



KNOWLEDGE PARTNERS



(from left to right) Piotr Marczuk, Michał Kleiber, Andrzej K. Koźmiński, Jacek Kuroś, Mirosław Rolnik, Cristiano Pinzauti, Tomasz Klekowski

In the tenth, jubilee edition of the NEW@POLAND awards, the Jury, composed of representatives of the science and business communities, professors: **Michał Goliński**, **Michał Kleiber**, **Andrzej K. Koźmiński**, **Witold Orłowski**, alongside members of the Board of the Digital Technology Employers Lewiatan, decided to give this year's NEW@POLAND award to the Polish Post for the project "Mobile Postman Service". The service enables postmen and postwomen to offer services from the Point of Sale (POS) list and provide electronic mail delivery confirmation. The platform utilizes over 20 thousand tablets with the MS Windows operating system and is available countrywide, to wherever postmen and postwomen can reach.

The project Managed Security Services (MSS), i.e. continuous vulnerability monitoring in IT systems from CYBERCOM Poland, also received accolades from the Jury. The award was conferred by **Cristiano Pinzauti**, Jury President of NEW@POLAND, and **Piotr Marczuk**, President of the Digital Technology Employers Lewiatan.

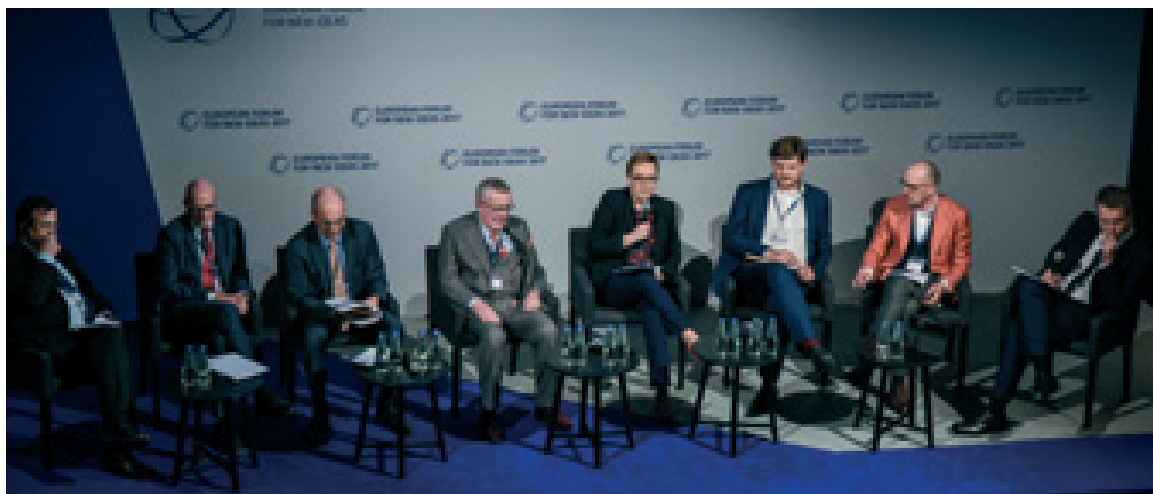


Cristiano Pinzauti

## WILL ECONOMIC PATRIOTISM SLOW DOWN THE INTEGRATION OF THE OLD CONTINENT?

PARTNER  
**SIEMENS**  
*Ingenuity for life*

KNOWLEDGE PARTNER



(from left to right) John Walker, Wojciech Ponikiewski, Jarosław Pietras, Andrzej K. Koźmiński, Dominika Bettman, Ignacy Morawski, Artur Nowak-Goćłowski, Marek Tejchman

**PANELLISTS:** **Dominika Bettman**, Chair, Siemens, Poland, **Andrzej K. Koźmiński**, President, Kozminski University, Poland, **Ignacy Morawski**, Head of Analysis and Industry Reports, Bonnier Business Polska, Poland, **Artur Nowak-Goćłowski**, Chair of the Board, ANG Spółdzielnia, Poland, **Jarosław Pietras**, Director General, General Secretariat of the Council, European Council, **Wojciech Ponikiewski**, Deputy Director, Department of Economic Cooperation, Ministry of Foreign Affairs, **John Walker**, Employers' Group, European Economic and Social Committee

**MODERATOR:** **Marek Tejchman**, Deputy Editor in Chief, Dziennik Gazeta Prawna, Poland

**FAIR COMPETITION, ECONOMIC COOPERATION, FAIR AND EQUITABLE DISTRIBUTION OF PROFITS, AND COMPLIANCE WITH THE LAW ARE ALL ASPECTS OF ECONOMIC PATRIOTISM. IT IS CERTAINLY WORTH SUPPORTING THE HOME MARKET THROUGH TRANSPARENT BUSINESS ACTIVITIES AND ENSURING THAT ECONOMIC PATRIOTISM IS NATIONAL BUT NOT NATIONALISTIC.**

Participants in the debate tried to define what is economic patriotism in the XXI century. In their opinion, it is possible to combine employment in an international corporation with a patriotic attitude towards the national economy, as long as the performed duties create a climate and values

conducive to long-term investment in the domestic market. A short-sighted approach should not be followed as it may take the form of selecting products and services coming from the domestic economy but not meeting the quality or price expectations. We need to plan for the long term

and ensure the competitiveness of our economy.

**Dominika Bettman** has emphasized that within patriotism it is important to promote the domestic market and the competence of native workers. Synergy with neighboring countries

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is important as well as building a climate conducive to long-term investment and development. It is also crucial to create the right conditions, both on the part of the country and corporations, to promote sustainable development – she said. **Andrzej K. Koźmiński** has defined economic patriotism as the pursuit of affirmation of one’s own country and through it creating added value. He pointed to nationalism as the reverse of this action. Patriotism in the context of globalization is the maximization of the benefits derived from it, not the limitation. **Jarosław Pietras** has pointed out that economic patriotism does not only relate directly to supporting companies in a given country, but also considering the best interests of consumers. On the

other hand, **Artur Nowak-Gocławski**, said that the criterion of patriotism is “thinking about the weaker and Polish social capital” and responsible action. According to **Wojciech Ponikiewski** work at the grassroots level is one of the types of patriotism that contributes to the welfare of the country without causing damage, which usually bring actions equated with economic protectionism. **Ignacy Morawski** emphasized that the lack of acceptance of globalization does not mean its end, but only a slight correction. **John Walker** drew attention to the importance of economic patriotism, which is understood as supporting small and medium-sized businesses in times of crisis. This should not become a long-term economic priority.



*Dominika Bettman*

The participants of the debate were skeptical about the chances of success of the idea of a European economic patriotism, which would create competition for the Chinese economy. They argued that the European market, being relatively small, forces entrepreneurs to fight for customers rather than strengthen cooperation.



*(from left to right) John Walker, Wojciech Ponikiewski, Jarosław Pietras, Andrzej K. Koźmiński, Dominika Bettman, Ignacy Morawski, Artur Nowak-Gocławski, Marek Tejchman*

## CONCLUSIONS:

- Economic patriotism is not only about supporting domestic markets, but also, if not primarily, the citizens. Entrepreneurs, whilst giving work, play a responsible social role and support economic patriotism.
- Governments, whilst planning to support a particular industry or business, should be holistic rather than selectively looking at the effects of their actions. The economy, both national and European, is a coherent system of interconnected vessels. Inadequate reinforcement of one component can result in weakening of the other.
- Globalization is a fact and there is no retreat from it. It is therefore worthwhile to skillfully benefit from it and thus act in favor of national economies.

## WILL INDUSTRY 4.0 NEED HUMAN LABOUR? CHALLENGES FACED BY THE AUTOMOTIVE INDUSTRY

PARTNER



(from left to right) Paweł Wideł, Krystyna Boczkowska, Mariusz Golec, Jarosław Kurosz, Jacek Męcina, Wojciech Paprocki

**PANELLISTS:** **Krystyna Boczkowska**, Chair of the Board, Robert Bosch, Poland, **Mariusz Golec**, Chair of the Board, Wielton S.A., Poland, **Jarosław Kurosz**, Production Director, Volkswagen Poznań, Poland, **Jacek Męcina**, Professor, Institute of Social Policy, Warsaw University, Poland, **Wojciech Paprocki**, Professor, Department of Transport at the Warsaw School of Economics, Poland

**MODERATOR:** **Paweł Wideł**, Chair, Union of Employers of Automotive and Industrial Articles, Poland

**THE REVOLUTION IN THE AUTOMOTIVE MARKET IS INEVITABLE AND INDUSTRY 4.0 WILL BE THE EUROPEAN AND WORLD STANDARD IN JUST FIVE YEARS. IN ORDER NOT TO BE LEFT BEHIND, AN URGENT REFORM OF VOCATIONAL EDUCATION IN POLAND IS NEEDED.**

Industry 4.0 aims at minimizing the cost of manufacturing products or services, thus provides an opportunity for the European automotive industry. Thanks to extensive data analysis, Internet of Things and robotization, it will be possible to produce cars 25% faster and 30% more efficiently. There will also be less complaints and wastage – emphasized **Krystyna Boczkowska**. This means abandoning

the current assumptions that cars are to be manufactured cheaply and en masse. This new approach undoubtedly poses a threat to countries with low labor automation and which base their competitive advantage on cheap labor. Future changes can benefit by contrast countries such as Germany, where labor costs are admittedly higher but where greater efficiency, shorter production time

and thus less losses are noticeable. “Although in Poland there are no fully automated production plants that would be based on a German model, the impact of this trend is noticeable equally in the VW plant in Poznań, and in the Wielton semitrailers factory in Wieluń” – pointed out **Krystyna Boczkowska**.

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Jarosław Kurosz

“In Wielton we have been focusing on automation for many years and we have 40 robots on the production line. The challenge we face now is the combination of these separate processes into one integrated system” – explained **Mariusz Golec**. During the discussion it was emphasized that the cars of tomorrow will be characterized primarily by connectivity, that is connection to numerous media and autonomy, so the possibility of moving the vehicle without the driver. For this to happen, extensive automation and robotization of manufacturing

processes are required, and this involves significant changes in the labor market. The panelists emphasized that in parallel with computerization and robotization, the most important capital should not be overlooked, ie the employees. “We shouldn’t expect human work to be displaced by robots, and taking care of human capital also in the future will remain a key element of the company’s development strategy” – emphasized **Jacek Męcina**.

The employees, in order to keep with occurring changes, they must receive adequate education. It is important to take care of the impact of entrepreneurs on the vocational training system, so that future graduates will have qualifications that are really useful in the labor market. For Industry 4.0 to become popular, in addition to new technologies, there is also a need for reform of vocational education, among others, dissemination of such solutions as dual education, where theoretical classes take place in the school, and practical classes are carried out in the workplace. “Volkswagen Poznań cooperates with vocational schools where it conducts

patronage classes. Every year, about 70 graduates of these schools swell the ranks of the company, and the subject of the program is constantly updated, for example including 3D printing. Poznań is also a pioneer in the field of dual studies” – said **Jarosław Kurosz**.

In conclusion, **Wojciech Paprocki** stressed the need to involve not only companies but also the government in investing in knowledge.



Paweł Widet

## CONCLUSIONS:

- There is a need to increase R & D spending due to the rapid development of new technologies in the world. This concerns an investment from both business and the state.
- It is essential to take care of the key cyber-security field, due to the infiltration of information technologies and operational technologies that make both environments more vulnerable to attacks.
- The key challenge for entrepreneurs is to develop the adaptability of employees to changing working conditions.
- Priority for entrepreneurs should be smooth adaptation of business models following megatrends and market changes.

## #HACKED! WILL EUROPE DEFEND ITS CITIZENS FROM CYBERATTACKS?

PARTNER



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(from left to right) Michał A. Zieliński, Paul Timmers, Joanna Świątkowska, Daniel Szmurło, Carl Bildt, Juliusz Brzostek

**PANELLISTS:** **Carl Bildt**, Chair of GCIG, former Prime Minister and Minister of Foreign Affairs of Sweden, **Juliusz Brzostek**, Director, National Center for Cyber Security at NASK, Poland, **Daniel Szmurło**, Legal Counsel, Security Expert, T-Mobile Polska S.A., Poland, **Joanna Świątkowska**, Director for Programmes, European Cybersecurity Forum – CYBERSEC, Poland, **Paul Timmers**, former Director of the Sustainable and Secure Society in DG Communication, Content and Technology (DG CONNECT) at the European Commission

**MODERATOR:** **Michał Zieliński**, Analyst for Digital Economy, Polityka Insight, Poland

### CYBERSPACE HAS BECOME AN ARENA FOR COMPETING STATES AND A PLACE FOR THE SPREAD OF CRIME. NATO HAS DECLARED IT TO BE A BATTLEFIELD, ALONG WITH THE SKY OR SEA. IS EUROPE READY FOR A CYBER CONFLICT? WHAT IS THE EUROPEAN UNION DOING IN THIS FIELD? IS THERE A COMMON EU RESPONSE SYSTEM? HOW CAN THE EUROPEAN UNION ACTIVELY DEFEND ITSELF?

We consider a cyberattack to be actions in the virtual space that aim to take control of internet pages, email accounts or databases of companies. The year 2016 was a record one in terms of number of cyber events, such as leaks of personal data. The panelists agreed that although the

EU is aware of the dangers, the work on increasing the level of safety should be moving forward more quickly. Many EU states still have not implemented the NIS directive from 2016, which imposes the obligations of ensuring security and reporting cyber incidents involving the so-

called “operators of essential services”. This applies to sectors such as energy, transport, health care, banking and the drinking water supply.

By November of this year, the government is supposed to present its own legislation implementing the





Paul Timmers

NIS directive and, by autumn 2018, a list of operators to be covered by the new requirements. At the EU level, “cooperation groups” are to be created to exchange information and support member states in cybersecurity. In each country, crisis response teams are to be created. In Poland, this role will be taken on by the National Cybersecurity Centre

(NC Cyber) as part of NASK, which is overseen by the Ministry of Digitisation.

In September, the European Commission presented another package of initiatives, including the strengthening of the EU cybersecurity agency ENISA, introduction of a system of cybersecurity certificates for products and services, improved international coordination in case of large attacks, tighter control of digital currency and support in combating cybercrime.

The panelists do not expect a large cyber war, but a string of attacks constituting a state between war and peace, or the so-called “un-peace”. On the other hand, every conventional war will have a cyber aspect. The panelists were skeptical about the possibility of creating a common European cyber army. It is also probably too early to attempt to regulate the cyber arms race among its most important participants.

There is a need for further discussion on how much cybersecurity oversight should be left in the hands of individual companies and how much should be enforced by legal means.



Daniel Szmurto

## CONCLUSIONS:

- The necessity to provide cybersecurity must be recognised by decision makers (both in politics and business) as an essential standard in line with the physical protection of important objects in business and administration.
- Cooperation and exchange of information is essential in combating cyber threats. For this, what is needed is building of trust in the triangle between the security services of member states, EU bodies and private companies. Such an approach assumes taking advantage of networks in the fight with cyberattacks and the use of resources that already exist in member states, and not their centralisation in EU institutions.
- Most network attacks can be avoided by applying so-called cyber hygiene, or basic rules of cybersecurity. This is why the creation of awareness and educating of end users is extremely important.

## RISK IN BUSINESS: INVESTING IN TIMES OF UNCERTAINTY

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(from left to right) Philippe Vlaemminck, Edyta Sadowska, Maciej Kropidłowski, Wojciech Kostrzewa, Tomasz Danis, Paweł Zielewski

**PANELLISTS:** **Tomasz Danis**, Partner w MCI Capital S.A., Poland, **Wojciech Kostrzewa**, Chair and Director General, ITI Group, Poland, **Maciej Kropidłowski**, Vice President, Citi Handlowy, Poland, **Edyta Sadowska**, Chair, Ringier Axel Springer Polska, Poland, **Philippe Vlaemminck**, Managing Partner, Pharumlegal, Belgium

**MODERATOR:** **Paweł Zielewski**, Editor in Chief, Forbes, Poland

### WE LIVE IN A TIME OF CONSTANT CHANGE AND UNCERTAINTY. THAT IS WHY INVESTORS ARE CONSTANTLY FACED WITH RISK.

**Tomasz Danis** pointed out that today there are more geopolitical challenges, but at the same time there are increased opportunities to go beyond the region and think globally. **Maciej Kropidłowski** noted that the rate of change is higher. There is not enough time to understand and domesticate it. Automation is a process we face every day in the financial industry. Without automation we would not be

able to handle such a large number of customers.

**Philippe Vlaemminck** said that the barrier for Europe is the excessive amount of regulation that often puts companies at a standstill. Therefore, it is necessary to build business and administrative space, because it helps find optimal legal solutions and prevents overregulation. According to **Wojciech Kostrzewa**, the main prob-

lems are regulated sectors, where the regulator often wants to decide who should be the lead in the market. This kind of behavior is very dangerous – he added.

**Edyta Sadowska** talked about the risks in the media sector. She said that fake news had existed before, but the spread of news was much smaller. Today's fake news is a serious risk, because technology allows for instant

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DAY 3



Maciej Kropidłowski

distribution. For the media sector access to information and how to get it is crucial. Fake news can be a powerful tool to eliminate some players in the market.

“In the world of Venture Capital funds, it is common practice to share investment risk with other funds” – emphasized **Tomasz Danis**. The best investment is the one I find myself, not the one that comes to me – he said.

We are entering a new stage of automation, more sophisticated and intelligent – pointed out **Kostrzewa**. This automation will also touch “white collar” jobs. 80% of people in the Compliance Department are at risk of losing their jobs due to progressive intelligent automation. This is a great challenge we will face.

For this reason, it is necessary to invest in people and in their development. Most of the outlay should come from business, however the state also has a role to play here, by creating a good vocational education system.

**Tomasz Danis** disagreed that vocational education is the solution for rapid technological progress. Europe needs to revise higher education, which is weaker in comparison to US universities.

So what should we invest in? Opinions were divided:

**Maciej Kropidłowski** recommended to invest only in projects with a short time horizon – up to 5 years, servic-

es would be included here. **Tomasz Danis** put on fintech, foodtech and widely understood services, which are changing at an incredible rate today. **Edyta Sadowska** believed that the media sector should invest primarily in content, even if it is an investment with a long repayment date. However, the public must be educated that it is worth paying for good content.



Paweł Zielewski

## CONCLUSIONS:

- We should focus on business and administration cooperation. Through mutual understanding and cooperation we are able to minimize many risks, including overregulation or lack of sufficient regulation of particular industries.
- Technological development is associated with high social costs, for which we are still not prepared. We have to face the exclusion of many people from the labor market and the replacement of numerous occupations by machines.
- It is worth investing in people – reliable education and talents. Human capital is the most valuable business capital.

## SOCIAL DIALOGUE USING THE SOCIO-ECONOMIC CHANGE MANAGEMENT METHOD? LESSONS LEARNT AND RECOMMENDATIONS FOR THE SOCIAL DIALOGUE COUNCIL

PARTNER  RADA  
DIALOGU  
SPOŁECZNEGO



(from left to right) Wojciech Warski, Dorota Gardias, Marcin Zieleniecki, Henryka Bochniarz, Jan Guz, Jan Klimek, Maciej Wroński

**PANELLISTS:** **Henryka Bochniarz**, Vice President of BusinessEurope, President of The Polish Confederation Lewiatan, Poland, **Dorota Gardias**, President, the Trade Unions Forum, Poland, **Jan Guz**, Chairman, All-Poland Alliance of Trade Unions (OPZZ), Poland, **Jan Klimek**, Vice President, Polish Craft Association, Poland, **Jacek Męcina**, Professor, Institute of Social Policy, Warsaw University, Poland, **Marcin Zieleniecki**, Undersecretary of State, Ministry of Family, Labour and Social Policy, Poland, **Wojciech Warski**, Chair of BCC Convention, Business Centre Club, Poland, **Maciej Wroński**, President, Employers Association “Transport Logistic Poland”, Poland

**MODERATOR:** **Maciej Głogowski**, Deputy Editor in Chief, TOK FM, Poland

**THE SOCIAL DIALOGUE COUNCIL (SDC) HAS BEEN OPERATING IN THE NEW FORM ALREADY FOR TWO YEARS. THIS IS AN EXPERIMENT ON A EUROPEAN SCALE AND AS SUCH REQUIRES PERIODIC RECAPITULATIONS.**

In his introduction, **Jacek Męcina** recalled how the social dialogue had been evolving in Poland. He ventured a statement that extension of its scope from just the labour law to include general socio-economic issues resulted in increased employers’ engagement in permanent dialogue both with the trade unions and with the government. Unfortunately, the SDC tends to be omitted in the consultations on legis-

lative drafts by overusing the legislative “bypass”, where Members of the Polish Sejm submit their own bills.

**Marcin Zieleniecki** stressed that there is no party to the SDC that would regard the dialogue as superfluous and pointed out that there is no other way, because the dialogue is dictated by law. The less than two-year period of opera-

## ROUND TABLE

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tion demonstrates that dialogue at the SDC is actually tri-lateral. It can be seen, though, that the SDC's focus has been mainly on issuing opinions on governmental bills, hence its activity is mainly initiated by the government. **Dorota Gardias** remarked that the SDC issued opinions on 1,000 legislative bills, yet each bill enacted into law was ascribed solely to the government. Social partners were never thanked for their work. The activity of the SDC remains invisible to the public. According to the chair, the employees and employers have never cooperated as closely as today under the SDC. Only the government fails to get engaged in joint activity; the government and president often omit this stage of consultations. **Wojciech Warski** agreed that the SDC has been functioning in the right way within the scope of cooperation between employers and trade unions. Closer cooperation of employees and employers increasingly results from the awareness that both parties need each other. A vast majority of the SDC's resolutions are bilateral, i.e. without the government's participation, because the government not only fails to contribute to the adoption of the resolutions, but also ignores those adopted by the social party. The social partners have also been completely cut off from the opportunity to voice their opinions in the public media.

**Jan Guz** remarked that a dialogue that is inefficient is unnecessary. Why debate if the final stance is known upfront? In his opinion, the SDC involves 'bargaining' from the position of strength rather than dialogue. At the same time, the social awareness of dialogue does not exist. **Jan**



Henryka Bochniarz

**Klimek** remarked that dialogue is more necessary than ever these days because the world is changing faster than ever, and we need to brace ourselves for change by promoting cooperation. **Maciej Wroński** pointed to the rift between EU treaty provisions on social dialogue and actions of the European Commission. As an example, he referred to the principles of social consultations and social dialogue with regards to the proposed change in the rules for employee posting. Dialogue at the national level is much more reasonable in this matter than in the EU.

**Henryka Bochniarz** stressed the importance of dialogue, despite that it can be extremely frustrating. The outcome is often incommensurate with the invested time and effort; currently, this is work from scratch. In our culture, also among the SDC members, there is no conviction that a dialogue is entered into to reach agreement and work out solutions. The 'Either Way I Win' attitude is prevalent. In some key issues, such as during the approval of the 2017 Budget Act or the proposed controversial judicial reforms, all partners reached agreement except for the Solidarność trade union, which was vigorously opposed to these initiatives. "As I see it, rotating chairmanship is a huge asset of the new institution and I can't wait to see the moment when each organization goes through what the Polish Confederation Lewiatan has been through this past year. This certainly teaches one not only humility, but also a responsible attitude, because today some people like to thwart other people's painstaking efforts", she concluded.

## SPACE 4.0 – HOW SPACE IS OPENING UP TO BUSINESS

PARTNERS



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(from left to right) Joanna Popielawska, Tomasz Husak, Marta Krywanis-Brzostowska, Piotr Orleański, Grzegorz Brona

**PANELLISTS:** **Grzegorz Brona**, Chair of the Board and Director General, Creotech Instruments S.A., Poland, **Tomasz Husak**, Head of Cabinet of Ms. Elżbieta Bieńkowska, European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, European Commission, **Marta Krywanis-Brzostowska**, Market Innovation Officer, European GNSS Supervisory Authority (GSA), **Piotr Orleański**, Deputy Director for Technology, Center for Space Research, Polish Academy of Sciences, Poland

**MODERATOR:** **Joanna Popielawska**, Senior Analyst for European Affairs, Polityka Insight, Poland

**INVESTMENTS IN THE SPACE INDUSTRY ARE BRINGING CONSIDERABLE RETURNS. ONE EURO INVESTED IN THE SPACE INDUSTRY BRINGS A RETURN OF 15 EUROS. ACTIVITIES IN THIS AREA BRING A NUMBER OF IMPROVEMENTS FOR EVERY RESIDENT OF THE EU. THESE INCLUDE PLANE NAVIGATION, SYSTEMS FOR TAKING SATELLITE PHOTOS, AND PROGRAMMES FOR SEA AND MOUNTAIN RESCUES.**

After decades of state domination, space is opening up to private entities and space technologies, and the data generated are increasingly used in industries not related to space. The United States is leading this revolution, while in Europe the private sector needs stronger motivation. Hence

Space 4.0, a term coined by the European Space Agency (ESA), promotes wider engagement of businesses (especially small and medium-sized companies) in the development of space technology and the use of data flowing from it.

“Space policy must be a community policy, as the EU has the biggest potential to shape it”, said **Tomasz Husak**. “It is one of most intriguing, while also most likely the least controversial, policies of the EU.” He said the EU is a relatively new actor in this sector (its space policy has ex-

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isted since 2009), however, it already has significant achievements in the Copernicus and Galileo satellite programmes. Both provide an unlimited amount of data and Poland could specialise in processing it.

**Marta Krywanis-Brzostowska** described the areas, which could be helped as a result of the development of the Galileo programme. These include an improvement in the accuracy of navigation systems, signal encoding, the speed of transferring financial transactions and transportation services, geodetic services and improving processes in farming. The development of autonomous transportation (cars, planes and ships), as well as intelligent cities, requires precise navigation. There is also a number of much more visionary areas, such as space mining, shifting production to space or space cleaning services.

“The challenge for the Polish market is the creation of a Polish space industry”, said **Piotr Orleański**. The Polish space sector is very interested in the development of up-stream services, meaning bringing technology into space. The breakthrough for Poland came in 2012, when it became a member of the European Space Agency. The industry gained full access to the agency’s programmes and contracts, including those dedicated exclusively for Poland. “It should especially include those companies that can implement business goals”, Orleański said.

“An example of such a company is Creotech”, said **Grzegorz Brona**. An example of a national initiative that allows a Polish company to shine is Hypersat, which was a project commissioned by NCBiR for modular construction of a universal satellite platform. This is also a project that

fits into Space 4.0 - the platform will allow for the construction of light satellites able to implement various space missions for private entities.

Brona also emphasised that the key to the successful development of the Polish sector, which is very young compared to its western competition, is to find niches and creating specialisations within them.

## CONCLUSIONS:

- The Polish government should actively participate in the shaping of space policy at the level of the ESA and the European Union.
- Poland also needs a national space policy pillar for the development of the industry to not be solely based on the European pillar.
- The Polish space industry will benefit from a forward-looking and ambitious state space policy, which will set concrete challenges and pave the way for achievements in projects which the ESA doesn’t undertake.
- Competing on the European market, Polish companies should look for opportunities where the western companies that dominate it have not yet obtained skills and experience; the dynamically growing market linked with space is full of “niches” that can be filled by innovative Polish companies.
- Data provided by European satellite programmes Copernicus and Galileo open up new opportunities for EU and Polish businesses and startups, especially in creating services based on navigation data (Galileo) and earth observation (Copernicus).

## FACEOCRACY: THE IMPACT OF SOCIAL MEDIA AND FAKE NEWS ON DEMOCRACY, POLITICS AND SOCIETY

KNOWLEDGE PARTNER



(from left to right) Dalia Bankauskaitė, Nataliia Tymkiv, Sabina Inderjit, Barçin Yinanç, Margo Gontar, Michał Kobosko

**PANELLISTS:** **Dalia Bankauskaitė**, Adviser to the European Affairs Committee of the Seimas, Institute of International Relations and Political Sciences, Vilnius University, Lithuania, **Margo Gontar**, Co-Founder and Editor, StopFake, Ukraine, **Sabina Inderjit**, Vice President, Indian Journalists Union, India, **Nataliia Tymkiv**, Member of Wikimedia Foundation Board of Trustees, Ukraine, **Barçin Yinanç**, Opinion Editor, Hürriyet Daily News, Turkey

**MODERATOR:** **Michał Kobosko**, Director, Atlantic Council in Poland, Poland

**THE IMPACT OF FAKE NEWS HAS BECOME A GLOBAL PROBLEM AFFECTING BUSINESS, PUBLIC LIFE AND POLITICS. IT REQUIRES THE JOINT ACTION OF GOVERNMENTAL ORGANIZATIONS, NON-GOVERNMENTAL ORGANIZATIONS AND TRADITIONAL MEDIA.**

The main purpose of fake news is not to change someone's beliefs but to create disorientation by the recipient and as a result to cause intellectual apathy and less inclination to take deliberate action – said **Nataliia Tymkiv**. There is also a growing range of disinformation, which involves deliberately placed lies and

half-truths through online trolls, financed by various organizations and states – she added.

Even though the media and fact-checking institutions are getting better at tracking down false or misleading information, they still lack the idea of stopping their dissemination – emphasized **Margo Gontar**.

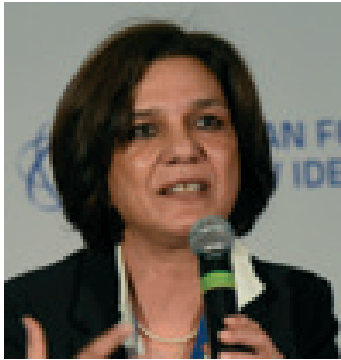
The traditional media aren't blameless, as they, instead of taking care of the challenges of ordinary people and speaking their language, spend too much time on expensive studies in Brussels and on political abstractions - said **Barçin Yinanç**.

The most important way to minimize the negative effects of false news



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Sabina Inderjit

on society is to ensure that they will hit less fertile ground. Critical thinking programs for pupils can serve this purpose. A rapid response of government and non-governmental



Nataliia Tymkiv

organizations is required to thwart false messages and conscious shaping of the narrative where fake news is most common, that is in social media - Dalia Bankauskaitė pointed out. Sabina Inderjit added that we should pay special attention to the emotive narratives because they are most often subject to manipulation.



Dalia Bankauskaitė

The panelists stressed the need to work on creating a tool that would help to block fake news without limiting the use of social networking portals. Maintaining their existing functionality is important for democracy, helping people to associate and express their opinions.



Barçin Yinanç



Margo Gontar

**CONCLUSIONS:**

- Research on the impact of social media on democracy and social relations should be conducted. Their results should mobilize governments and business to fight with disinformation on the Internet. Mechanisms should be created to limit the spread of fake news on the Internet.
- The activities of organizations and institutions responding to fake news should have the widest possible support – including financial – from public administration, business and civil society.
- The Internet requires a conscious user. Therefore, the education system must make children and young people aware of online threats. It is important to develop critical thinking and distance to emotional narratives.

## HOW TO KEEP UP WITH TECHNOLOGY? EDUCATION OF A MODERN PERSON

KNOWLEDGE PARTNER

**THINKTANK**  
 centre for dialogue and analysis


(from left to right) Piotr Voelkel, Barbara Nowacka, Wiktor Askanas, Michał Kleiber

**PANELLISTS:** **Wiktor Askanas**, Professor Emeritus, New Brunswick University, Canada, **Michael D. Kennedy**, Professor of Sociology and International and Public Affairs, Brown University, USA, **Michał Kleiber**, Vice President, European Academy of Sciences and Arts, Poland, **Barbara Nowacka**, Chancellor, Polish-Japanese Academy of Information Technology, Poland, **Piotr Voelkel**, President of the Institute for Education Development, SWPS University of Social Sciences and Humanities, Poland

**MODERATOR:** **Edwin Bendyk**, Science Editor, Polityka, Poland

**TECHNOLOGY IN THE 21ST CENTURY IS NOT YET FULLY SHAPED. AMONG ITS CONSCIOUS USERS AND PRACTITIONERS, THERE IS A WIDE DEBATE ABOUT THE ACTUAL INTELLECTUAL BASE OF YOUNG GENERATIONS. THIS IS WHY WE ARE ASKING FOR A SENSE OF WELL-FULFILLED OBLIGATION TOWARDS FUTURE GENERATIONS.**

The new generation was born in the technological era - it is their everyday life. Although the development of technology in the last decade has taken an unprecedented pace, it on its own does not bring value to education, but in combination with proper use.

**Michał Kleiber** stated that in the field of education we should focus primarily on openness and autonomous thinking. Curiosity opens up, which in turn makes it easier to find the world and understand it. With autonomous thinking, young people will not give up post-truth and fake

news stories, but will formulate their own views. **Wiktor Askanas** agreed that critical thinking is crucial to education because we understand the consequences of our own actions. We should focus on the ideas of sustainable development, teach ecology and earth sciences as well as the

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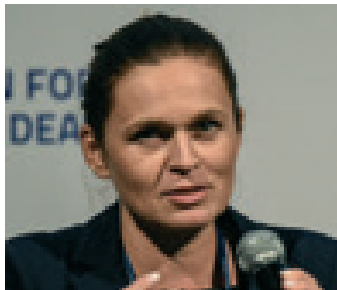
Michał Kleiber



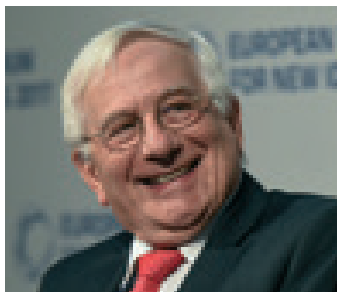
Michael D. Kennedy

art of living, or simple activities of everyday life. It is also important to enable young people to develop creativity. We should not impose upon the youth of our world, but rather set the scene for them to create their own, building a new, better reality.

But in order to learn to articulate our own thoughts, we ought to get rid of the fear that afflicts us - what makes us incapable of realizing our desires. The current education system does not help us answer the question of whether we can cope with our own fear. That is why many young minds



Barbara Nowacka



Wiktor Askanas

do not open up to other people and challenges - said [Piotr Voelkel](#).

We cannot predict how the world will change, but it is certain that we will face new challenges of an ethical nature. With the development of biotechnology, new moral dilemmas will arise and today's educational system is not prepared for them. All educational institutions (schools and universities) should become a place where changes in the world will be recognized. They must act autonomously, regardless of the fashions and political turmoil. Only then will they fulfill their role and educate the new generations.



Piotr Voelkel

**CONCLUSIONS:**

- Living in the world of the fourth industrial revolution in which the material and digital worlds are intertwined, we must seek synergies between them.
- It is not possible to raise the level of education without adequate funding. We still do not spend enough time on learning. Only the optimal financing will restore authority to the teachers.
- Teachers must be able to develop and expand their competence. They should not train themselves on their own, but use dedicated programs, such as postgraduate studies. This type of education should be included in their working time.
- Both, the school and family environment, should contribute to the education and development that will trigger the potential of the children.

## COHESION 2020+

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RELATIONS

(from left to right) Małgorzata Bonikowska, Mieczysław Struk, Janusz Lewandowski, Jorge Núñez-Ferrer, Paweł Chorzę

**PANELLISTS:** **Paweł Chorzę**, Secretary of State, Ministry of Economic Development, Poland, **Janusz Lewandowski**, MEP, European Parliament, **Jorge Núñez-Ferrer**, Senior Research Fellow, Centre for European Policy Studies, Belgium, **Mieczysław Struk**, Marshal of Pomeranian Voivodship, The Marshal's Office of the Pomeranian Voivodship, Poland

**MODERATOR:** **Małgorzata Bonikowska**, Chair, THINKTANK and Centre of International Relations, Poland

**THE EUROPEAN UNION IS CONTINUING TALKS ON ITS FUTURE AND CURRENT BUDGET. BOTH BREXIT AND TENSIONS IN THE EU HINDER SETTING UP A FINANCIAL PLAN THAT WOULD CORRESPOND TO EXPECTATIONS OF ALL MEMBER STATES AND RESPOND TO CHALLENGES THE EU IS FACING. THE BIGGEST CHANGES MAY BE IN THE COHESION POLICY.**

According to **Janusz Lewandowski** there is skepticism in Brussels, after the presentation of preliminary budget assumptions. The budget for the absorption of asymmetric shocks or cohesion policy – once in the billions of euros – now numbers in millions; we are still waiting for the first official version of the

budget, which will be presented on December 6. Meanwhile, it is the internal cohesion that is considered by many to be one of the greatest achievements of the European project. The effects of the cohesion policy are also visible and appreciated by citizens. In **Lewandowski's** opinion, the financial

losses resulting from Brexit will not be big, especially if the EU-UK trade relationship remains at the current level. **Jorge Nunfez-Ferrer** estimated that losses from the UK's exit from the EU would be small and could be less than 0,001% of EU27 GNP. "The cohesion policy is important for the fu-

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Mieczysław Struk

ture of the European Union – it will determine how the Union will look in 20 years. We will not introduce a knowledge and innovation-based economy, we will not have the 4.0 industry without concentration of financial resources on activities, which conduct the development of these processes today, without maintaining the cohesion policy” – he said.

**Paweł Choraży** emphasized that the EU Cohesion Fund was and still is the source of the biggest infrastructure investments in Poland – especially in the transport and environmental sectors. Thanks to these funds we have made up for

years of delay. The European Development Fund and the European Social Fund have enabled the development of entrepreneurship, NGO activity and the enhancement of the potential of human capital. That does not mean, however, that cohesion policy always works. In Poland there are still development



Janusz Lewandowski

disparities between the eastern and the western parts, despite an overall increase in the wealth of the country and society.

**Mieczysław Struk** pointed out that, despite complicated procedures, Poland has a very high absorption rate, which is assisted by the utili-

zation of funds from the cohesion policy. An example is the Pomeranian Voivodship, which carries out large infrastructure projects as well as a number of other activities within the cohesion policy such as business support, social and educational projects.

Cohesion is not only an investment, but also a factor that makes the Union visible globally. For the average person in the EU it is visible thanks to local improvements in infrastructure, direct payments to farmers and the Rural Development Program – concluded **Janusz Lewandowski**.



Jorge Núñez-Ferrer

## CONCLUSIONS:

- The cohesion policy should be preserved as it is an important element of EU development. Without it, Europe will find it more difficult to achieve innovation and competitiveness in an increasingly globalized world.
- The scale of the funds that will be available under Cohesion Policy will depend on how the future objectives and scope will be formulated. If they allow for a more even distribution of priorities and projects among all Member States (including the richest ones), it will be possible to obtain approval for a larger allocation of funds.
- Europe needs to deepen cohesion. It builds a positive image of the EU both globally and among its own citizens. It also contributes to the elimination of social differences.

## POLAND AND THE EURO – TIME TO DECIDE

PARTNER



KNOWLEDGE PARTNER



(from left to right) Janusz Jankowiak, Dariusz Rosati, Stefan Kawalec, Danuta Hübner, Sandor Gyula Nagy, Grzegorz W. Kołodko

**PANELLISTS:** **Danuta Hübner**, Chair of the Committee on Constitutional Affairs, European Parliament, **Janusz Jankowiak**, Economist, JJ Consulting, Poland, **Stefan Kawalec**, Chair of Capital Strategy, former Minister of Finance, Poland, **Grzegorz Kołodko**, Professor, Director of Transformation, Integration, Globalization Economic Research (TIGER), former Deputy Prime Minister and Minister of Finance, Poland, **Sándor Gyula Nagy**, Director, Institute for Foreign Affairs and Trade, Corvinus University of Budapest, Hungary, **Dariusz Rosati**, Professor of Economics, Warsaw School of Economics, Poland

**MODERATOR:** **Michał Broniatowski**, Head of politico.pl, Poland

**THE INTRODUCTION OF POLAND TO THE EUROZONE IS BOTH A CHANCE AND A THREAT, WHICH WAS EVIDENT WITH COUNTRIES STRUGGLING WITH FINANCIAL PROBLEMS DURING THE CRISIS. WHILE ALMOST 90% OF POLES ARE SATISFIED WITH MEMBERSHIP IN THE EU, ONLY 22% DECLARE THEIR WILLINGNESS TO ACCEPT THE EURO. IT IS A CHALLENGE FOR POLITICIANS WHO WOULD LIKE TO INTRODUCE THE EU CURRENCY INTO OUR COUNTRY.**

In the debate on the possible introduction of the Euro to Poland, it was recalled that 10 years ago the then Prime Minister Donald Tusk announced the replacement of the PLN with the EU currency within 3 years. These plans were, however, disrupted by the financial crisis in Europe and the decline in support for this idea in Poland.

According to most of the panelists, adopting the EU currency enables effective preventive actions against the risks resulting from exchange rate differences and from foreign exchange markets. A differing opinion was held by Stefan Kawalec, according to whom the Euro turned out to be a big mistake and instead of strengthening Europe, posed a threat to it.

## ROUND TABLE

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Proponents of the Euro cited studies, which show that after the adoption of the Euro, the Polish economy could grow due to new investments. If the Polish market could borrow or trade in Euros, the problem of loans in Swiss francs and the decline in exports resulting from PLN speculation would be avoided.

Participants in the debate pointed out that the EU currency also has a political dimension.

Euro zone states are at the heart of deepening the integration process. This means making key decisions and shaping EU pol-



*Grzegorz W. Kotodko*

icies based on the Euro, which raises the question about the position of the Member States that lack the EU currency. At the same time, meeting the convergence criteria imposes restrictions on budget discipline, the culture of staffing for key positions, and making decisions in unprofitable sectors of the economy.

To make the common currency safe, we need appropriate legal and financial mecha-

nisms that provide the opportunity to balance the situation – according to the participants of the debate.



*Stefan Kawalec*



*Danuta Hübner*

### CONCLUSIONS:

- Poland needs a debate about the euro, considering both economic and political issues. Politicians should thoroughly analyze the situation and work out their positions based on knowledge rather than catchy slogans.
- The Eurozone crisis has changed the attitude of Poles to the EU currency from positive to skeptical. This process can be reversed, especially since the Euro area is experiencing good economic indicators.
- It is worthwhile for Poland to benefit from the experiences of Slovakia, Estonia, Latvia and Lithuania, which have adopted the Euro in recent years. Thorough analysis of these cases will help to determine the costs and benefits of adopting the EU currency.

## EFNI CLOSING GALA: WE ARE EUROPE



(from left to right) Markus Beyrer, Henryka Bochniarz, George Friedman, Zbigniew Bochniarz

**“WE WOULD LIKE TO APPEAL TO ALL EUROPEANS: LET US TAKE RESPONSIBILITY FOR OUR EUROPEAN UNION. LET US PARTICIPATE IN THE DEBATE ON EUROPE’S FUTURE, LET US PROPOSE AND CARRY OUT REFORMS. WE ARE EUROPE”, THE ATTENDEES OF THE EUROPEAN FORUM FOR NEW IDEAS WROTE IN THE SOPOT DECLARATION, WHICH WAS PROCLAIMED AT THE EVENING CLOSING GALA.**

**Henryka Bochniarz**, President of the Polish Confederation Lewiatan, stressed that the three days of the EFNI debates were a fantastic treat for people who are open and curious about the world. In her opinion, we have to take care of the European Union together. Today, a lack of concern for the European Union means lack of concern for Poland’s future.

**Jacek Karnowski**, Mayor of Sopot, who has been a conference co-organizer for many years, expressed his gratitude to all EFNI guests.

**George Friedman**, founder and Chairman of Geopolitical Futures, was the Guest of Honour at the EFNI Closing Gala. He presented his vision of the world’s future 30 years from now. He reminded us that regarding technological development, it is certain that the world is going to change rapidly. With regards to the geopolitical landscape, however, we think that it will remain unchanged, and the current world powers will remain as they are. This is a grave mistake. What will the

world look like in 30 years? According to George Friedman, the USA will remain a global power although its position will weaken. Yet, Friedman added that the USA might be unable to defend itself if it continues to attack other countries, such as Iraq, without a long term plan or strategy. “China is a true power nowadays, however, it is facing several internal issues (dictatorship, growing social inequality), hence it will be unable to maintain its current position in 30 years’ time. It is Japan that holds the key to power. Turkey is another country that is likely to emerge as an even bigger power, and has a chance to restore its glory”, claimed Friedman.

What will become of Europe? George Friedman predicted that the European Union might face problems as it does not have a good mechanism for integrating differing nations. Surprisingly enough, he prophesied the fall of Germany and Russia. As he sees it, over 50 percent of the German economy relies on exports. This poses a huge threat because these proportions cannot be maintained in the future. Russia, on



## EFNI CLOSING GALA

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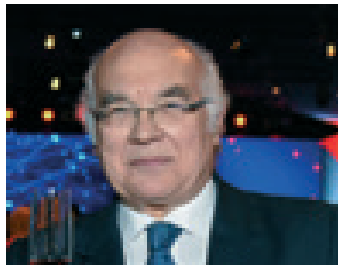
the other hand, has failed to build a modern economy. The fall of the Soviet Union was only the first stage of its fall towards the precipice.

What about Poland? In the futurologist's opinion, if Germany is no longer an economic power 30 years from now, and Russia falls apart, Poland may as well emerge to become a regional power, with ambitions to play a significant role on the international arena.

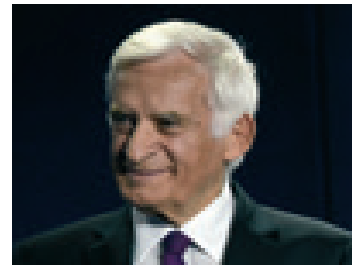
In a special video recording for the EFNI attendees, **Michel Barnier**, European Chief Negotiator for the United Kingdom's withdrawal from the European Union, shared his experiences from the negotiations with the British government, held so far.



Lech Pilawski



Cristiano Pinzauti



Jerzy Buzek

"Our first and common priority is to take away the uncertainty created by Brexit (not desirable for business), and focus on three topics: the rights of EU citizens in the UK, the UK honouring its share of the financial commitments made as a member of the EU, and solutions for the peace process and the border in Ireland", said Barnier.

In his opinion, on these three points we need sufficient progress (not achieved so far) in the negotiations to build trust. Once we have achieved sufficient progress, we can move to the discussion on the future relationship with the UK after 2018. It will be key to maintain the integrity of the internal market throughout the negotiation process. Poland understands the importance of the single market and its four freedoms of movement for growth and for economic development. After becoming a member of the EU in 2004, Polish exports tripled, foreign direct investment flowing into Poland reached record levels, more than one and a half million Polish people have gained work experience in other member states, and many have returned and contribute to Poland's economy.

*That is why the future of Europe requires striking a balance between the three areas that constituted the central themes of this year's European Forum for New Ideas: Globalism, Bilateralism and Economic Patriotism.*

HENRYKA BOCHNIARZ AND JERZY BUZEK

accelerated and the unemployment rate is down. We are more optimistic. There is clear progress, due to reforms both at the national level and in Europe as such", he concluded.

On behalf of European employers, **Markus Beyrer**, Director General of BusinessEurope, expressed his gratitude to the organizers of EFNI for their valuable input into the preparation of the conference. In his opinion, the annual forum in Sopot is very highly valued by the European business community.

"Over the last year, we have managed to calm the situation down in the European Union. Economic growth has ac-

celerated and the unemployment rate is down. We are more optimistic. There is clear progress, due to reforms both at the national level and in Europe as such", he concluded.

**Henryka Bochniarz** and **Jerzy Buzek**, President of the EFNI Programme Council, read out the Sopot Declaration 2017, adopted by the EFNI attendees.

It states, among other things, that "only a combined effort can ensure Europe's security and development. There is no other way in light of the current power structure. That is why the future of Europe requires striking a balance between the three areas that constituted the central themes of this year's European Forum for New Ideas: Globalism, Bilateralism and Economic Patriotism. In terms of supranational issues, such as the worldwide trade system, the awareness of global processes is a pivotal issue. If the European Union wants to affect them, all member states have to engage in close cooperation."

At the end of the Closing Gala, Henryka Bochniarz took the floor and thanked all the EFNI guests for coming and attending the plenary and panel sessions, and invited them to the next EFNI to be held the following year.



**EFNI**

SOPOT 2017



ACCOMPANYING EVENTS

## WHY DOES THE EUROPEAN UNION NEED POLAND?

### A BAYS OF DIALOGUE MEETING WITH JERZY BUZEK



Jerzy Buzek

**“PROVOCATIVE AS THE TITLE QUESTION MAY SEEM, IT DEFINITELY MAKES GOOD SENSE. THE EUROPEAN UNION NEEDS EVERY STATE, AND POLAND’S ROLE MIGHT BE SPECIAL. LET’S USE IT TO THE ADVANTAGE OF THE EU AND OURSELVES”, INSISTED JERZY BUZEK IN A CONVERSATION WITH GRZEGORZ NAWACKI, DEPUTY EDITOR-IN-CHIEF, PULS BIZNESU.**

The European Union consists of member states, and it is them and their citizens that decide about the strength of the community. Decisions of European institutions, frequently criticized in Poland, are our decisions. The representatives of Poland always take part in the decision process. The attendees pointed to Polish initiatives that had been successfully implemented.

“Poland occupies a special geopolitical position and therefore other states accepted our idea that forming the Eastern Partnership (EaP) made sense for the EU, in spite of the objection of the West. It must be noted that the Eastern Partnership makes the most sense for Poland”, stressed the former Prime Minister. “The same goes for EU cooperation on energy. First the European Energy Community and next the Energy Union, were Poland’s ideas intended to improve energy security in Central and Eastern Europe. Sanctions against aggressive Russia are also chiefly a result of Poland’s pressure.”

However, this level of efficiency in European politics requires active diplomacy, dialogue with all EU members, and persuasion. We should take this approach, as opposed to offending our partners, which is currently the case.



Grzegorz Nawacki and Jerzy Buzek

## VALUES IN BUSINESS

BAYS OF DIALOGUE WITH SŁAWOMIR LACHOWSKI, BUSINESS CONSULTANT FROM SL CONSULTING, AND MARK KAMIŃSKI, TRAVELER AND ENTREPRENEUR.



(from left to right) Sławomir Lachowski, Marek Kamiński i Katarzyna Młynek

Participants in the meeting considered values as being necessary in order to conduct a reliable business. They emphasized that values decide on the uniqueness of the company and increase loyalty. Thanks to values, we can strengthen the commitment of our employees and attract talents to the organization. The role of managers should be to promote ethical attitudes and behaviors and to con-

sistently expect them to respect all employees of the company, regardless of their positions. When everyone in the company invokes the same values, it is much easier to deal with crises and manage change – stressed the panelists.





ZAMÓW PRENUMERATĘ,  
MAGAZYNU FORBES

Więcej szczegółów na [www.literia.pl/prenumerata-forbes](http://www.literia.pl/prenumerata-forbes)

## CITIES WITHOUT BARRIERS

OPEN MEETING WITH PAWEŁ ADAMOWICZ, ROBERT BIEDROŃ AND JACEK KARNOWSKI



(from left to right) Mikołaj Chrzan, Robert Biedroń, Jacek Karnowski, Paweł Adamowicz

**THE CHANGING NEEDS OF CITIES, NEW BARRIERS AND CHALLENGES, AS WELL AS THE NEED TO BE CLOSE TO PEOPLE WERE DISCUSSED AT THE BAYS OF DIALOGUE EVENTS BY: PAWEŁ ADAMOWICZ, MAYOR OF GDAŃSK, ROBERT BIEDROŃ, MAYOR OF SŁUPSK, AND JACEK KARNOWSKI, MAYOR OF SOPOT.**

In the attendees' opinion, lack of sustainable development policy at the national level is a huge barrier to the development of cities. As Robert Biedroń noted, out of the 500 largest businesses, approximately 177 are headquartered in Warsaw; political reasons have a significant impact on infrastructural decisions.

Paweł Adamowicz called for the headquarters of state administration offices to be spread out all over Poland to create opportunities for regional cities. This will also lower costs for the state in the long run. Jacek Karnowski pointed to some particularly serious barriers: lack of openness among people, building divides and fear.



## POLAND IN EUROPE – TODAY AND TOMORROW

### OPEN MEETING WITH DANUTA HÜBNER



Danuta Hübner

#### PROFESSOR DANUTA HÜBNER ANSWERED MICHAŁ KOBOSKO'S QUESTIONS ABOUT THE OVER 20-YEAR-OLD HISTORY OF POLAND'S EUROPEAN INTEGRATION AND THE PROSPECTS FOR POLAND'S ENGAGEMENT IN EU POLICY.

In the debate involving active audience participation, the former Chief Negotiator for accession to the EU and later the European Commissioner remarked that optimism is back in Europe. "Last year, the European economy demonstrated resilience to global challenges, hence an upturn in the economy is likely to be maintained."

**Professor Hübner** predicted that sooner or later European politicians would get to grips with solutions bringing closer the vision of a federal Europe. Poland is currently left on the sidelines of not only the debate about the future of the institutional EU, but also about its global role.

Professor Hübner warned that this might be a process where one risks taking a road from which it is difficult to return. Therefore, at least a few battle fronts with the EU and the West ought to be extinguished, European issues must cease to be instrumentalized for political purposes, readiness to cooperate in key areas must be demonstrated and at least a small gesture must be made with regards to softening the stance on accepting refugees. In other words, it is all about changing the atmosphere, which is currently stifling. Another step should be creating realistic coalitions and alliances based on constructive proposals and practical compromises, instead of fantasies about being a superpower. Only in this way can we avoid complete marginalization and loneliness in each kind of Union.



Michał Kobosko and Danuta Hübner



## DIRECTION: THE MARGINS OF EUROPE. WOMEN'S RIGHTS IN POLAND IN A EUROPEAN CONTEXT.

OPEN MEETING WITH BARBARA NOWACKA

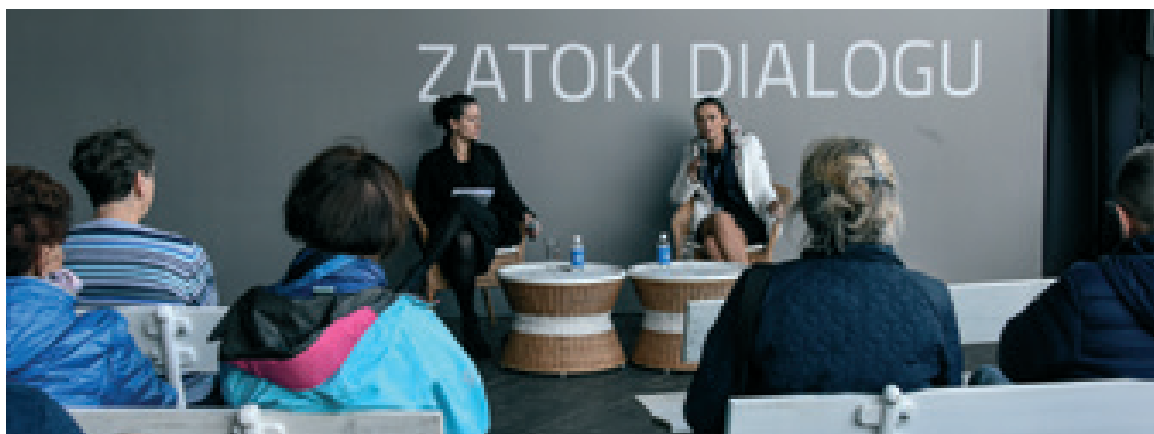


Karolina Zbytewska and Barbara Nowacka

**SALARY DIFFERENCES, SOCIO-ECONOMIC EXCLUSION, MATERNITY, ABORTION AND STEREOTYPES – THESE ISSUES WERE TACKLED BY BARBARA NOWACKA, CHANCELLOR, POLISH-JAPANESE ACADEMY OF INFORMATION TECHNOLOGY, AND KAROLINA ZBYTIEWSKA, EDITOR-IN-CHIEF, EURACTIV.PL...**

“The pay gap between women and men is particularly high in Poland; we rank 26th out of 28 EU states”, stressed **Barbara Nowacka**. The Polish gender retirement gap (on average approximately PLN 700), is a result of lower salaries, absence from the workforce due to caring for children and families, and a lower retirement age. The gap is

significant, given the average retirement pension amounts to PLN 2150 gross. The attendees also discussed the socio-economic exclusion related to the salaries and retirement pensions, as well as the issue of encouraging rather than forcing women to become mothers. The panellists also pointed to the problem of abortion. In Europe, only Ireland and Malta have more restrictive anti-abortion laws than Poland, and this is slated to change in Ireland next year. The panellists also focused on the stereotypes and concurrent social roles which evolve self-fulfilling prophecies. Also, against this background, there was a discussion on the significant role of education, including informal education, concerning our friends and children.



Karolina Zbytewska and Barbara Nowacka

## ON THE HOME STRETCH OR AT THE START OF THE MARATHON? THE US-CHINA RACE FOR GLOBAL DOMINATION



Karolina Zbytniewska and Salvatore Babones

### MEETING WITH THE AUTHOR OF THE BOOK, “AMERICAN TIANXIA: CHINESE MONEY, AMERICAN POWER AND THE END OF HISTORY”

**Salvatore Babones**, a professor at the University of Sydney, spoke about his book “American Tianxia: Chinese Money, American Power and the End of History”. Tianxia is the Chinese term for the world in which China is at its center. The title of the book refers to a process in which China involuntarily becomes part of a larger American “tianxia” understood not only by the United States itself, but rather, as the author says, by the grouping of English-speaking countries such as USA, Canada, Australia and New Zealand.

He argued that China will not be able to replace the United States as a world leader within the next hundred years. Even if the Middle Kingdom defeats the United States in the ranking of major economies, the internal problems and political constraints will not allow efficient political action

on a global scale. At the same time, the dynamic development of the American giants of the new era, such as Apple, Amazon and Google, is building an international network of business, cultural and social connections, effectively placing the US at the center of the world for the next decades. The interest of Chinese teenagers studying in the United States is not waning, Chinese millionaires place their money in America, and China’s economy is still based on dollar transactions. The Middle Kingdom is struggling with demographic problems, progressive degradation of the environment, lack of sustainable development of its cities and growing social tensions. The author proves that “American Tianxia” will retain the role of global leader.

## WHAT BUSINESS DO TO PRESERVE PEACE IN THE WORLD?



Scilla Elworthy

### MEETING WITH SCILLA ELWORTHY, AUTHOR OF THE BUSINESS CASE FOR PEACE: *BUILDING A WORLD WITHOUT WAR*

**Dr. Scilla Elworthy** proves that achieving world peace is possible, and putting pressure on governments has more sense than we may think. Violence and conflicts cost the world \$13.6 trillion in 2015, which translates into \$5 a day for every inhabitant of the Earth. Their limitation is possible, but conflicts that have been prevented will not be discussed in the media.

Thrice nominated to a Nobel Peace Prize and a founder of Oxford Research Group which is supporting dialogue between nations possessing nuclear weapons, Elworthy emphasized that peace in the world is not just a matter for politicians.

Business can play a key role both in starting and preventing wars. The challenge of the 21st Century is mobilizing

those undecided entrepreneurs, who have left the field for a small circle of people making money on the arms trade. The key is understanding the relationship between the public and private spheres and the introduction of the system methods to engage entrepreneurs in peacemaking. The author suggests several of them. For example, extending the scope of CSR, i.e. corporate social responsibility – the policy of most corporations. Actions in this area can be complemented by elements of conflict prevention, for example by eliminating social tensions.

Peacemaking is not only a moral obligation to its potential victims, it is also a prerequisite for building a stable global trade. Differentiating between soft and hard means of peace building shows, the various methods of engagement which are left unused due to our ignorance.

## THE FUTURE OF THE WORLD IN THE CLUTCHES OF CHAOS OR IN OUR HANDS?



(from left to right) Roman Młodkowski, Grzegorz W. Kołodko and Andrzej K. Koźmiński

### A MEETING WITH THE AUTHORS OF THE BOOK: “NOWY PRAGMATYZM KONTRA NOWY NACJONALIZM” (NEW PRAGMATISM VERSUS NEW NATIONALISM).

The book: “New Pragmatism Versus New Nationalism” focuses on the key threats to the contemporary world. The authors indicate the desired course of development that civilization should take. The opinions are presented in a unique manner, which is full of ironic remarks that results from significant differences in their views.

“While reading the book, you are witness to a conversation between two people who often disagree with each other. Still, they disagree in a cordial and respectful manner”, explained [Roman Młodkowski](#), Programme Director, Forbes (Poland), the meeting moderator.

The publication is the fruit of the professors’ week-long debate held in Radziejowice.

“At first, I was in doubt as to whether the book should be written, but I finally came to the conclusion that it is worth it”, explained Professor [Grzegorz W. Kołodko](#). “However, the principal burden of responsibility for the publication lies with [Professor Koźmiński](#)”, he added.

As the moderator remarked, the book contains a collection of threats existing in the modern world. Professor Koźmiński lists the factors contributing to the growth of nationalism, which one may find disagreeable. They include the development of technology, which eliminates less qualified jobs, and globalization. However, as Professor Kołodko opines, the current civilizational landscape can successfully be navigated.

## AN INVITATION-ONLY BUSINESS BREAKFAST

DAY 3

## THE NEW INDUSTRIAL POLICY STRATEGY = A STRATEGY FOR INCREASED EUROPEAN COMPETITIVENESS

AN INVITATION-ONLY BUSINESS BREAKFAST, ATTENDED BY COMMISSIONER  
ELŻBIETA BIEŃKOWSKA



Henryka Bochniarz, Elżbieta Bieńkowska and Tomasz Husak

On the third day of the European Forum for New Ideas, entrepreneurs representing various industries, including manufacturing and services, had the opportunity to discuss their business issues with the European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs. The business breakfast revolved around the central theme: **“The New Industrial Policy Strategy = A Strategy for Increased European Competitiveness.”**

The debate focused i.a. on the new strategy for European competitiveness including the behind-the-scenes preparations. The strategy aims to strengthen the position of industry in Europe and create conditions for its development that will encourage European entrepreneurs to stay and grow on the continent. The Commissioner also referred to the dynamic changes occurring in the manufacturing sector, related to the spreading of new technology.

## AN INVITATION-ONLY BUSINESS BREAKFAST

DAY 3

## NAVIGATING TOWARDS BREXIT. WHAT SHOULD BUSINESS CONTRIBUTE TO THE NEGOTIATION PROCESS?



Wawrzyniec Smoczyński, Henryka Bochniarz, Danuta Hübner, Jarosław Pietras and Marek Prawda

On the third day of the Forum, the representatives of Polish business held a meeting with experts about the role of entrepreneurs in the UK's exit negotiations. The working lunch was attended by: Marek Prawda, Head of the European Commission Representation in Poland, Danuta Hübner, Chair of the Committee on Constitutional Affairs at the European Parliament, and Jarosław Pietras, Director General, General Secretariat of the EU Council. The entrepreneurs representing various industries had the opportunity to submit their postulates, ask questions and consider the

role of business in the unprecedented process of Brexit. They covered issues such as regulations, standards and procedures applicable in future trade with Great Britain, digital issues, movement and protection of data (including personal data), movement of people, recognition of professional qualifications, topics related to competitiveness and intellectual property, transport, tourism and company law. The meeting was also aimed at formulating the postulates, doubts and queries of Polish entrepreneurs and submitting them to the EU negotiating team.

## THE EUROPEAN INVESTMENT PROJECT PORTAL (EIPP)



Michael Feith

The European Investment Project Portal (EIPP) is a multilingual online platform providing greater visibility and transparency about EU investment projects and opportunities. EIPP is a key instrument of the ambitious Investment Plan for Europe, launched by the European Commission, aiming to help the financing of investment projects across the EU encompassing every sector of the economy.

EU project promoters can register their project in the Portal, boosting their visibility to a large network of international investors to get the funding they need to grow. The Portal provides a transparent forward-looking pipeline of EU investment projects.

### FOR PUBLICATION ON THE EIPP, A PROJECT MUST FULFIL THE FOLLOWING ELIGIBILITY CRITERIA:

1. Have a total cost of at least € 1 million
2. Fall under one of the 25 pre-determined high-economic-value-added sectors
3. Be expected to start within three years of submission
4. Be promoted by a public or private legal entity established in an EU country
5. Be compatible with all applicable EU and national laws.

Promoters can submit projects in any of the 24 EU official languages and the European Commission will provide and publish a free translation into English. In return, investors looking for opportunities in areas such as, transport, healthcare, renewable energies, digital technologies or in financing SMEs can easily find all the information in this centralised portal and choose among a broad choice of viable projects. Through the Portal, investors can find investment opportunities according to their own preferences, using advanced search and filtering criteria.

Check out the EIPP at: <http://ec.europa.eu/eipp>

**PRESENTATION:** Michael Feith, DG Economic and Financial Affairs (ECFIN), European Commission

## NEW EUROPE 100: PRESENTATION OF THE PROJECT AND IT'S FUTURE DEVELOPMENT.



**New Europe 100** is a network that connects individuals and teams from the list of Central and Eastern European innovators. The organizers of the project are Res Publica in cooperation with Google, the Financial Times and the Visegrad Fund and many other institutions in Central and Eastern Europe. Within the project we identify and bring together personalities whose actions drive them and us to a better future.

More information at [www.ne100.org](http://www.ne100.org) and social media.

**PRESENTATION:** Wojciech Przybylski, Chair, Res Publica Foundation, Poland

## “WAR OR PEACE? SCENARIOS FOR THE WORLD”.

COUNTERPOINT WITH SCILLA ELWORTHY, FOUNDER OF OXFORD RESEARCH GROUP, AND GEORGE FRIEDMAN, FOUNDER AND PRESIDENT OF GEOPOLITICAL FUTURES.



(from left to right) Małgorzata Bonikowska, Scilla Elworthy and George Friedman

War or peace - what awaits the world and what must humanity do to prevent a new global conflict? Wars have always accompanied humankind, and they cannot be excluded from the future - said **George Friedman**. In his opinion, they are an indispensable offshoot of conflicts of interest of states and the changing balance of power. People tend to believe that the world will always be static, while still evolving. In Friedman's opinion, the international situation is similar to prior to the outbreak of World War II and could bring about global conflict. **Scilla Elworthy** said that wars can be prevented through pre-

ventive actions. It is not a task only for governments - which sometimes even strive to war - but also for businesses and citizens. Their actions can help to alleviate the social tensions, which are often cause of the conflict. Elworthy also pointed to the role of women in maintaining peace in the world. Women in high positions in politics and business significantly reduce situations that lead to acute conflicts.



## BOYCOTT: A CONSUMER RIGHT OR A POLITICAL TOOL?

COUNTERPOINT WITH MACIEJ ŚLUSAREK, ADVOCATE AND MANAGING PARTNER IN LSW LEŚNODORSKI, ŚLUSAREK & PARTNERS AND RAFAŁ WOŚ, JOURNALIST AND PUBLICIST



(from left to right) Rafał Woś, Maciej Ślusarek, Andrzej Bobiński

**W. KRUK, TIGER, CISOWIANKA, LOTOS, CIECHAN, LPP, BP AND UBER – ALL OF THESE BRANDS HAVE FALLEN VICTIM TO CALLS FOR CONSUMER BOYCOTTS. WAS THIS RIGHT? AND, EVEN MORE IMPORTANTLY, WAS IT LEGAL? WHAT ARE THE LIMITS OF A CONSUMER BOYCOTT? IS EVERYTHING ALLOWED, OR DOES THE LAW PROTECT BRANDS? SHOULD IT?**

After a discussion about the definition, boundaries and limits of consumer boycotts, the debate participants agreed that boycotts are both a consumer right, as well as a tool to conduct politics. A dispute broke out on the topic of ef-

fectiveness, or, rather, the lack thereof. **Rafał Woś** pointed to the asymmetry of powers and resources between the almighty business and weakening media, which should in his opinion, be the carrier of consumer boycotts. As well as between giant companies and consumers or employees. **Maciej Ślusarek**, and other participants, pointed to indirect effects and the methodology of measuring the impact of boycotts. Sometimes it is not the sales or share price that is the indicator of the effectiveness of a consumer boycott, but rather the effect on the brand or the image of the company or product. On this issue, the parties did not reach an agreement.

## WHAT DOES THE DOCTOR READ FROM YOUR GENOME?

LECTURE OF THE LAUREATE OF THE FOUNDATION FOR POLISH SCIENCE KRYSZTIAN JAŹDŹEWSKI, PROFESSOR OF MEDICINE, CHAIR OF THE WARSAW GENOMICS AT MEDICAL UNIVERSITY OF WARSAW

PARTNER



ALREADY TODAY, THANKS TO A SIGNIFICANTLY LOWER COST OF ANALYSIS OF THE HUMAN GENOME, PHYSICIANS ARE MUCH MORE EFFICIENT AT PREVENTING THE EMERGENCE OF DISEASES IN THEIR PATIENTS, AND ARE CAPABLE OF ADJUSTING MEDICATION MORE PRECISELY AND DIAGNOSING THE EXISTING CHRONIC DISEASES FASTER. EDUCATING THE MEDICAL COMMUNITY REGARDING INTERPRETATION OF THE RESULTS OF THE ANALYSES REMAINS A KEY CHALLENGE, THE GENETICIST KRYSZTOF JAŹDŹEWSKI EXPLAINED AT EFNI.

“Endocrinology, cardiology, nephrology: there is no field in medicine that would not benefit from the progress in genetics in the near future”, stressed Krzysztof Jażdżewski, Professor of Medicine at the Laboratory of Human Cancer Genetics, Medical University of Warsaw, and laureate of the Foundation for Polish Science.

Since the first full analysis of the human genome performed in 2003, the duration of the examination has been reduced from 13 years to a few weeks, while its cost has fallen from 3 billion dollars to 16 thousand zlotys. The cost of examining fragments of a few dozen genes responsible for specific diseases may be even lower at 3 thousand zlotys. The key areas in which the full analysis of the genome is broadly applicable nowadays include the prediction of individual genetic risk to disease, adjustment of the type and dose of medication to the patient’s individual needs, as well as diagnostics of the already existing chronic diseases. The key challenges ahead of geneticists in the coming years comprise a better understanding of the functions of the remaining 20,000 out of 25,000 genes, because their role remains a mystery for science to solve, as well as devising ways to customize pharmaceutical drugs and diagnostic tests to an even larger extent to suit the patient’s needs. “Educating the medical community in the area of interpretation of genetic tests poses yet another challenge”, explained Krzysztof Jażdżewski.

## MARS ANALOGUE SIMULATION – SCIENCE OR ALREADY BUSINESS?

PRESENTATION OF REPRESENTATIVES OF EXORION FOUNDATION: JĘDRZEJ GÓRSKI, JAKUB FALACIŃSKI, KRZYSZTOF JĘDRZEJAK

PARTNER



**THE DYNAMIC DEVELOPMENT OF MARS ANALOGUE SIMULATIONS IS A PERFECT OPPORTUNITY TO SEEK CLOSER COOPERATION BETWEEN SCIENCE AND BUSINESS, CLAIM THE REPRESENTATIVES OF THE EXORION FOUNDATION. ACCORDING TO THE ORIGINATORS OF THE FIRST ENTIRELY POLISH ANALOGUE MISSION, AS A RESULT OF PARTICIPATION IN SIMULATIONS, R&D DEPARTMENTS ARE LIKELY TO EXPECT EVEN A 10% INCREASE IN THE PRODUCTIVITY OF THEIR TECHNOLOGY.**

A shower that uses up only half a litre of water per use, the first Polish spacesuit for Mars simulations, a Holster monitor for the monitoring of the electrical activity of the cardiovascular system in cosmic space, rovers from the Warsaw University of Technology and a gas mask: these are only some of the Polish inventions subjected to a test

at the first entirely Polish Mars analogue mission EXO 17 at the Mars Desert Research Station, Utah.

As the representatives of the EXORION Foundation (Jędrzej Górski, Jakub Falaciński and Krzysztof Jędrzejak) explained during the presentation of their project, tests of equipment carried out at analogue missions are, among other things, an excellent opportunity to seek closer cooperation between science and business. However, the experiments are usually driven by scientists, stressed cosmic engineer Jędrzej Górski. The tests also provide a perfect development opportunity for R&D departments. The exposure of technological solutions to extreme conditions at the missions makes it possible to identify optimization areas that remain invisible in other circumstances and to boost the productivity of the solutions by as much as 10%.

In conclusion, participation in analogue experiments offers tangible savings. The next Polish mission in Utah is scheduled for 2019.



**EFNI**

SOPOT 2017

A decorative graphic at the bottom of the page. It features a grey, wavy shape that tapers towards the left and right edges. Overlaid on this is a solid blue horizontal banner. The text 'PANELLISTS AND SPECIAL GUESTS' is centered within this banner in white, uppercase letters.

## PANELLISTS AND SPECIAL GUESTS

## PANELLISTS



**Paweł Adamowicz**

Mayor of the City of Gdańsk, City Hall of Gdańsk, Poland



**Wiktor Askanas**

Judge of the Canadian Competition Tribunal, Professor Emeritus, New Brunswick University, Canada



**Salvatore Babones**

Professor, University in Sydney, Australia



**Grzegorz Baczewski**

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



**Adam Balcer**

Foreign Policy Program Manager, WiseEuropa, Poland



**Dalia Bankauskaitė**

Resident Fellow, Center for European Policy Analysis, Lithuania



**Edwin Bendyk**

Science Editor, Polityka, Poland



**Dominika Bettman**

CFO, Siemens Polska, Poland



**Markus J. Beyrer**

Director General, BusinessEurope



**Robert Biedroń**

Mayor of Słupsk, City Hall of Słupsk, Poland



**Elżbieta Bieńkowska**

European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, European Commission



**Carl Bildt**

Former Prime Minister of Sweden, Chair, Global Commission on Internet Governance, Sweden



**Romina Boarini**

Co-ordinator on Inclusive Growth Initiative, OECD



**Andrzej Bobiński**

Director for New Projects, Polityka Insight, Poland



**Henryka Bochniarz**

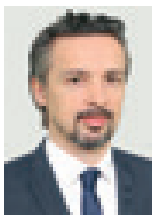
Vice President, BusinessEurope; President, Polish Confederation Lewiatan, Poland

## PANELLISTS



**Krystyna Boczowska**

Chair of the Board and Representative of the Bosch Group in Poland, Poland



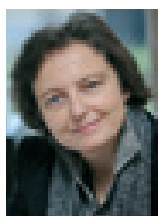
**Krzysztof Bolesła**

Director for Research, Polityka Insight, Poland



**Michał Boni**

Member of the European Parliament



**Małgorzata Bonikowska**

President, THINKTANK Centre for Dialogue and Analysis; President, Centre for International Relations, Poland



**Jan W. Bossak**

Professor at SGH Warsaw School of Economics, Vice President of the Poland-Japan Economic Committee



**Grzegorz Brona**

President of the Board, Creotech Instruments S.A., Poland



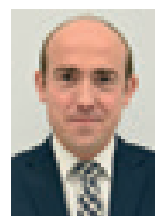
**Michał Broniatowski**

Head of the POLITICO Office in Warsaw, politico.pl, Poland



**Juliusz Brzostek**

Director of National Cyber Security Center (part of Research and Academic Computer Network (NASK) National Research Institute), Poland



**Borys Budka**

Member of the Polish Sejm, Poland



**Brendan Burns**

Member of the European Economic and Social Committee



**Jerzy Buzek**

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



**Edoardo Campanella**

Eurozone Economist, UniCredit Bank, Italy



**Liina Carr**

Confederal Secretary, ETUC



**Paweł Choraży**

Undersecretary of State, Ministry of Economic Development, Poland



**Mikołaj Chrzan**

Editor-in-Chief, "Gazeta Wyborcza Trójmiasto", Poland

## PANELLISTS



**Marcin Cichy**

Chair, Office of Electronic Communication, Poland



**Jan Cieński**

Energy and Security Editor, politico.eu



**Dacian Cioloș**

former Prime Minister of Romania



**Marco Chirullo**

Deputy Chief Negotiator for EPA/FTA with Japan, Directorate-General for Trade, European Commission



**Daniel Costello**

Ambassador of Canada to EU



**Artur Czepczyński**

Owner and President of ABC-CZEP CZYŃSKI and SIMPLE WAY, Poland



**Jacek Czerniak**

Managing Director, Poland Global Subsidiaries Group Head, CitiHandlowy, Poland



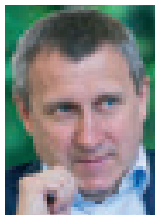
**Tomasz Danis**

Partner, MCI Capital S.A., Poland



**Norman Davies**

Professor and British Historian, University of London, Great Britain



**Andrii Deshchytisia**

Ambassador of Ukraine to Poland, Embassy of Ukraine in RP, Ukraine



**Paul Drechsler**

President, Confederation of British Industry, Great Britain



**Piotr Duda**

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



**Tadeusz Dulian**

Senior Marketing and Business Development Manager, Deloitte EMEA, Poland



**Katarzyna Dulko-Gaszyna**

Sustainability Manager at IKEA Retail, Poland

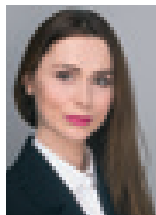


**Leonardo D'Urso**

CEO and Co-founder of ADR Centre, Italy



## PANELLISTS



**Nino Džikija**

Editor in Chief,  
INN:Poland, Poland



fot. Darschana Borges

**Scilla Elworthy**

Founder of the Oxford  
Research Group,  
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**Alexandre Escorcja**

Deputy Head of Policy  
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Foreign Affairs, France



**Jakub Falaciński**

Exorion Foundation



**Michael Feith**

Policy Officer,  
European Commission



**Jacek Fijałkowski**

Country Operation Head,  
WIPRO Poland, Poland



**Carl Benedikt Frey**

Oxford Martin Citi  
Fellow, Oxford University,  
Great Britain



**George Friedman**

Founder and Chairman,  
Geopolitical Futures, USA



**Mariusz Gaca**

Vice President of the  
Management Board in  
charge of Consumer  
Market, Orange Polska,  
Poland



**Paweł Gałka**

Manager of the 5G  
Architecture Division,  
Nokia Solutions and  
Networks, Poland



**Dorota Gardias**

President, The Trade  
Unions Forum, Poland



**Kamila  
Gasiuk-Pihowicz**

Member of Parliament,  
Poland



**Maciej Głogowski**

Deputy Editor in Chief,  
Radio TOK FM, Poland



**Mariusz Golec**

President of the Board,  
Wielton S.A., Poland



**Margo Gontar**

Co-founder and Editor,  
StopFake.org, Ukraine

## PANELLISTS



**Agata Gostyńska-Jakubowska**

Research Fellow at the Centre for European Reform (CER) in London, Great Britain



**Jędrzej Górski**

Exorion Foundation



**Łukasz Grass**

Editor in Chief, Business Insider Polska



**Marcin Grzegory**

Deputy Director, Invest in Pomerania, Poland



**Anna Gulbas**

Sales Director, Gulfstream/Loyd's Aviation Group, Poland



**Jan Guz**

Chair, All-Poland Alliance of Trade Unions (OPZZ), Poland



**Irene Hahn-Fuhr**

Director of the Heinrich Böll Foundation in Warsaw, Germany



**Ichiro Hara**

Director of International Affairs Bureau at Keidanren (Japan Business Federation), Japan



**Natalia Hatałska**

Trends Analyst, CEO, Infuture Hatałska Foresight Institute, Poland



**Jerzy Hausner**

Full Professor of Economic Sciences, Department of Public Administration, Cracow University of Economics, Poland



**Danuta Hübner**

Chair of the Committee on Constitutional Affairs, European Parliament



**Tomasz Husak**

Head of the Cabinet of Ms. Elżbieta Bieńkowska, European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, European Commission



**Sabina Inderjit**

Vice President, Indian Journalists Union, India



**Atifete Jahjaga**

former President of Kosovo



**Janusz Jankowiak**

Economist, JJ Consulting, Poland

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**Krystian Jażdżewski**

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**Leszek Jażdżewski**

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**Krzysztof Jędrzejak**

Exorion Foundation



**Peter Jungen**

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**Jan Klimek**

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**Krzysztof Klincewicz**

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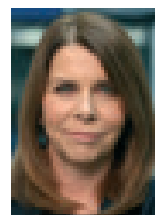
**Kamila Kloc**

Deputy Head of Cabinet of Vice-President of the European Commission Andrus Ansip, European Commission



**Michał Kobosko**

Director, Atlantic Council, Poland



**Katarzyna Kolenda-Zaleska**

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Owner and Flight Operations Director, Call&Fly, Poland



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**Marta Krywanis-Brzostowska**

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**Patrycja Krzanowska**

Intern, Nowy Styl, Poland



**Jarosław Kurosz**

Production Director, Volkswagen Poznań, Poland



**Taras Kuzio**

Academic and Expert in Ukrainian Affairs, Political and Business Consultant, Canada



**Bartosz Kuźniarz**

Assistant Professor, Department of Philosophy and Ethics, University of Białystok, Poland



**Aleksander Kwaśniewski**

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Business Consultant, SL  
Consulting, Poland



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Makiyama**

Director, ECIPE, Belgium



**Yves Leterme**

former Prime Minister of  
Belgium, Belgium



**Janusz  
Lewandowski**

Member of the European  
Parliament



**Łukasz Lipiński**

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Polityka Insight, Poland



**Tomasz Lis**

Editor in Chief, Newsweek  
Polska, Poland



**Katarzyna  
Lubnauer**

Member of the Polish  
Sejm, Poland



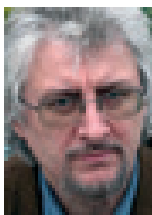
**Andrzej Lubowski**

Economist, Writer and  
Commentator, USA



**Markku Markkula**

First Vice President,  
European Committee of  
the Regions



**Radosław  
Markowski**

Director of the Centre for  
the Study of Democracy,  
SWPS University of Social  
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Poland



**Krzysztof Materna**

Producer and Co-founder,  
MM Communication,  
Poland



**Shigeo Matsutomi**

Ambassador of Japan to  
Poland, Embassy of Japan,  
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**Jacek Męcina**

Advisor to the Board,  
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**Małgorzata  
Miszkin-  
Wojciechowska**

Director Lewiatan  
Mediation Center, Poland

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Founder of the European Union Advisory Mission for Civilian Security Sector Reform in Ukraine, Ukraine



**Roman Młodkowski**

Programing Director, Forbes, Poland



**Katarzyna Młynek**

Programme Director, THINKTANK – Centre for Dialogue and Analysis, Poland



**Ignacy Morawski**

Head of Analyses and Industry Reports Department at Bonnier Business Polska, Head of Data Visualization Platform at SpotData, Poland



**Joanna Mucha**

Member of the Polish Sejm, Poland



Piotr Muszyński  
Vice President of the Management Board in charge of Strategy & Transformation, Orange Polska, Poland



**Sándor Gyula Nagy**

Academic Director, Institute for Foreign Affairs and Trade, Corvinus University of Budapest, Hungary



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Deputy Editor in Chief, Puls Biznesu, Poland



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Founder and Head of ANG Group, Poland



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President of the Management Board, Ergis, Poland



**Jorge Núñez-Ferrer**

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**Agustin Núñez Martínez**

Ambassador of Spain to Poland, Spain



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President of the Board, Ochnik, Poland



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Chair of the Supervisory Board, Citi Handlowy, Poland

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**Wojciech Paprocki**

Professor, Department of Transport, Warsaw School of Economics, Poland



**Jonathan Peel**

Member of European Economic and Social Committee, Employer's Group



**Konrad Piasecki**

Journalist and Publicist, Radio ZET, Poland



**Czesław Piasek**

Member of the Board, Citi Handlowy, Poland



**Jarosław Pietras**

Director General, General Secretariat of the Council, Council of the European Union



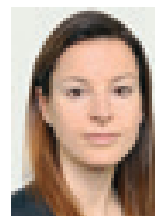
**Carlos Piñerúa**

Representative of the World Bank for Poland and Baltic States



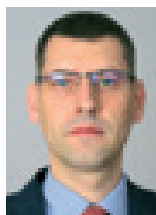
**Wojciech Ponikiewski**

Deputy Director, Economic Cooperation Department, Ministry of Foreign Affairs, Poland



**Joanna Popielawska**

Senior Analyst for European Affairs, Polityka Insight, Poland



**Łukasz Porażyński**

Director of the Department of International Cooperation, Ministry of Economic Development, Poland



**Marek Prawda**

Head, European Commission Representation in Poland



**Aleksandra Przegalińska-Skierkowska**

Assistant Professor, Kozminski University, Poland



**Wojciech Przybylski**

President, Res Publica Foundation, Poland



**Iveta Radičová**

Professor of Sociology, Special Advisor to the EU-Commissioner for Justice, Consumers and Gender



**Grzegorz Radziejewski**

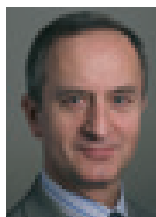
Member of the Cabinet of Jyrki Katainen, European Commission Vice President for Jobs, Growth, Investment and Competitiveness

## PANELLISTS



**Denis Redonnet**

Director for WTO, Legal Affairs and Trade in Good, Directorate General for Trade, European Commission



**Janusz Reiter**

Chairman of the Board, Centre for International Relations, Poland



**Roman Rewald**

President, Polish Confederation Lewiatan Mediation Centre, Poland



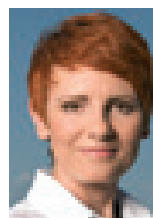
**Dariusz Rosati**

Member of the European Parliament, Professor of Economics, Warsaw School of Economics, Poland



**Adam Rozwadowski**

President of the Board, Medical Centre ENEL-MED, Poland



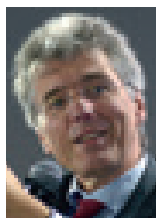
**Edyta Sadowska**

CEO, Ringier Axel Springer Polska, Poland



**Luisa Santos**

Director for International Relations, BusinessEurope



**Adriaan Schout**

Senior Research Fellow, Coordinator Europe, Clingendael, Belgium



**Doreen Sieber**

Account Manager, Rijk Zwaan, Germany



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President of the Management Board, Citi Handlowy, Poland



**Matt Simister**

CE CEO, TESCO, Great Britain



**Wawrzyniec Smoczyński**

Managing Director, Polityka Insight, Poland



**Beata Stelmach**

Chair of the Board, GE for Poland and the Baltic States, Poland



**Edward Strasser**

Founder, The Innovation in Politics Institute GmbH, Austria

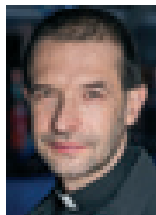


**Mieczysław Struk**

Marshal of the Pomorskie Voivodeship, The Marshal's Office of the Pomeranian Voivodship, Poland



## PANELLISTS



**Jacek Stryczek**

Chair, WIOSNA  
Association, Poland



**Jan Surotchak**

Director, The International  
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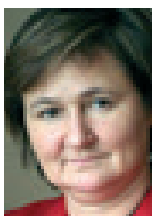
**Daniel Szmurło**

Legal Counsel,  
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**Maciej Ślusarek**

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Partner, LSW Leśnodorski,  
Ślusarek & Partners,  
Poland



**Magdalena Środa**

Professor, University of  
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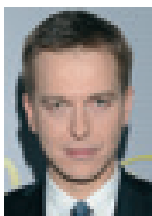
**Joanna  
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Programme Director,  
CYBERSEC, Poland



**Paweł Świeboda**

Deputy Head, European  
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**Marek Tejchman**

Deputy Editor in Chief,  
Dziennik Gazeta Prawna,  
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**Róża Gräfin  
von Thun und  
Hohenstein**

MEP, European Parliament



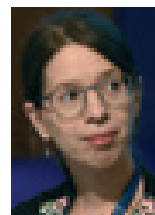
**Paul Timmers**

Academic, Advisor and  
Entrepreneur in Digital  
Policy and Technology



**Adam Torbicki**

Professor of Medicine,  
European Health Center –  
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**Lia Turcan**

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**Wojciech  
Tyborowski**

Director, Invest in  
Pomerania, Poland



**Natalia Tymkiv**

Member of Wikimedia  
Foundation Board of  
Trustees, Ukraine



**Magdaléna  
Vášáryová**

Chairwoman of the  
Institute for Cultural  
Policies, former Secretary  
of State in the Ministry of  
Foreign Affairs, Slovakia

## PANELLISTS



**Philippe Vlaemminck**

Managing Partner,  
Pharumlegal, Belgium



**Piotr Voelkel**

President of the  
Institute for Education  
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University of Social  
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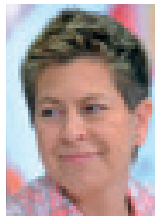
**John Walker**

Employers' Group, EESC



**Dorota Walkowicz**

Manager of the VIP  
& Business Services  
department at Krakow  
Airport



**Dorota Warakomska**

Journalist and  
Commentator, Poland



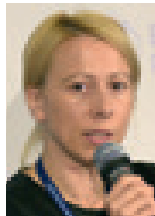
**Wojciech Warski**

President of the Business  
Centre Club Convent, BCC,  
Poland



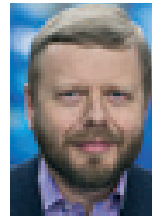
**Paweł Wideł**

Chair of the Board,  
Union of Employers of  
Automotive and Industrial  
Articles, Poland



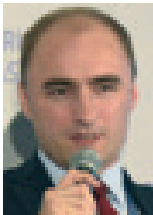
**Agata Witczak**

Site&HR Head, Poland  
Operations Center,  
Thomson Reuters, Poland



**Maciej Witucki**

President of Management  
Board, Work Service S.A.,  
Poland



**Remigiusz Wojciechowski**

Managing Director, Bayer,  
Poland



**Candi Wolff**

Executive Vice President,  
Global Government  
Affairs, Citi, USA



**Rafał Woś**

Journalist and Publicist,  
Polityka, Poland



**Leszek Wroński**

Partner and Head of  
Advisory Services in  
Poland and Central and  
Eastern Europe, KPMG,  
Poland



**Maciej Wroński**

President of the  
'Transport and Logistics  
Poland' Employers'  
Association



**Grzegorz Wydmański**

Sales and Marketing  
Director, Jet Story, Poland

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**Dorota Wysocka-Schnepf**

Journalist, Gazeta Wyborcza, Poland



**Kamil Wyszowski**

General Director UN Global Compact Poland



**Barçın Yinanç**

Opinion Editor, Hürriyet Daily News, Turkey



**Petr Zahradnik**

Advisor to the President of the Czech Chamber of Commerce, Employers Group, EESC



**Karolina Zbytniewska**

Editor in Chief, EURACTIV.pl, Poland



**Hanna Zdanowska**

Mayor of Łódź, Poland



**Marcin Zieleniecki**

Undersecretary of State, Ministry of Family, Labour and Social Policy



**Paweł Zielewski**

Editor in Chief, Forbes, Poland



**Michał A. Zieliński**

Digital Economy Analyst, Polityka Insight, Poland



**Jan Zielonka**

Professor of European Politics, University of Oxford, Great Britain



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**EFNI**

SOPOT 2017

ORGANIZERS AND PARTNERS

## 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. Thus in total there are about 4,100 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.

### CO-ORGANIZERS



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

Sopot is not just beautiful beaches and the sea with the longest pier in Europe, but also one of Poland's most popular promenades, Bohaterów Monte Cassino commonly known as Monciak, picturesque moraine hills and finally numerous parks and trees enveloping the whole town in greenery. Sopot offers over 200 clubs, pubs, discotheques, restaurants, including ones that are famous and legendary.

## ORGANIZERS AND PARTNERS

### HONORARY PATRONAGE

#### European Parliament



### INSTITUTIONAL PARTNERS

The **Employers' Group of the European Economic and Social Committee (EESC)** brings together entrepreneurs and representatives of entrepreneur associations working in industry, commerce, services and agriculture in the 28 Member States of the European Union. The group is the only voice of business within the EU Institutional Framework.



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](http://www.ec.europa.eu/polska)



**Poland-Japan Economic Committee** is an institution that brings together executives of Polish and Japanese companies. Its aim is to advocate and promote the development of economic relations and mutual contacts between entrepreneurs. The Committee is also the key institution included in the Action Plan for years 2017-2020, signed by the Polish and Japanese Ministers of Foreign Affairs.



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](http://www.rds.gov.pl)



### STRATEGIC PARTNERS

**MetLife**, founded in 1868, is one of the largest life insurance companies in the world and a global provider of life insurance, annuities, employee benefits and asset management. Serving approximately 100 million customers, MetLife has operations in nearly 50 countries and holds leading market positions in the United States, Japan, Latin America, Asia, Europe and the Middle East.



In Poland, MetLife began its operations in 1990 as the first insurance company with foreign capital on the Polish market. The company offers individual and group life insurance, pension and investment funds, and is ranked 3rd in terms of life insurance market share.



**Citi Handlowy (Bank Handlowy w Warszawie SA)** combines the Polish banking tradition with cutting-edge solutions. Being 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.

## ORGANIZERS AND PARTNERS

### MAIN PARTNERS



**IKEA** aims to create a better everyday life for the many people. We offer good design and functional furniture at affordable prices. We care for the quality of life of Poles, offering innovative home furnishing solutions. We implement our sustainable development strategy People and Planet Positive with passion, improving life of communities all over the world.



**Invest in Pomerania** is a regional non-profit initiative that supports foreign direct investment projects in Pomerania. We provide help and services at every stage. Since 2011, it has attracted 77 investment projects, which helped to create ca 12,000 new jobs.



**KPMG** for the past 25 years has provided professional including Audit, Tax, Advisory services, and D.Dobkowski sp.k., a Polish limited partnership, a law firm associated with KPMG in Poland – Legal services. We employ more than 1,500 people in Warsaw, Kraków, Poznań, Wrocław, Gdańsk, Katowice and Łódź.



**Tesco Poland** is the leading chain of self-service shops on Polish market with over 400 stores and e-shopping service available in 11 cities. Since 2013 Tesco in Poland has been donating surplus food for those in need directly from the stores and by 2020 all its stores in Central Europe will be offering surplus food to local charities.



**Automotive Employers Association** at the Confederation Lewiatan represents cars, buses, engines, semitrailers, trailers, parts and components manufacturers. Comprehensive knowledge of Lewiatan and the Association's experts supports the success of our members and worthily represents the interests of the Polish motor industry in Poland and Europe.

### SUPPORTING PARTNERS



**Ergis** is the leader of polymer processing in Central and Eastern Europe listed on Warsaw SE. In factories in Poland and Germany it produces packaging and special application films. It introduced an innovative stretch film – nanoERGIS® – to the market.



**FBN Poland** is a association of family businesses acting for family businesses. It spreads the spirit of entrepreneurship and aids family companies in their constant and multigenerational development. Family businesses in Poland generate 18% of GNP and continuously create new workplaces.



**The Foundation for Polish Science (FNP)** is a non-governmental, non-political, non-profit institution which pursues the mission of supporting science. It is the largest source of science funding in Poland outside of the state budget. Under EU funds, FNP implements grant programmes aimed at collaboration between science and business.



## ORGANIZERS AND PARTNERS

Today's **Gdańsk** is a modern, European metropolis, innovation-friendly economy based on knowledge and technology, actively developing centre of culture, science, entertainment and sport, attractive tourist destination.



**Jet Story** has been on the market since 2006 and today it is the largest private jet airline in CEE. The offer includes private jet rental services, professional aircraft purchasing consultancy services, as well as aircraft maintenance and management.



**Orange Polska** was the Technology Partner of this year's European Forum of New Ideas. Based on the Orange Fiber 600 Mbits service, it provided and maintained cable and wireless internet access for organizers, participants and the media.



Orange Polska is a leading provider of telecommunications services in Poland. It has the largest infrastructure in the country. Provides comprehensive solutions for business. It invests in high speed fiber internet and 4G / LTE mobile internet. The Company was a technology partner of the biggest events in our country, e.g. Euro 2012, World Youth Day, the Three Seas Summit, and the US President Donald Trump's visit.

**Pomorskie Region** is one of the most attractive regions in Poland. Pomorskie gives freedom of creation because it offers a variety of choices: where to live, work, invest and how to enjoy your free time.



**Siemens** is a strategic partner of the Polish economy offering innovative services, products and solutions in the field of efficient energy, automation and digitalization of industry and intelligent building and transport infrastructure.



**T-Mobile Polska** is one of the largest mobile operators in Poland, serving nearly 10.2 million customers. We provide a full range of telecommunications services to both private and business customers, a full range of ICT services and financial services as part of T Mobile banking services.



**Digital Technology Employers Lewiatan** a business association bringing together the most active IT companies in Poland and supporting its members in the 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.



## STRATEGIC MEDIA PARTNERS

**Gazeta Wyborcza** was launched in 1989 as a platform for the first democratic parliamentary election in Poland. It was established by a group of journalists and former activists for independent press of the democratic opposition. Ever since the daily newspaper was launched, Adam Michnik has served as its editor-in-chief. Gazeta Wyborcza started off as an eight-page daily with a circulation of 150 thousand. Today, it has an average daily circulation of 159 thousand and is read by 2.1 million people countrywide throughout the week. It is Poland's most frequently purchased and read, and most influential newspaper. Its content is also available on Wyborcza.pl



## ORGANIZERS AND PARTNERS



**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 service Plejada.pl.



**TVN24 BIS** is the second news and information channel in the Grupa TVN portfolio. The station specializes in financial and business news and presents a broad range of information from abroad. This is why it perfectly complements the TVN24 programme offer. TVN24 BIS was started in 2014, in response to the viewers' growing demand for economic and international coverage. At first it functioned as TVN 24 Biznes i Świat, a name replaced with the abbreviation BIS in 2015. Currently it is one of the most popular information channels in the country.

### MAIN MEDIA PARTNERS



**EURACTIV.pl** – expert news portal focusing on European and international affairs. Every day we cover, analyze and comment politics and economy of Europe, EU countries, neighbouring states, as well as of the EU global strategic partners. We belong to the pan-European media network EURACTIV.



**“FORBES”** is the biggest and the most prestigious business monthly magazine in Poland. We interview business leaders, present their activities, analyse macroeconomic trends and publish unique rankings. Each issue of “FORBES” is a source of inspiration and explains the world of business. “FORBES” makes great reading.



**“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.



**TOK FM** is the first Polish news&talk radio. It broadcasts in 22 Polish cities and attracts listeners with original programs, discussed subjects and engagement in public affairs. TOK FM targets listeners interested in reliable and comprehensive information about Polish and foreign affairs and deepening this knowledge by high quality journalism.

## ORGANIZERS AND PARTNERS

### SUPPORTING MEDIA PARTNERS

**AMS** is the largest out-of-home advertising house in Poland. We deal in the traditional and digital OOH advertising. We provide our clients with efficient marketing campaigns planned and executed on our own modern tools encompassing more than 26,000 adv. panels.



**Business Insider** is a leading information portal in the US and one of the fastest growing information brands in the world. Polish version of the site debuted on May 12, 2016. Business Insider is a pioneer in providing business news tailored to digital media, published in real-time and available in mobile version.



**Dziennik Gazeta Prawna** (Published by INFOR Biznes Sp. z o. o.) is the largest Polish legal-economic daily newspaper; it informs about the most important events in domestic and foreign economy, changes in the law, taxes and finances.



**INN:Poland** is the leading website about innovations in Poland. We link the worlds of science, business, startups and public institutions. We inspire entrepreneurs and scientists to invent and introduce innovations. We show them ways to obtain funding for new technologies.



**“Parkiet”** – 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. Available both in paper and electronic edition, as well as via mobile application and parkiet.com website.



**Publicon.** We are a consulting company which effectively manages communication projects. We build development strategies, we teach, efficiently lead projects from the areas of public relations, public affairs, internal communication and employer branding.



**“Puls Biznesu” daily** has all 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 take the right decisions at the right time.



**Radio Gdańsk** broadcasts a 24-hour programme in Pomeranian Voivodeship. Along with broadcasting, it also offers recording sessions. Radio Gdansk provides recording studios, which were used, among others, by Vader, Myslovitz, Shakira and Jean-Michel Jarre.



**Radio ZET** is a nationwide radio station belonging to the Eurozet Group. It was founded in 1990 as the first commercial radio station in Warsaw. Every day it provides millions of listeners with reliable information, carefully selected music and entertainment at the highest level.



**Trojmiasto.pl** – The first source of information for Tri-City residents, the leader in the local media market among regional portals, with 180,000 unique visitors per day. The portal presents news from the life of Gdansk, Sopot and Gdynia.



## ORGANIZERS AND PARTNERS



“**Warsaw Business Journal**” 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.



### MAIN KNOWLEDGE PARTNERS

**POLITYKA INSIGHT** is Poland’s first centre for policy analysis, providing daily economic and political analyses. Our subscribers include Cabinet ministers, chief executives of leading companies and ambassadors accredited to Poland. We publish in English as well. POLITYKA INSIGHT also offers analytical services on request.



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.



### 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.



“**LIBERTÉ!**” is a liberal magazine and think tank. Our mission is to speak for open society and liberal economic ideas as well as to organize social movement around these ideas. “Liberté!” is published by Fundacja Industrial from Lodz.



**Res Publica** through its publications: Res Publica Nowa, Magazyn Miasta (Cities Magazine) and Visegrad Insight (in English), is concerned with and values public debate and culture. Res Publica members lead projects City DNA, networking New Europe 100 and many others. More information at [www.publica.pl/english](http://www.publica.pl/english).



**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.

## ORGANIZERS AND PARTNERS

### LOGISTICS PARTNERS

**BMW Group** with its three brands BMW, MINI and Rolls-Royce is the world's leading premium manufacturer of automobiles and motorcycles as well as a provider of financial and mobility services. The company's success is based on long-term thinking and responsible action, including ecological and social sustainability, product responsibility and commitment to conserving resources.



**Gdansk Lech Walesa Airport** is part of the European transport system, the third largest airport in Poland, with 85 routes and more than 4 million passengers served in 2016. Gdansk Airport provides a high standard of services for both airlines and passengers, very well integrated and linked with the region.



**Dell EMC**, part of Dell Technologies, enables organizations to modernize, automate and transform their data centers using industry-leading converged infrastructure, servers, storage and data protection technologies. Dell EMC services customers across 180 countries – including 98 percent of the Fortune 500.

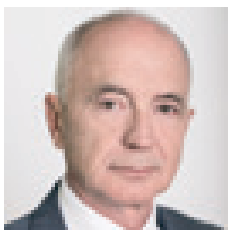


### EXECUTIVE PRODUCER

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



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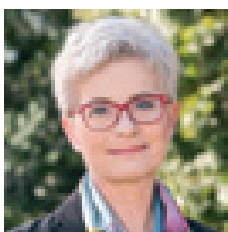
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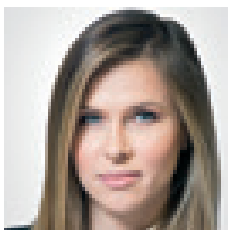
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# ORGANIZERS AND PARTNERS OF EFNI 2017

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CO-ORGANIZERS

HONORARY PATRONAGE



INSTITUTIONAL PARTNERS



STRATEGIC PARTNERS



MAIN PARTNERS



SUPPORTING PARTNERS



STRATEGIC MEDIA PARTNERS



MAIN MEDIA PARTNERS



SUPPORTING MEDIA PARTNERS



MAIN KNOWLEDGE PARTNERS



KNOWLEDGE PARTNERS

LOGISTICS/TECHNOLOGY PARTNERS



EXECUTIVE PARTNER



**EFNI**

EUROPEAN FORUM  
FOR NEW IDEAS

**EUROPEAN FORUM FOR NEW IDEAS**

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LEWIATAN



European Parliament