

CONNEXION

DOING BUSINESS IN LUXEMBOURG



**WELCOME
AMBASSADOR MCKEAN!**

CHAIRMAN'S REMARKS



Paul-Michael SCHONENBERG

Dear colleagues and friends,

Welcome to the Fall issue of the AMCHAM Luxembourg Connexion magazine! We thank you for your interest and your support. Over the past 20 years we have grown to become the largest private Chamber of Commerce in Luxembourg with over 435 members. We dedicate ourselves to doing four things:

- 1. Networking** *(in English)*
- 2. Information** *(in English)*
- 3. Problem solving**
- 4. Lobbying with the Government authorities on behalf of our members**

With 13 committees, 40 events per year, our own magazine three times per year and our terrific "Doing Business in Luxembourg" book (now in the 4th edition!), we work hard

to meet the needs of our members and to make Luxembourg the ideal European business location in Europe. If you are already a member, thank you! If you are not, join us! Our demographic mix of 30% U.S. companies, 20% Luxembourg companies and 50% companies from around the world shows we are a melting pot organization of business and professional people dedicated to helping one another and keeping Luxembourg strong and successful.

In this issue of Connexion we feature my interview of the new U.S. Ambassador to Luxembourg. Welcome Ambassador McKean!

We also feature several great articles: the results of the Education survey by Louise Crosby from the Ministry of Education, Corporate Storytelling, Workplace Mediation, Health and Wellness Yoga and Art, Finance as an investment, and our latest integration interviews with Denise Voss and Ilse French.

Also included is the contact information for those of you interested to buy hard cover or digital versions of our 4th edition of our "Doing Business in Luxembourg" book. Written by 100 authors, this book is an encyclopedia of all the needed information for businesses to decide on Luxembourg as a business location...and private expats to understand how the system works and what they need to know.

Enjoy the reading!

With respect and my best regards,

Paul-Michael Schonenberg
Chairman and CEO

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WELCOME AMBASSADOR MCKEAN!



David McKean

In early August, Paul Schonenberg, the AMCHAM Chairman and CEO and Natalia Durus, the AMCHAM Director of Communications sat down with U.S. Ambassador David McKean to discuss his first impressions about Luxembourg and his vision/objectives for the coming year. Here is this interview:

What are your first impressions of Luxembourg?

It's been four months now since my wife and I arrived and we are enjoying Luxembourg. As everyone knows, it's a small country, the size of Rhode Island in terms of its geography and about the size of North Dakota in terms of its population, but as advertised Luxembourg is at the heart of Europe with outsized influence. It's been very interesting to live in a place where the Government works quite efficiently, works

very well with the private sector and is in many ways proactive in terms of promoting forward thinking policies. Those are admirable qualities.

Please give us an overview of the U.S. Government's point of view of the strengths and weaknesses of the political and economic partnership between Luxembourg and the United States.

Secretary Kerry was here a couple of weeks ago and in many ways that's the best evidence of how we view our relationship with Luxembourg. He thought it was important to visit Luxembourg because of its role in the EU. He had terrific meetings with the Crown Prince, with the Foreign Minister and with the Prime Minister on a variety of subjects. He also had an opportunity to walk around the city, to visit different stores, and to chat with people

on the streets. He really enjoyed it. So our relations with Luxembourg are very, very strong. We consider Luxembourg a reliable partner and I believe Luxembourg considers the United States a reliable partner as well. We have a long history together, particularly a political history, but we also have a deepening economic relationship that is beneficial to both countries.

Is there anything you would like to improve in the bilateral relations between Luxembourg and America during your stay as the U.S. Ambassador?

I don't think it's a matter of improving relations; I think it's a matter of maintaining a good relationship. And again, if there are ways in which the embassy can be helpful in terms of deepening the economic relationship, we want to do so. I also think that one of the things that our embassies worldwide are engaged in is trying to appeal to the next generation. Our Embassy wants to provide outreach to young people in this country. I'm looking forward this fall to visiting the schools and the university and talking to students. I also believe one of the things that a good Ambassador does is to listen to what people are saying about their own country and about the United States.

In terms of policies, I think the challenges are less on a bilateral basis than they are on a multilateral basis and this is a very challenging time for Europe. There are a lot of big questions out there. Not the least among them is the future of the EU, but more specifically there is the migrant crisis; how we deal with terrorism; TTIP; and what effect Brexit will have on the unity of Europe. Luxembourg is an original member of the EU, an original member of NATO, and is therefore integrated into Europe and dependent on the success of Europe. Again, it's a very interesting time to be posted in a country that is at the heart of Europe.

What's the status of the TTIP negotiations?

There have been to 14 rounds of TTIP negotiations and we've got a number of rounds still to go. But this is a commitment that President Obama is serious taking to the finish line. There are a lot of difficult issues that still need to be negotiated but we're working through them. We remain optimistic that we can get this done. I think TTIP is a win-win for the United States and for Europe. We have to view it that way because it is hugely important for the economies of both Europe and the United States: TTIP will add jobs, it will lower barriers and it will improve standards on both sides.

Is there any advice you would give to businesses that encounter around Luxembourg who might be interested to do business in the U.S.?

First of all, the United States is a huge market: when you're thinking about doing business there I would think you would do well to take the time to really look around to see where your needs can best be met. There are probably going to be a number of possibilities that might surprise you. If you're thinking about high-tech the obvious centers are San Francisco and Boston; but actually Washington D.C. where I've spent the last 25 years, is becoming a burgeoning center for innovation. So there are a lot of interesting places to do business in the United States.

The other side of the coin is how does Luxembourg entice U.S. businesses to invest here? I know the government and the Chamber are beginning to think about how they brand this country and that is hugely important. Not enough people know about Luxembourg. There's a decent size Luxembourgish community in the mid-west and many people from my generation know Luxembourg because of the Icelandic flights from the 1970's. But people don't really understand what Luxembourg

is about. They don't understand the essence of Luxembourg, they don't understand that it's a country where people speak four languages. They don't necessarily know about its financial infrastructure. They don't understand what the quality of life is here. I think there's a real opportunity to convey a lot more of what Luxembourg is all about to businesses in the United States.

What steps do you think might be taken to improve the image of the U.S. with Luxembourg residents outside of the Luxembourg Government and particularly with young people?

I see this as somewhat our job; but I would also hope it would be something that the Luxembourg people and Government would embrace as well. I think it's important that young people understand the history of our two countries. Every high school student in this country should visit the American cemetery at Hamm; they should understand what was at stake at a certain time in their country's history and what Americans sacrificed for the freedom of Europe. I think that's very, very important. I also think we want to make better understood the education opportunities for young people. There's a little bit the feeling that college in the U.S. is too far away and too expensive, but we have the best education system in the world. We've got hundreds and hundreds of very very fine universities and there are many possibilities for attending these universities. I would hope that more Luxembourg students would begin to think about educational opportunities in the U.S.

In this lovely little country how important is it to strengthen the use of English as a language for communication and business?

First of all, I'm impressed with how many people speak English here and speak it well, but it's important around the world these days to speak English. It is the universal language: it's the language of busi-

ness, law and academia. This country is quite remarkable considering how many languages are spoken and how well they are spoken.

Can you tell us what your impressions of the American Community and American Organizations in Luxembourg are?

I've met a fair number of Americans now; it's interesting to me how many Americans I meet who came here for two months and end up staying twenty years: You might be one of those! I understand about 120 businesses operate in Luxembourg now. I congratulate you and I think the American Chamber has done an excellent job: you have a lot of events, you've been a key galvanizer for the American community. That's very important. As an Embassy, I know we enjoy working with you, and look forward to working with you in the future. It's a relationship that we value.

Lastly, I understand you are an author. Can you tell us about your latest book "Suspected of Independence, The Revolutionary Life of Thomas McKean?"

This is my fourth book and it was published earlier this summer. It's the story of an ancestor of mine, Thomas McKean, who signed the Declaration of Independence. His life story and the times in which he lived have a lot of relevance to the world today. The politics were rough and very personal just as they are today. And some of the issues were the same as well. America's founding Fathers struggled over issues like migration, the unity of the states, and of course the relationship with Britain! I should mention the book is available on Amazon which has its European headquarters in Luxembourg!

Thank you and if you need AMCHAM for anything, we are volunteers!

SURVEY ON THE NEED FOR ENGLISH INTERNATIONAL SCHOOLING OFFERS IN LUXEMBOURG

Aim and method of the survey

The survey was set up in order to estimate the need for English schooling on primary and secondary level within Luxembourg. The project was a partnership between the Ministry of Education, Children and Youth (MENJE), the American Chamber of Commerce, the British Chamber of Commerce, the Indian Business Chamber of Luxembourg, the Irish Chamber of Commerce, the Luxembourgish Chamber of Commerce and the Ministry of the Economy.

This survey was initially launched in 2013, and the respondents were as follows: 64 companies and 223 employees. In 2015 there was a second possibility to take part. In 2015, 22 companies and 606 employees took part. This gives the opportunity to compare the results and provide information on the changes of perception of the English schooling demand. A total of 86 companies and 829 employees took part, both survey periods combined. There may be a minor number of participants, who take part twice, but this would mainly be due to changes in their circumstances, i.e. work or children's school.

National and international companies in Luxembourg were invited to take part via email sent from various Chambers of Commerce. The respective HR departments forwarded the survey link to their current employees. The links to the survey were also published in the press. Due to some overlapping, the number of companies reached is estimated at 300 with around 5800 employees.

Unfortunately, the survey only accesses companies that are established in Luxembourg with employees who have already moved to Luxembourg, and not the employees who decided not to relocate. The perception of employees of other countries could have been very constructive feedback. The results are based on descriptive statistics. The participation rate is 29% for companies and 21% for employees with at least one child.

There is a consensus among participants of the survey that there is a distinctive and urgent need for English schooling within Luxembourg.

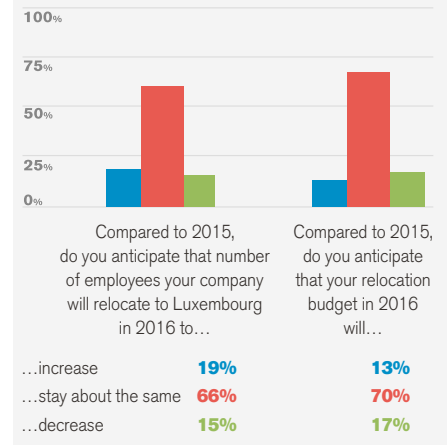
COMPANY QUESTIONNAIRE

Companies' situation in 2013 and 2015

In 2012, a third of the companies didn't relocate anyone. Around half of the companies relocated 1-9 employees to Luxembourg. One in five companies relocated more than 10 people. In 2013, the results are similar. A third of the companies didn't relocate anyone, whereas there is a slight increase in the amount of employees relocated (10-49 employees). Just less than three quarters of the companies estimate that the amount of relocation in 2014 will stay the same, along with the relocation budget too. The larger the company is, the more relocation there is. There are around **1000 relocations a year for all respondents** combined.

In 2014, a fifth of the companies didn't relocate anyone. Around half of the companies relocated 1-9 employees to Luxembourg. One in five companies relocated more than 10 people. In 2015, the results are different. Less than a fifth of the companies didn't relocate anyone, whereas there is a slight increase in the amount of employees relocated (10-49 employees). Only around 58% of the companies estimate that the amount of relocation in 2016 will stay the same and a third anticipate an increase. The larger the company is, the more relocation there is. There are around **1500 relocations a year for all respondents combined**, out of which two thirds are initially short-term contracts, just for the participating companies alone. Every year more than 680 newly-relocated employees would be interested in English schooling (bearing in mind that this number just takes into account the companies that participated in the survey).

Companies' situation in 2016



Interest in English schooling

75% of relocations involve employees with children, meaning around **750 employees a year with at least one child** (500 with short-term contracts and 250 with long-term contracts) in 2013. This number has increased in 2015, with 80% of relocations involving employees with children (800 employees with at least one child). **The companies** estimate that the **English-speaking employees** have a highest interest in English schooling (69%), and within **European nationalities (52%)**, followed by **German** and **"other"** nationalities (both **47%**). There seems to be less interest from **French** speaking employees (**34%**) for English schooling. The interest for English schooling remains similar for 2013 and 2015. **In 2015**, 85% of relocating employees with children tend to choose English schooling. Therefore, companies estimate that **680 relocated employees would choose English schooling** in 2015, meaning 1428 relocated children a year, with an average of 2.1 children per employee. This would entail an additional 314 children in Kindergarten, 314 in Primary and 257 in Secondary, within an English schooling system. The other 15% of relocating employees wouldn't choose English schooling, as they are interested in the Luxembourgish system and integration seems to be a defining factor for their choice.



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School funding

2013

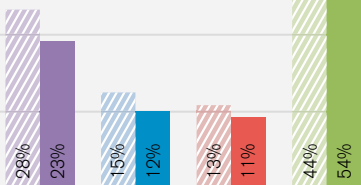
26% of employees are eligible to **full funding** of school costs by their company.
 27% of employees are eligible to **part funding** of school costs by their company.
 47% of employees are **not** eligible to any kind of funding of school costs by their company.

2015

20% of employees are eligible to **full funding** of school costs by their company.
 15% of employees are eligible to **part funding** of school costs by their company.
 60% of employees are **not** eligible to any kind of funding of school costs by their company.

Companies funding schools in 2013 and 2015

- Yes, it covers the costs in full
- Yes, it partly covers the costs
- No, I pay the costs myself
- No, the school is free



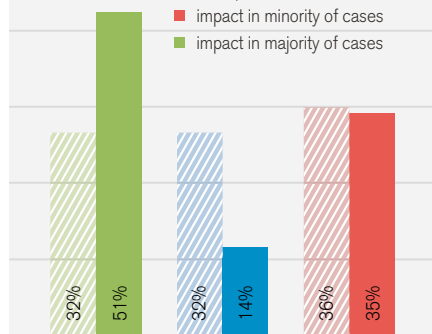
There seems to be a decrease in school funding since 2013, although it is important to point out that different companies have different policies.

Schooling, a factor for declining relocation to Luxembourg?

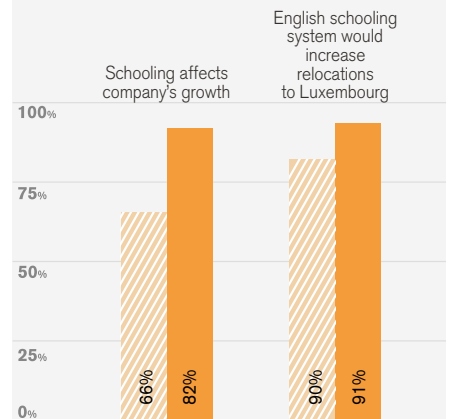
In 2013, 32% of companies believe that schooling had **no impact** on declining the opportunity to relocate. 36% believe it had an impact in a **minority of cases**, whereas 32% believe it had an impact in the **majority of cases**. In 2015, schooling is a rising factor for declining relocation to Luxembourg. This can be explained by the recession over the last few years, companies are less likely to pay the school fees or only temporarily. In addition more respondents believe that schooling offer in Luxembourg affects the company's growth, and that state-funded English schooling would increase relocations to Luxembourg.

Schooling a factor for declining relocation to Luxembourg 2013 and 2015

- no impact
- impact in minority of cases
- impact in majority of cases



Impact of English schooling in Luxembourg in 2013 and 2015



2013 2015



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EMPLOYEE QUESTIONNAIRE

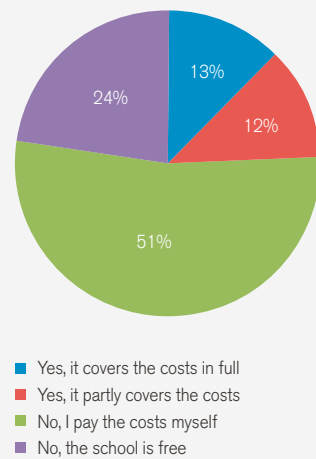
Number of children relocating and schooling

Similar feedback is drawn from the employee questionnaire. 80% of employees relocating have at least one child, with an average of 2.1 children. As previously mentioned, there are around 1500 relocations a year, which entails 1200 relocated employees a year with, on average, 2520 children. Only 27% of relocated employees chose the Luxembourgish public school system for their children. 82% enquired about the Luxembourgish school system. 54% considered it, a third never considered it, and 13% realised it wasn't applicable. 87% believe that the languages are the greatest difficulty within the Luxembourgish system and 43% the level or certification differences. In numbers, this is equivalent to 1840 children arriving per year who don't attend a public school, of which 643 would need an English primary schooling system and 441 would need an English secondary schooling system. 62% of siblings attend the same school. 58% of respondents speak English at home. 40% of employees stated that schooling was a major factor of relocation and 42% said that schooling wasn't a factor.

School funding

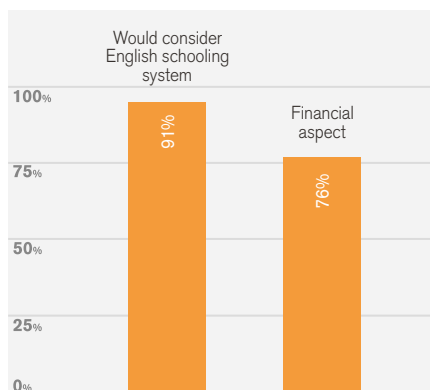
51% pay the school fees for private schools themselves and 12% pay these school fees in part, with the company taking over the other part. Over the last few years, there has been a decrease in school funding and school fees for private schools are on the rise, leaving many families with difficult financial issues and lack of choices for their children's schooling.

Does your company contribute to schooling costs for your child/children? (total: 2013 and 2015)



English schooling and the financial aspect

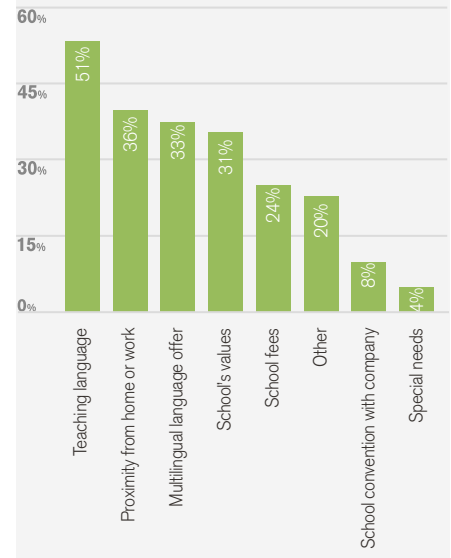
91% would have considered the Luxembourgish public school, had there been an English schooling system **and 76%** of the respondents say that the **financial aspect** is a part of their school decision.



“The Ministry is increasing the international school offer. There is a place for every student, guaranteed.”

Claude Meisch, Minister of Education, Children and Youth

Key factors for school choice



Additional offers

Many parents are also interested in vocational training for their children. **18% would consider** a vocational qualification, **58%** would consider a vocational qualification only when combined with an access to higher education and **23%** wouldn't consider a vocational training. There is an urgent need to further increase the schooling offer in Luxembourg with diversified options on primary and secondary school level. The surveys clearly reflect that the demand for English schooling is high. This is further reinforced by the inscriptions for the previously established IB and A-levels within several Luxembourgish public schools and the interest for the International School in Differdange. 91% of companies and 67% of employees have heard about the International School in Differdange (EIDD) opening in September 2016. In response to the demand, the Ministry of Education, Children and Youth (MENJE) has further opened all primary levels within the International School in Differdange for September 2016 and the Ministry will accommodate further international classes whenever necessary.

*By Louise Crosby,
Ministry of Education, Children and Youth*

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UNRAVELLING THE MYSTERY OF HEALTH INSURANCE AND PRIVATE PENSIONS IN LUXEMBOURG

AMCHAM's Tools4lux Committee was pleased to invite on 28 June at the Chamber of Commerce of Luxembourg both HR professionals and private individuals to a presentation on health care and private pensions in Luxembourg.



Hakan Sekulu (Clearstream), Thomas Merten (Foyer), Cécilia Gourlaouen (Foyer), Paul Schonenberg (AMCHAM), Simône van Schouwenburg (ING), Patrick Schomaker (Luxembourg Air Rescue), Jérôme Roux (CNS), Paul Schmit (CNS)



Paul Schonenberg (AMCHAM)



Thomas Merten (Foyer)



Cécilia Gourlaouen (Foyer)



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Ana do Nascimento (Agence Foyer), Simône van Schouwenburg (ING), Paul Schonenberg (AMCHAM), Thomas Merten (Foyer), Hakan Sekulu (Clearstream), Stéphane Compain (AMCHAM's Tools4lux Committee), Severine Moca (PwC), Venera Vladioianu (Mylanguage)



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SETTING BEHAVIOR WITH CORPORATE STORYTELLING

Corporate stories, although entertaining, serve a purpose. They connect people with a product, service, guiding principles or even with the spirit of the organisation. They inspire customers, provide guidance, and align teams to build exceptional results. Unlike novels, corporate stories should never have a 'surprise ending', and although they are fashioned to be memorable and repeatable, they must always be designed to focus on an important behavioural or aspirational element of an organisation and should always consider the listener experience.

There are several components needed in corporate storytelling to create an effective listener experience. Every story should have a likable 'character' striving to attain a higher purpose/desire; a villain or conflict, whether it be an arch-enemy, a challenge or just a difficult choice or situation. The 'villain' and conflict lend fabric to the story and build tension and interest. Most important in corporate storytelling are a clear purpose for the story and a tagline (like, "I'll be back") that will bring the listener back to the story, and its lessons, instantly.

On May 2, at our monthly ABAL lunch, Lisa Francis-Jennings, presented an overview of research she is doing around the listener experience of storytelling and some interesting ways behaviour in corporations can be modified using stories. The research started with a Kitchen Table Conversations project. A Kitchen Table Conversation is a type of moderation that is extremely structured and is used to gain deep and meaningful insight into the topic being discussed. Stories are used during the moderator training to illustrate required behaviours which ensure a successful outcome. The project was to com-



“It is important to think about the ‘take-away’; what key messages and tag-line phrase to include to remind the listener of the lessons in the days and weeks after they hear the story.”

pile all the stories used in Kitchen Table Conversations and categorized them by the type of behaviour they were used to illustrate, but it became much more as Lisa started to realize there was a repeating pattern of development and adoption. With

this new information, the project quickly spread to a small group of colleagues from Oxford and HEC who have been interested in storytelling in the corporate world for a number of years.

Findings include the process of story development and a structure, keyed to important messages and behaviours which is tuned to the listener. The storytelling process allows people to get behind main ideas and not only believe in them, but begin to adopt the story as their own. Although the research is only in initial stages, Lisa has found that the listener experience follows a specific process of adoption that leads to engagement with the underlying messages. “We are seeing a distinct pattern in effective stories.” says Francis-Jennings, “First, the story resonates with the listener and s/he thinks ‘nice story’. Next time they hear it; they connect with it per-

sonally. After hearing the story a few more times, they become a bit bored. Then one day, something happens; they have some



Lisa Jennings

difficult interaction, or are faced with a challenge or dilemma, that mirrors something in the story, and they connect in a deep and meaningful way to its essence. They adopt the messages as their own."

Although some individuals have storytelling in their DNA, Francis-Jennings confirms that you don't need any special talent to create an effective story. It is a relatively easy process to learn to develop an effective story. The short, interactive presentation provided participants with a template for creating an effective initial outline, with key messages and a tagline. "Once you create your story," she advises, "take a moment to review and analyse the content from a listener-centric point of view. We use a checklist to ensure

we consider every aspect of how your listener will experience the story and what they will feel once the story is complete. It is important to think about the 'take-away'; what the key messages, and tag-line phrases to include which will remind the listener of the lessons in the days, and weeks, after they hear the story."

Lisa also encourages her clients to consider:

- **Voice:** Telling a story is not the same as writing it. Listening to a story is not the same as reading a story. Make sure you are using a storyteller's voice to connect more easily with the listener.
- **Language:** The words of the story should roll off your tongue and you should feel a high level of enjoyment as you tell it. The language should be conversational and easy to understand for the listener.
- **Shifts:** And/or changes in the story create up's and down's; they build, and sustain, suspense and interest right to the last line.
- **Beginning line:** When appropriate, start your story with a bang. Grab the attention of the listener right from the first line.
- **Theme:** Match the theme to key messages and characters in the story.
- **Emotion:** Lack of emotion causes the listener to disengage, too much causes the listener to engage with the emotion and not the story, and its key messages. Strike a balance that anchors the lessons and leaves the listener with a contented feeling of connection.

If you would like to be part of the research or learn more about creating your own corporate stories, visit the page <http://strataffect.com/storytelling/>

About Lisa Francis-Jennings

Lisa has spent over 20 years helping clients set and realize their goals. Working with large and small scale organizational transformation and knowledge transfer processes, she leads change management initiatives, designs & provides training & education programs, and shapes knowledge acquisition programs to create effective and sustainable interventions.

Lisa holds an MSc (Psychology), post-grad certificates in Organizational Transformation & Change Management from INSEAD and the Rotman Institute for International Business (University of Toronto), as well as program design from the Canadian Training and Development Group.

Her ability to connect the essence of theory to the essential qualities of a situation, is a unique talent that allows her to understand and connect with her client's fundamental needs & co-generate creative business solutions.

Lisa comes from a long line of storytellers. She spent much of her childhood sitting by various campfires, listening to stories; learning about her history and the values of her family.

WORKPLACE MEDIATION

IF EVERYBODY IS WRONG – NOBODY IS RIGHT – LET’S TALK IT OVER!

No company is perfect...

Even with the best strategy, the best workflows and the best staff, a company is mainly composed of individuals having each their own personality, characteristics, attitude, opinions, behaviour and way of thinking... A grain of sand in the wheel can rapidly cause workplace conflicts.

Most workplace conflicts are of the following natures:

- **Miscommunication:** misunderstandings or misinterpretations of what has been said;
- **Relationship issues:** people not getting along due to different personalities or styles;
- **Leadership style:** mismatch between the way a manager manages and the way an employee wants to be managed;

Work expectations: people feeling that expectations are unfair or unreasonable.

Conflicts are one of the greatest causes of employee stress. Employee stress is meaning related health complaints, loss in productivity, absences, turn over.... It is in the employer’s interest to act quickly to resolve the issues.

When a workplace conflict gets to a point that it is only getting worse or out of control, it is time to consider efficient, low risk, low costs and high return remedies. Calling a mediator who specializes in workplace mediation is one of them. Indeed,



“Unresolved conflicts can lie dormant for days, weeks, months, only to explode on another occasion.”

on the contrary of problems that can be dealt with, conflicts do NOT go away. Unresolved conflicts can lie dormant for days, weeks, months, only to explode on another occasion. They impact the workplace climate or culture, not to speak about productivity, performance and workplace relationships that are affected when conflict takes hold. Looking away is not going to help, as an employer or a manager you have a responsibility to act.

What is mediation and how can Workplace Mediation be of help?

It is a **confidential, voluntary** process in which an **independent and neutral third person** assists individuals to resolve current or ongoing disputes. Unlike a judge or an arbitrator, the mediator does not take sides or make decisions; nothing will be decided unless both parties agree to it.

The mediator facilitates the communication between the parties, fosters cooperation and helps to develop mutually acceptable agreements in order to improve their future working relationship. The goal is for all parties – to work out a solution they can live with and trust. It focuses on solving problems, not uncovering the truth or imposing rules.

A mediator is more of a process manager. It is the mediator’s job to create a process that is fundamentally FAIR to all the parties – to ensure that every party is fully seen and heard. The mediator helps to identify what the real needs are and often they are multiple, in any given situation. The mediator helps to clarify the possibilities for meeting those needs, guides in the exploration of possible consequences and identifies and records agreements reached by the parties.

Mediation is a future-focused forum. So while the past is discussed to assist people decide what they need, discussions largely focus on what they would like in the future.





Dr. Jan Kayser



Nathalie de Kerchove

Sometimes, an internal solution to resolve the conflict is enough; when the conflict escalates, an external qualified mediator should be called in. In any case, the choice of the mediator should be done on the basis of his experience, impartiality, neutrality and independence.

By Sandra Sidon & Nathalie de Kerchove

About the authors:

Sandra Sidon is HR and Administration Director at Tango SA since 2010. Since 2008 Sandra has also an independent free-lance activity and works as a coach, consultant and since 2015 as a certified mediator. Her work approach is mainly based on strong values like respect, professional excellence, customer focus and innovation.

Nathalie de Kerchove has been working for The OneLife Company S.A. since 1998. In her current position, she is in charge of Corporate Coordination and also acts as a Compliance Officer within the Compliance & Risk Department. Since 2015, Nathalie is a Certified Mediator, Registered at the Ministry of Justice in Luxembourg, and conducts mediation missions (workplace, civil and familial) as an independent free-lance in Belgium and Luxembourg.

In terms of steps, hereunder a quick glance on what a mediation process looks like:

Opening Statement: The mediator puts the frame of the mediation process, and ensures that it is voluntarily accepted by all the parties.

Story Telling – Identification of needs: There is no wrong or right. Each story belongs to the teller and needs to be listen to by both parties in order to ensure complete comprehension of the situation by all. The mediator can then identify the real root cause of the conflict and the real needs of the parties.

Mutual recognition: The objective is to make one and another hear and recognize

the point of view of the other. That doesn't mean that the point of view of the other should be accepted but at least understood.

Options: The parties are invited to think out of the box and brainstorm on potential solutions.

Decision taking – Negotiation: All the options are discussed and the most suitable for all the parties will be retained.

Mutual Agreement: Once the solution is found, an agreement is reached (verbally or in writing) that will be the basis for a new and fresh start of the working relationship.

A skilled and well trained mediator possesses the tools to lead the process and ensure time, costs and quality control of it.

HOW TO SELL & TELL YOUR STORY ON FACEBOOK



Dan Eischen (Interact) & Dirk Ebbighausen (AVP Online Sales & Digital Transformation at Luxair Group)



Christiane Schmit (Allen & Overy)



Gregory Tugendhat (AccorHotels)



Dirk Ebbighausen (AVP Online Sales & Digital Transformation at Luxair Group)



After the great success of its first event in April, AMCHAM's Marketing Committee organized on 13 July at Allen & Overy the second in the series of Lunchtime Workshops. These Workshops provide hands-on learning for members eager to learn more about the practical aspects of how Social Media can help their business. Although the Workshops are aimed at those active in Marketing, including both large and small organizations, they are open to everyone.

Following an introduction by Gregory Tugendhat, a member of AMCHAM's Mar-

keting Committee, Christiane Schmit welcomed the guests and addressed the issue using Facebook to attract new talents.

The two invited experts, Dan Eischen, from a digital agency and Dirk Ebbighausen from a leading Luxembourg brand used case studies to illustrate the main points.

This Workshop looked at using Facebook to market one's organization, products and services, and showing how important it is to be clear on the story you want to tell. It addressed setting (realistic) goals, identifying what one wants to achieve, bearing

in mind the resources available to invest in this marketing channel, and focusing on building brand recognition, driving sales, driving recruitment, etc.

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CITCO

THE BROADER PERSPECTIVE OF FINCOM, ART INVESTING WITH AMERICAN ARTISTS



Henk Van Eldik

In organising events for Amcham, FinCom always looks to include the following elements:

- a financial subject which can be as broad as our audience, namely financial services and its users.
- a link with the USA, often by bringing American experts.
- allow local expert parties to share their knowledge on the benefit to all of us.

Art and real asset investments are slowly also finding its way into the Luxembourg financial industry whereby the Luxembourg Freeport has certainly helped this development. Unfortunately, many people still consider art investment something for the happy few, but more and more solutions like co-investments and art funds allow investors to diversify their portfolio. For art, collector cars, wine, etc. the element of being able to look at and/or enjoy it, etc. is also an important element.

It is also important that professionals like auctioneers and art advisors are finding their way to Luxembourg next to the fact that local parties like auditors, lawyers, administrators & custodians and even the regulator have sufficient knowledge of the specific elements of such investments to create the right culture for these types of investments.

Especially since the bursting of the ICT Bubble and the Global Financial Crises, more and more investors are looking to diversify their portfolio next to equities, bonds and real estate into other asset categories whereby it is accepted that these are less liquid and from time to time are difficult to sell during times where there is little demand for the specific category, which applies as much to wine, collector cars as it does to art. Returns on art investments have been very good with an average of 10% p.a. over the past 40 years for the index of fine arts. Especially in times of stress, a lot of money tends to go into this category, so the timing of the investment can provide a substantial kicker!

To link art investment to the USA, one of your FinCom members pointed to the Jean-Michel Basquiat exhibition organised by the Zidoun-Bossuyt Gallery that was celebrating its first anniversary and who has a strong international position in the art world and who works hard to place Luxembourg as an important location for the promotion of contemporary art on the European map. They managed to gather enough pieces of high quality to bring a prestigious exhibition to Luxembourg at a level rivalling with the selected major US and European galleries who have the breadth to access such pieces. Xavier Bettel as Minister of Culture and Lydie Polfer as Mayor of the City of Luxembourg immediately offered to grant their high patronage to show their support to this initiative.

The 20 original works by Jean-Michel Basquiat, most of which were shown for the first time, were on loan from Belgian, French and Luxembourgish collectors. The exhibition featured selected pieces from the different stages of Jean-Michel Basquiat's prolific but all-too short career from his beginnings as a serious artist in the early 1980s, via his collaboration with Andy Warhol, through to his tragically early death from a heroin overdose aged just 27 in 1988. Jean-Michel Basquiat is now recog-

nized as one of the most important and most sought for post-war artists. An illustration of this is the record price of USD 90m paid by Qatar for his *Philistines* painting. During the exhibition a Basquiat painting sold for a record USD 57m at the Christie's NY auctions made the headlines, so this helped to put this extraordinary artist on the map with people not yet familiar with his work.



Audrey Bossuyt

The fact that such quality artists are also getting traction in Luxembourg is shown by the fact that about 1,000, both foreign and Luxembourg, people visited the exhibition in the month of May. The access to the exhibition was free of charge as the exhibition received the precious support from e.g. ATOZ, a well-known name in Luxembourg, and from AXA Art, who insured the exhibition worth 100 million U.S. Dollars! There were also various special events from organizations to elaborate on this unique opportunity in Luxembourg.

FinCom will continue to bring alternative investment ideas and opportunities to Luxembourg and also plans another event on alternative investing, for starters and for those interested sharing experiences and ideas like this event put on by Audrey Bossuyt from the Zidoun-Bossuyt Gallery.

By Henk van Eldik and Audrey Bossuyt

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THE STORY BEHIND OUR “DOING BUSINESS IN LUXEMBOURG” BOOK



Twenty-three years ago I came to Luxembourg to live and work. In those days, it was difficult to find a business open on Sunday (or even Saturday afternoon); and finding information (especially in English) about where to go and who to see to get things done... was a challenge. When I became AMCHAM Chairman seventeen years ago, I remembered the challenges I had had arriving and integrating... and along with my expat colleagues who had the same experience, we decided we could help new expat

companies and employees by writing a book giving all the details of why Luxembourg is the ideal international headquarters or operational location for doing business throughout the European Union and the details of exactly what you have to do to set up and run a business in Luxembourg. In January 2016 AMCHAM published the 4th version of this vision: Doing Business in Luxembourg. On behalf of the international community of Luxembourg we offer this book to all interested parties to help them decide to come to Lux-

embourg, to help them settle in, and to help them run their company after they are here. And, we offer this book as a gift to the Government and the people of Luxembourg... for welcoming us and helping us to settle and prosper in this peaceful, wonderful country in the heart of Europe.

Paul-Michael Schonenberg
Chairman and CEO
AMCHAM Luxembourg

THREE STRESS ELIMINATORS FOR THE OFFICE



Kelsey Anne Hopper

As we've noticed over the past years that you are all working harder, longer hours, doing more multi-tasking, dealing with more stress, we have decided at AMCHAM to occasionally offer some health and wellness advice. Two years ago we did a workshop on **Laughing** as a therapeutic activity and we also did a workshop on a **Sports, Health & Wellness Routine** that people can do in their hotel room with giant rubber bands. And now, with this article below we want to introduce some **Yoga** activities for stress reduction. Please go to AMCHAM's YouTube page to see Kelsey Hopper demonstrate these techniques. Thanks Kelsey for the article!

These are some helpful and simple tools for maintaining a calmer and happier mind during those busy, workload-heavy times throughout the year.

1. Roll-Out the Joints

You probably notice that your body is most stiff when you wake up in the morning. Laying in the same position over a long period of time causes the connective fascia tissue to tense up, making it harder to move in the morning. The same thing happens when you sit in the same position throughout the workday only now the body is in a hunched

over "computer body" pose, which generates tension around the neck and shoulders. To combat this, get up from your desk every 1-2 hours, stand with your feet hip-width apart and rotate all of your joints. Start with the head, shoulders, and wrists, continuing all the way down to the ankles. Make sure you rotate the joints in both directions to keep the body balanced and try to focus on the hips and shoulders as those are the parts of the body that gather the most tension.

2. Box Breathing

Breathing, or Pranayama as we call it in Yoga, is the most important factor to managing stress. If you can breathe better, you can manage stress more easily. A breathing technique that you can do on your desk break (every 1-2 hours) is the "four-part-breath" or "box breathing". Begin the technique by standing with your feet hip-width apart and closing your eyes. Then start to observe the length, depth and intensity of your breath. Now start to visualize your breath as a four sided box. The left side represents the inhale, the top side represents full lungs, the right side represents the exhale, and the bottom side represents empty lungs. Assign each side of the box a count of 4 seconds. Use your hand to trace the box in the air in unity with each part of the breath. Repeat this as many times as you need to until you achieve a greater sense of tranquility. Discipline yourself to keep each part of the breath equal and work to increase the length of the breath.

3. Positive Mindset Mantra

Like Buddha says, "The mind is everything. What you think you become". Practicing positive thinking is extremely important when managing stress. If you think about stress as your enemy and as something harmful to your health, it will become that. However, altering your mentality by viewing your stress response as your body preparing to take on a challenge allows an opportunity for stress to become a constructive part of your life. One way to practice this is by chanting man-

tras out loud or silently to yourself. Once a day, perhaps in the morning, give yourself a positive mantra. Some of the ones I like are 'anandha Hum' (I am joy), or 'learning new things is challenging and I love challenges', or 'challenges are bringing opportunities'. Try to take a moment to close your eyes and repeat the mantra at least three times or until you start to feel calm and centered.

You can practice all of these tips separately throughout the day or all together. Start by preparing your body by rolling out the joints in circular motions to the rhythm of your breath or even to the rhythm of your mantra. If you

"If you practice these mindful tools a little bit everyday, I'm sure you can build yourself a more relaxed and peaceful work environment."

Kelsey Anne Hopper

practice these mindful tools a little bit everyday, I'm sure you can build yourself a more relaxed and peaceful work environment.

Namaste!

By Kelsey Anne Hopper and Morgan Elizabeth Hopper



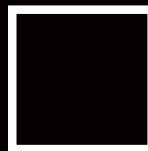
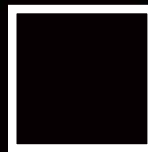
Please go to AMCHAM's YouTube channel and see Kelsey demonstrate these techniques: https://www.youtube.com/watch?v=ZOZHMprC_3Q



Building a better
working world



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The better the question. The better the answer. The better the world works.

EXPAT PROFILE SNAP- SHOTS

Luxembourg, their aspirations, why they are here and what contributions they have or can make to Luxembourg. In this edition and all of the 2016 editions of Connexion we will feature two Expat Profile Snapshots. Our goal is to bridge the gap between newcomers and long-time residents... and therefore support integration. This initiative is supported by the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI). Integration is a two-way street: newcomers need to adjust and fit in, but at the same time they can make a great contribution to the economic success and quality of life in Luxembourg.

The following two interviews are designed to put a human face on expats explaining who they are, what they think about Luxembourg, their aspirations, why they are here and what contributions they have or can make to Luxembourg. In this edition and all of the 2016 editions of Connexion we will feature two Expat Profile Snapshots. Our goal is to bridge the gap between newcomers and long-time residents... and therefore support integration. This initiative is supported by the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI).

ILSE FRENCH

PwC Luxembourg Partner with a passion for Real Estate

Ilse French is a business and practice developer extraordinaire. French, an energetic, motivated PwC Partner, has 2 professional loves - Real Estate and Art. She pursues both with a passion. As a young student, she wanted to follow a career in Art, but her father suggested becoming a Chartered Accountant. "After that," he counselled, "you can do anything you want."

Discovering her talent for numbers, she started with PwC upon graduation. With the exception of 2 breaks to be self-employed, she has been with PwC ever since. What drew her back each time was the opportunity to further develop industry specialization and propositions, building a strong PwC brand and presence in South Africa. French's career started with a focus on the insurance industry where she assisted the Financial Services leader to further develop the practice through an advisory, regulatory and actuarial focus. She was active on many industry bodies and facilitated discussion forums, surveys, thought leadership and conferences. This helped PwC become a well-respected and high-value connector in the industry.

A few years later, after a brief stint running her own Art Consulting firm, she re-joined PwC as the Africa Asset Management leader. A Real Estate request for proposal changed her life, and started French on the road to Luxembourg. "I fell in love with Real Estate," says French, "the important role it plays in society reflecting the progress of a city and nation, how it defines places; and of course its beauty."

French used her innate skill and well-developed talent to create a Real Estate industry presence for PwC Africa. One of the biggest challenges was to establish the network across Sub-Saharan countries. She also built strong relationships through industry association connections, hosting Africa Real Estate conferences and producing what is likely the first comprehensive thought leadership on growth drivers for the Africa real estate market. Her love for art helped her to always be creative in developing her professional busi-

ness career; often these two "worlds" come together at the art events she hosted.

Having never lived abroad, French was ready for bigger challenges and, like most highly skilled professionals, had a choice of assignments. "I came to Luxembourg to work in a more global role as the EMEA Real Estate Platform leader, connecting skills and talent globally to better serve our clients."



"Life is for living so make the most of it and really grab the opportunities out there."

Ilse French

Luxembourg, a gateway to Europe, affords French the opportunity to work across many territories and cultures. Her focus is on how mega trends, like urbanisation and technology, are impacting real estate decisions, resulting in real estate becoming a strategic topic for investors, governments and users.

Given her Africa industry background, she focuses on the continent by advising asset managers wanting to grow their business and distribution network in Europe, and investors wanting to enter Africa. "I worked with PwC Luxembourg CEO, John Parkhouse and the Luxembourg PwC Asset Management and Real Estate teams for a number of years." said

French, "Knowing the quality of leadership and people made me feel comfortable to join the team."

Before relocating, French had only seen snow once and had never dealt with snow tires or heating systems! But the most challenging aspects of relocating were lack of information in English and paperwork. "Everything is in French and I only speak English and Afrikaans." Says French.

It took 11 weeks to get the work permit for her 2-year assignment. Luxembourg is a hub for talent. You need good people for innovation and change. It would be helpful to have a faster permit process with a comprehensive list of requirements - including a list of equivalent documents because not all countries have the same documentation. The current system is quite stressful."

The weather was another challenge French faced with her November arrival. "I was pretty sure I wouldn't last 3 months. There was no sun! This is quite the opposite of South Africa," she joked, looking at the rain outside.

Yet French quickly found things she appreciated; the city's safety gives freedom not seen in many other capital cities. Open spaces, and art throughout the city are others. She even brought some pieces from her own art collection. Most notably Klara, a beautiful sculpture, and the first African installation at PwC's Crystal Park. Klara was created by Anton Momborg, a well-known South African artist.

French is happy with her decision to come to Luxembourg, but she cautions that in her experience, "People thinking of going abroad, are not thinking of Luxembourg. The Grand Duchy has so much to offer. It should do more to promote itself."

By Lisa Francis-Jennings



DENISE VOSS

Conducting Officer, Franklin Templeton. Raising the Game.

In his address to the AMCHAM community on March 3rd, Pierre Gramegna, Minister of Finance, described the incredible and rapid evolution that has taken Luxembourg from a black-listed country to an outstanding reference in global finance and regulatory standards. Denise Voss and other third country nationals have been intricately involved in this evolution.

As Chairman of the Association of the Luxembourg Fund Industry (ALFI) (asset management) Denise contributes on a day-to-day basis to the high quality reputation of Luxembourg's financial institutions and regulatory bodies. As one of the 3 Conducting Officers for Franklin Templeton Investments here, she knows the industry inside and out. Voss, who is often the only woman in pictures populated with heads of Luxembourg's finance industry, is the poster-child for networking, creating opportunities and leveraging connections.

Born in the USA, she dreamed of living in other countries from quite a young age. With an undergrad in psychology (Tufts), a Masters of Accountancy (Bentley), she secured a job in the audit division of Coopers & Lybrand (Boston), and was well-placed to realize her dream. It took about 4 years for her to make an opportunity for herself, asking to be considered for an opening in Europe. She interviewed in Paris and Luxembourg. "Luxembourg clearly had the most opportunity," says Denise of her choice, "but I made a very good friend in Paris and visited her regularly, so I had the best of both worlds."

Denise smiles as she remembers her first years and how she jumped into her new home, and language, with both feet. Although being alone so far from home and settling into such an international milieu was a challenge, she set out to learn French quickly by maximizing her time with native French speakers during her 2-year placement. "Everyone at Coopers & Lybrand was extremely welcoming, helpful



"English is the language of business. To compete; to acquire good talent; we must be open to using it."

Denise Voss

and kind; correcting me and repeating words. I had studied French in school but, of course, you don't know the word for wastebasket until you need one! They supported my learning curve but also passed on local knowledge, advice and invited me out."

As with many placements, her 2 years turned into 25+ quite organically. Although most of her socializing took place with friends from her office in those early years, through friends, she met a man who would become her husband. After a few years, she began to think of Luxembourg as her home. Denise started connecting with the community through volunteer work that supported her child at the Vauban Lycée and in the Luxembourg swimming association. "It wasn't always easy, but I always learned new skills and appreciated meeting people from different milieu as a volunteer."

In 1995, she accepted an opportunity to become CFO for Franklin Templeton Investments, one of her clients. She joined the marketing group in ALFI (Association of the Luxembourg Fund Industry) at the behest of

Tom Seale, and in 2007, her colleague Bill Lockwood suggested she throw her hat in the ring for the ALFI Board. Serving initially as a Board Member and leading numerous working groups, including the ALFI Investor Forum, she was elected Vice-Chair in 2011. All while watching the language of business in the Luxembourg financial centre move from French to English. "The reality is that English is the language of business. To compete; to acquire good talent; we must be open to using it."

She embraced her role promoting UCITS and AIFMD and increasing awareness around new regulations and opportunities in the industry, while bringing the global finance world news from Europe and the Luxembourg fund centre. In 2015, when Marc Saluzzi stepped down, Voss was elected as the first female Chair of ALFI.

Her focus is on raising the game. She is an outstanding role model for young professionals, especially women who are interested in rising through the ranks of corporate Luxembourg. When asked for advice to new comers and young professionals, she quickly replied, "Take risks. There are lots of occasions to meet and interact with people here, but you must be prepared to see the opportunities and seize them, to capitalize on the potential of a situation".

"In an industry looking toward massive markets in China and Brazil while considering the impact of a greying population in Europe, she, and expats like her, are working to maintain, and even further improve Luxembourg's great reputation and visibility. "One of the greatest things about this country is its tolerance. It is a safe, well-off society, with so much going on. It has such a high quality of life. Everyone should appreciate that they can find wonderful opportunities here."

By Lisa Francis-Jennings

THE LANGUAGES OF LUXEMBOURG

Welcome to Luxembourg! With the help and support of **Mylanguage** and its dedicated teachers, **AMCHAM Luxembourg** has developed: "The Languages of Luxembourg", a BEGINNER, INTERMEDIATE and ADVANCED 5 languages survival guide (English, French, German, Luxembourgish, Portuguese) which enables a speaker of any one language to learn the other four. Join us in this journey!

Download the complete pdfs available at no cost on the AMCHAM website: www.amcham.lu/language-learning/

Please see below an extract from the ADVANCED guide.

ENGLISH	FRANÇAIS	DEUTSCH	LËTZEBUERGESCH	PORTUGUÊS
12.1 Small talk and networking / icebreakers	12.1 Petites conversations de groupe / brise-glace	12.1 Small Talk und Netzwerken / Eisbrecher	12.1 Small talk an zesumme schaffen	12.1 Bater papo e contactos / quebra-gelos
Many of us dread talking to people in business settings such as at receptions, banquets and other business-related events. We get apprehensive in these situations. They are however extremely important for our success. With a little practice conversing at the water cooler will soon be effortless.	Beaucoup d'entre nous redoutent les échanges dans les milieux professionnels tels que les réceptions, les banquets et autres événements liés aux affaires. Nous avons des l'appréhension dans ces situations. Elles sont cependant essentielles pour notre réussite. Avec un peu d'entraînement pour détendre l'atmosphère cela se fera sans effort.	Viele von uns haben große Hemmungen davor, mit anderen im geschäftlichen Rahmen zu kommunizieren, wie zum Beispiel bei Empfängen, Banketts oder anderen geschäftlichen Veranstaltungen. In solchen Situationen werden wir dann schnell ängstlich. Jedoch sind diese sehr wichtig für unseren Berufserfolg. Mit ein bisschen Übung wird die Unterhaltung am Wasserspender zum Kinderspiel.	Vill vun ons hu grouss Hemmungen, mat aneren an engem geschäftleche Cader ze kommunizéieren, wéi zum Beispill bei Receptiounen, Banqueten oder anere geschäftleche Versammlungen. Mir gi fäertereg a sou Situatiounen. An awer si si wichteg fir onsen Erfolleg. Mat e bëssen Übung gëtt dat klengt Gespréich beim Waasserspender einfach wéi e Kannerspill.	Muitos de nós tememos falar com pessoas em cenários de negócios como recepções, baquetes ou outros eventos relacionados. Ficamos apreensivos. Contudo, são extremamente importantes para o nosso sucesso. Com pouco esforço, conversar com os outros vai ser fácil.
12.2 Introduce and initiate	12.2 Se présenter et initier la conversation	12.2 Vorstellen und Initiieren	12.2 Sech virstellen an e Gespréich ufänken	12.2 Apresentar-se e começar
Hello, John.	Bonjour, John.	Hallo John.	Moien, John.	Olá, John.
Hi, I'm Jack from the Finance Department.	Bonjour, je m'appelle Jack, du département / service Finances.	Hallo, ich bin Jack aus der Finanzabteilung.	Moien, mäin Numm ass Jack vum Service Finance.	Olá, eu sou o Jack do Departamento Financeiro.
Sorry, aren't you Mary from the Marketing Department?	Excusez-moi, vous ne seriez pas Mary, du département / service Marketing ?	Entschuldigung, bist du nicht Mary aus der Marketingabteilung?	Entschëllegt, sidd Dir net d'Mary vum Service Marketing?	Desculpe, não é a Mary do Departamento Financeiro?
Didn't we meet last year at the Christmas party?	Ne nous sommes pas rencontrés l'année dernière à la fête de Noël?	Sind wir uns nicht letztes Jahr auf der Weihnachtsfeier begegnet?	Hu mir eis net d'lescht Joer op der Chrëschtfeier gesinn?	Não nos conhecemos na festa de Natal do ano passado?
Hello! I wonder if you remember me? I'm Brian from the legal department.	Bonjour! Vous souvenez-vous de moi? Je suis Brian, du service juridique.	Hallo! Ich weiß nicht, ob Sie sich noch an mich erinnern, ich bin Brian aus der Rechtsabteilung.	Moien! Vlächit erënnert Dir lech u mech? Ech sinn de Brian vum Service Juridique.	Olá! Será que se lembra de mim? Sou o Brian de Departamento Legal.
Hi, there. You work with John, don't you?	Bonjour! Vous travaillez avec John, n'est-ce pas ?	Hey! Du arbeitest mit John zusammen, oder?	Moien! Dir schafft dach mam John, gell?	Olá. Trabalha com o John, não trabalha?

extract from the ADVANCED guide

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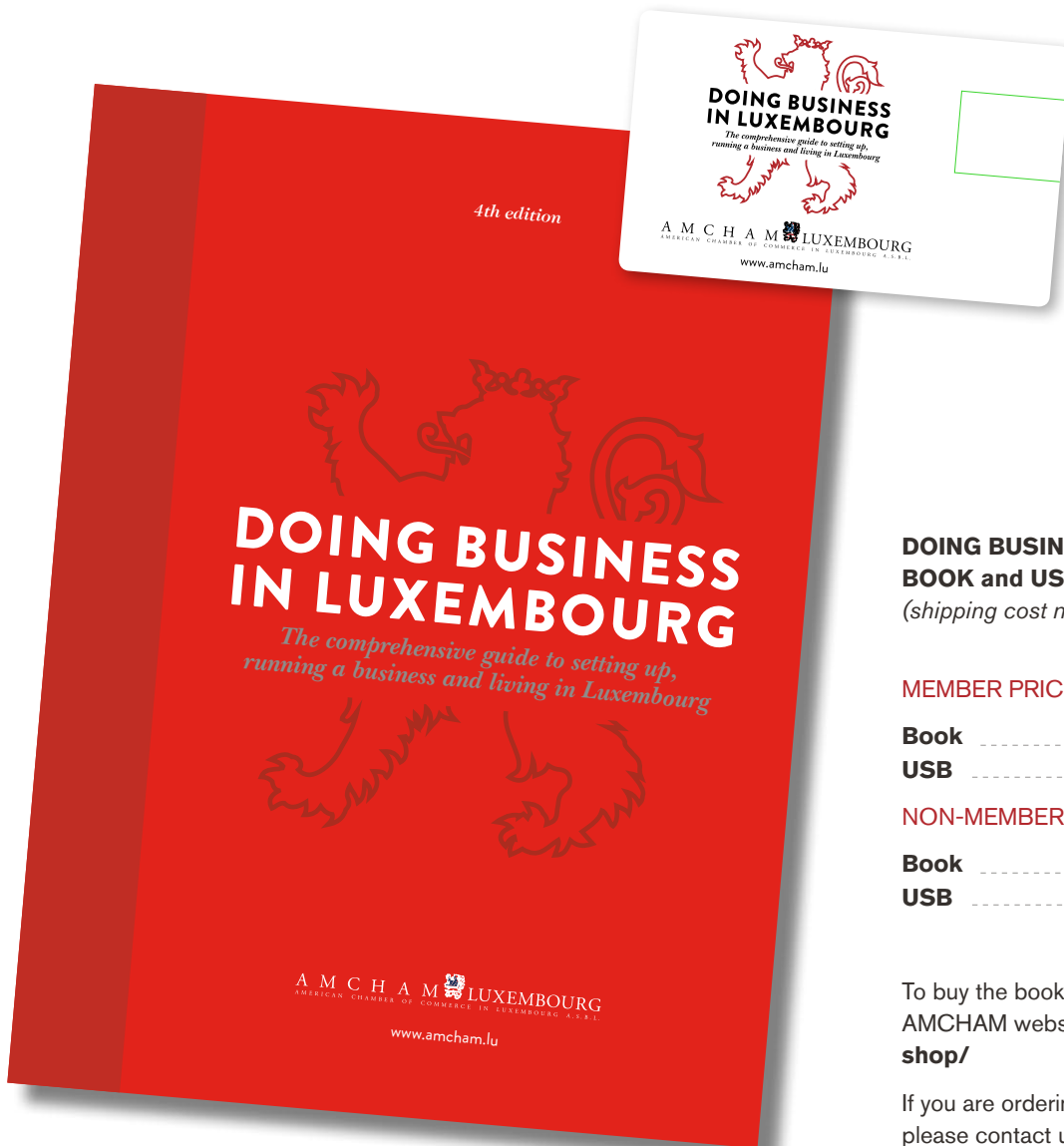
DOING BUSINESS IN LUXEMBOURG

FOURTH EDITION

The 2016, revised and expanded fourth edition of "Doing Business in Luxembourg" is now available - a business and professional guide which provides an overview to help professionals/business owners understand the rules, practices and customs of the Luxembourg business environment

as well as the realities and cultural context of the workplace environment, the government and social support systems.

The fourth edition is distributed in a hard-copy book format and available on USB digital business cards.



DOING BUSINESS IN LUXEMBOURG BOOK and USB- PRICE (shipping cost not included)

MEMBER PRICE

Book EUR 35

USB EUR 15

NON-MEMBER PRICE

Book EUR 55

USB EUR 20

To buy the book online, please go to the AMCHAM website: www.amcham.lu/shop/

If you are ordering a larger quantity of books, please contact us for a quote and for discussing shipping options.



ENGLISH	FRANÇAIS	DEUTSCH	LÉTZEBUERGESH	PORTUGUÊS
12.3 Use an ice-breaker:	12.3 Utiliser un brise-glace	12.3 Einen Eisbrecher nutzen:	12.3 En Äisbriecher benotzen	12.3 Usar um quebra-gelo
So, what made you choose this firm to work?	Pourquoi avez-vous choisi de travailler dans cette entreprise ?	Und wieso haben Sie sich entschieden, für diese Firma zu arbeiten?	Firwat hutt Dir lech rausgesicht an dëser Firma ze schaffen?	E então, o que o fez escolher esta firma para trabalhar?
What do you love most about your job?	Qu' aimez-vous le plus dans votre travail ?	Was gefällt Ihnen an Ihrer Arbeit am meisten?	Wat hutt Dir am léifsten un Ärer Aarbecht?	O que mais gosta no trabalho?
How did you find yourself working in the marketing field?	Comment en êtes-vous venus à travailler dans le service Marketing ?	Wie sind Sie in den Marketingbereich gekommen?	Wéi sidd Dir dozou komm am Service Marketing ze schaffen?	Como é que se viu a trabalhar no campo da publicidade?
Tell me about your history with...	Racontez-moi votre expérience avec...	Erzählen Sie mir mehr von Ihrer Beziehung zu ...	Erzielt mir méi vun Ärer Experiéenz mat...	Conte-me um pouco a sua história com...
We were really fortunate, the weather was great for our conference / event.	Nous avons été vraiment chanceux, le beau temps était au rendez-vous pour notre conférence / événement.	Wir hatten wirklich Glück, wir hatten gutes Wetter während unserer Konferenz..	Mir hate wierklech Chance, d'Wierder war schéi fir ons Konferenz / onst Evenement.	Tivemos muita sorte, o tempo esteve ótimo na nossa conferência / no nosso evento.
12.4 Express interest	12.4 Montrer son intérêt	12.4 Interesse ausdrücken	12.4 Seng Interessi weisen	12.4 Demonstrar interesse:
What are you working on right now?	Sur quoi travaillez-vous en ce moment ?	Woran arbeiten Sie gerade?	Wouru schafft Dir am Moment?	No que está a trabalhar neste momento?
Are you experiencing any problems?	Rencontrez-vous des problèmes ?	Sind Sie auf Probleme gestoßen?	Begéint Dir Problemer?	Está a experienciar algum problema?
Can I help you at all?	Puis-je vous aider en quoi que ce soit ?	Kann ich Ihnen irgendwie weiterhelfen?	Kann ech lech bei iergendepes behëlleflech sinn?	Posso ajudá-lo em algo?
I know someone who's great in what you're working on. Shall I introduce you to him?	Je connais quelqu'un qui est un spécialiste / qui s'y connaît dans votre domaine. Voudriez-vous que je vous le présente ?	Ich kenne jemanden, der sich damit sehr gut auskennt. Soll ich Sie bekannt machen?	Ech kennen e Spezialist an deem Domaine / een dee sech gutt auskennt. Hätt Dir gär, datt ech lech dee virstellen?	Conheço alguém muito bom no que está a trabalhar. Quer que os apresente?
Is your field of work as interesting as it seems?	Votre domaine d'activités est-il aussi intéressant qu'il y semble ?	Ist Ihr Arbeitsfeld so interessant, wie es sich anhört?	Ass Ären Aktivitéitsdomäne sou interessant wéi et wierkt?	O seu campo de trabalho é tão interessante como parece?

extract from the *ADVANCED* guide



RHYTHM & CAROLS

DISCOVER OR REDISCOVER THE SPIRIT OF TRADITIONAL CHRISTMAS CAROLS PERFORMED BY THE STUDENTS' PERCUSSION ENSEMBLE OF THE CONSERVATOIRE

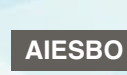
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House of Training, the partner of choice in the field of continuing vocational training for Luxembourg's economy, is partnering with the American Chamber of Commerce in Luxembourg and the Office Luxembourgeois de l'Accueil et de l'Intégration, to offer a series of courses on Luxembourg's social, political and business environment. The four training sessions will take place in November 2016 and in March 2017 on a weekly basis.

TARGET GROUP

Residents and professionals with English as a first or second language who are interested in better understanding Luxembourg's economy and the national news.

OBJECTIVE

Particular emphasis will be put on critically assessing the results, i.e. the outcomes and impact of the national policy-making process. When possible, considerations will be made as to how current institutional settings affect policy outcomes in Luxembourg.



For more information, visit www.houseoftraining.lu

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CONNEXION

DOING BUSINESS IN LUXEMBOURG

A M C H A M  LUXEMBOURG
AMERICAN CHAMBER OF COMMERCE IN LUXEMBOURG A.S.B.L.

The American Chamber of Commerce in Luxembourg a.s.b.l. is an international voluntary organization of business persons committed to promoting English-speaking networking opportunities and business relations in the Grand Duchy.

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AMCHAM'S FALL 2016 EVENTS

Sept.

24 An Evening of Summer Culture

Art du Temps Gallery, in collaboration with the American Chamber of Commerce in Luxembourg and BMW Bilia-Emond cordially invites you to the launch of the exhibition of works of the American illustrator and artist E.B. Lewis and French painter Laurent Dauplain.

24 Newcomers' Orientation Course for Third-Country Nationals in English and Portuguese

Due to the funding specifics, these course offerings in English and Portuguese are targeted for attendance by newly arrived third-country nationals (non-European residents of Luxembourg from the rest of the world) legally residing in Luxembourg.

28 Action-Reaction: Managing the First Hour of an IT Crisis

Meet with experts and business partners that have a unique point of view on how to tackle and manage all of the possible issues and consequences of an unexpected IT crisis. Join us and our APSI Partners at PwC (2, rue Gerhard Mercator, L-2182 Luxembourg) on 28 September 2016 at 18:00.

Oct.

01 Newcomers' Orientation Courses for Third-Country Nationals in Portuguese

Due to the funding specifics, these course offerings in Portuguese are targeted for attendance by newly arrived third-country nationals (non-European residents of Luxembourg from the rest of the world) legally residing in Luxembourg.

03 October ABAL: Luxembourg Tax Returns – What You Really Need to Know!

A practical guide to preparing your Luxembourg personal tax return covering the basic principles, how to optimise your position and answering the most commonly asked questions.

11 How to Tweet Your Company to Success

AMCHAM's Marketing Committee has launched a series of Lunchtime Workshops which provide hands-on learning for members eager to learn more about the practical aspects of how Social Media can help their business.

12 AMCHAM Fall Welcome

The U.S. Embassy in Luxembourg will host AMCHAM's Fall Welcome in the evening of 12 October with Minister Etienne Schneider as our guest of honor. This is a by invitation charter member event.

13 Real Estate in Luxembourg

This event will present an overview of the Real Estate development plans and projects in work and to be started within the Ville de Luxembourg. We are honored by the presence of Minister of Housing Marc Hansen.

Nov.

07 Exploring the Social, Political and Business Environment of Luxembourg

The House of Training, in close cooperation with the American Chamber of Commerce in Luxembourg and the OLAI, is launching a new series of four courses on Luxembourg's economy and its institutions.

08 1.1.1. Company

This Town Hall meeting will explain all of the details of how to set up and run this new company category. Our principle guest of honor will be Minister of Justice Félix Braz, whose ministry is responsible for the new law. We are equally honored by the presence of Mr. Carlo Thelen, the General Director of the Chamber of Commerce, who will introduce

the Chamber's initiatives in support of entrepreneurial activities.

14 November ABAL: Protecting Your Business from Unstable Global Dynamics

How easily is your business able to recover from the impact of global market events? Political instability, fast changing market dynamics, cyber threats are some of the biggest potential disruptors to affect businesses over the next 5- 10 years. How can businesses protect themselves against threats near (e.g. Brexit) and far (e.g. cyber state actors)? This session will include key findings from Control Risks latest Resilience Survey.

18 Annual Thanksgiving Dinner

Join us for a relaxed and gently inspiring sharing of food and friendship! And bring your dancing shoes to dance the night away. As always, we will have our traditional Thanksgiving tombola prizes! Please watch a video of last year's party on the AMCHAM website: www.amcham.lu/videos/amchams-thanksgiving-dinner-2015/

22 Female Board Pool Seminar

To promote appropriately qualified and vetted female Board of Director candidates, we are pleased to announce a cooperative initiative to create, train and manage a Female Board Pool.

Dec.

07 Annual Christmas Lunch

AMCHAM's Annual Christmas lunch with Minister of Finance Pierre Gramegna. AMCHAM invited other English speaking business organizations to join our AMCHAM members for this special day.

18 Rhythm & Carols

AMCHAM Luxembourg and the Lions Club Luxembourg-Amitié invite you to share a unique moment of serenity with business partners, friends and family at the "Rhythm & Carols" charity fundraising event.

Save the date: AMCHAM's New Year's Reception, 20 January 2017

For details and sign up, please visit the AMCHAM website: <http://www.amcham.lu/events/>



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