

CONNEXION

DOING BUSINESS IN LUXEMBOURG



▼
Paul Schonenberg (AMCHAM Luxembourg), Deputy Prime Minister and Minister of the Economy Étienne Schneider, Karine Dominguez (Swarovski by ABS Luxe), Malek Aouini-Lahmadi (AMCHAM Luxembourg)

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FREE NEWCOMERS' ORIENTATION COURSES

The American Chamber of Commerce in Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), organizes free of charge 6 hours long Newcomers' Orientation Courses.

Due to the funding specifics, these course offerings in English and Portuguese are targeted for attendance by non-EU citizens, legally residing in Luxembourg (holders of

a temporary or long-term residence permit) for less than 18 months.

Sign up information can be found on the AMCHAM website in the Events section: <http://www.amcham.lu/events/>

Topics covered on the course: Bureaucracy, your local commune, working life, day to day living, tax card, renting, utilities, phone and internet, TV, radio and the press, history, geography, politics, insurance, vehicles, driving and transportation, education, music tui-

tion, health scheme, child allowance, culture, etiquette and customs, leisure and entertainment, shopping, expat organizations, sports, music, cycling, recycling, integration.

The courses take place at the Chamber of Commerce of Luxembourg and we thank them for their partnership. We also thank ING for sponsoring the lunches.

If you know of someone who is eligible and interested in attending, please refer them to the AMCHAM website for registration.



CHAIRMAN'S REMARKS



Paul-Michael SCHONENBERG

Dear AMCHAM Members and Friends,

Welcome to the winter 2018 issue of the AMCHAM Luxembourg magazine Connexion!

In this issue you will see photos of our annual Thanksgiving dinner and our annual Christmas lunch, each of which was attended by over 200 guests. At Thanksgiving, sponsored jointly by the POST and Openfield, we gave away fabulous tombola prizes, ate and networked well, danced the night away and honored our Deputy Prime Minister, Minister of the Economy, Minister of Internal Security and Minister of Defense, Étienne Schneider, by awarding him the **2017 AMCHAM Economic Strength and Prosperity Award**. Our goal was to honor him for all he, and his staff at the Ministry of Economy, have done to keep Luxembourg strong! After all, the success of Luxembourg is not something to take for granted. It is the result of a unique partnership between the smart, business friendly government of Luxembourg, the welcoming and friendly people of Luxembourg, the international

companies who call Luxembourg their European home and the highly qualified/exceptionally hard working foreigners who have come here with their families to contribute and make this country their second home.

We also had the occasion at our Christmas lunch to honor and express our appreciation to Pierre Gramegna for his leadership, his openness to listen and his smart policies at our Ministry of Finance. We live in challenging times and absolutely appreciate him for who he is and what he does.

Please see the photos for both events inside this issue.

Our current big project is related to radically improving the work permit approval process to make it faster, easier and more transparent to hire the Tech candidates we so urgently need. Please see the article on this proposal inside this issue.

Concerning AMCHAM itself, we are doing well, continue to grow in numbers and committees and continue to make the best contributions possible to survive and prosper. We are proud to be the biggest and most active private Chamber of Commerce in Luxembourg and we work hard to maintain that status.

Please always remember, we are a member focused organization, here to serve you and your needs.

All best wishes for a Happy New Year filled with success, and good health...for yourself and all those you love.

With respect and my very best regards,

Paul-Michael Schonenberg
Chairman and CEO

INDUSTRY PROPOSAL FOR A SIMPLIFIED, ACCELERATED, FAST TRACK, PROVISIONAL WORK PERMIT APPROVAL MECHANISM FOR IT EMPLOYEES



Gilles Vanderweyen (PwC Luxembourg), Bjorn Ottertsen (SnT), Lucien Reuter (LIDIT), Marina Andrieu (Women in Tech - WIDE), Paul Schonenberg (AMCHAM Luxembourg), Marton Fulop (Docler Holding), Jean Diederich (APSI), Pascal Steichen (SECURITYMADEIN.LU)



Paul Schonenberg (AMCHAM Luxembourg)

being expended are simply not producing enough qualified IT candidates to fix the current talent shortage as they do not produce sufficient numbers of candidates that are needed for the existing users, the start-ups we hope will find home in Luxembourg, and the new companies we hope to attract to Luxembourg to keep Luxembourg strong and prosperous.

One of the major goals of Luxembourg has been to establish itself as a center of digital excellence for academia and business in multiple sectors. In this regard there has been substantial investment in data center development, fiber optic networks and other infrastructure to insure Luxembourg is one of the best global locations. But being successful in the digital sphere also requires that we have the right human capital in sufficient quality and quantity to do the work. This was the theme for our annual Fall 2017 joint AMCHAM / APSI conference event hosted by PWC.

As a result of this conference, there was broad agreement that in addition to the current activities promoting IT careers among women and young people, the skilling / re-skilling activities for older workers and other initiatives, these activities will not produce sufficient candidates to fill the ongoing recruitment requirements for skilled IT professionals. Therefore there is an urgent and compelling need to establish a **simplified, accelerated, fast track, provisional work permit approval mechanism for IT employees.**

We believe this measure is immediately and critically needed to ensure the continued success of the DIGITAL revolution currently taking

place, and is likewise essential to ensure our economy and companies are able to deal with the rapidly expanding need for appropriately qualified IT employees across all sectors of the economy including both the present economic activities and anticipated future activities including those generated by academia, the financial industry, in biomedical activities, in Space Mining, micro companies, Entrepreneurs and a wide range of other pursuits.

For some time, Luxembourg has suffered from a lack of sufficiently numerous and qualified candidates for the broad range of IT jobs available in our economy. Many efforts have and are being made to address this shortage: increased motivational efforts to encourage people to pursue IT careers, education and training programs in the Public and Private schools; the IT Security Masters programs at the University along with the newly introduced undergraduate University program for IT; Life-long learning initiatives via the House of Training of the Luxembourg Chamber of Commerce and other public/private initiatives; the excellent initiatives to encourage Women in Tech; the excellent work done by ADEM and the Ministry of Labor.

While we all fully support all of these initiatives both now and in the future, these efforts, despite all of the energy and hard work

The current reality is likewise very dangerous for Luxembourg. Because of the insufficiency of appropriately skilled IT personnel, work that could (and should) be done in Luxembourg, thereby generating employment and tax income, is forced to be done elsewhere at other corporate locations or through IT outsourcing. This has a serious present and future adverse impact on the economic strength of the nation. Clearly an ever increasing involvement of IT in all aspects of business and life activities is ongoing. It is therefore essential that the level of IT literacy and the sufficiency of skilled IT practitioners must be quickly increased to ensure we remain masters of our own destiny. Most especially, from a security standpoint, we are concerned over the risk of losing control of software code development as this is becoming a more and more competitive advantage of a nation, particularly with regards to managing the source codes to ensure software code confidentiality and prevent the dangerous leak and spread of code all over the web putting our industries at risk from a business perspective. Managing the software development lifecycles means understanding and controlling how it's build, how to crack it, how to prevent unauthorized people from cracking it and insuring our IT systems are protected from a cyber security point of view. And this requires sufficiency of properly qualified IT personnel resident and working in Luxembourg.

The objective reality is that, while we fully support all of the on-going efforts via education and training to address these challenges, we remain far behind and unable to catch up with the present and foreseen future demand because we do not have enough properly qualified IT personnel to fill the current vacancies.

There are currently over 1,500 job opportunities existing within Luxembourg for which we do not have adequately qualified candidates. If these jobs were quickly filled with the right people, the companies and activities involved would be able to do work that currently they can-not do and, as a result, these companies and activities will be more successful, more profitable, pay more taxes and hire additional employees within their Luxembourg teams thereby generating a virtual circle which strengthens the locally based companies and ensures Luxembourg's prosperity.

Because those we seek to hire are in short supply within Luxembourg, within the border Grand region and, indeed, throughout Europe, regardless of location, they likely are in high demand with several options for employment. Therefore, we believe the most appropriate solution needs to be simple and rapid to execute to ensure we make a good first impression on the candidates we want to successfully recruit, and that we can get them work permits quickly before they take other jobs elsewhere.



We therefore propose the immediate establishment of an **simplified, accelerated, fast track provisional work permit approval**

mechanism for IT employees, as mentioned in the first paragraph of this letter, based on the following principles:

1. Companies and entities (including academia) desiring to participate as eligible employers pre-qualify themselves as eligible via application procedures (to be developed) with the Ministry of Labor to ensure against any abuse of this mechanism.
2. Eligible employer organizations submit their vacancies via job descriptions to the Ministry of Labor, with the ADEM given no more than 20 business days to identify candidates the entity wishes to hire.
3. Should successful local or EU wide candidates not be presented and hired within the 20 business days, the company/entity will automatically be authorized to hire external to the EU.
4. Successfully selected non-EU candidates will be submitted via the Ministry of Foreign Affairs work permit approval processes via special simplified application paperwork procedures (to be developed) which require less burdensome documentation and with the assurance of a 10 business day approval process. To ensure against abuse by companies, a 5,000 euro performance bond will be paid by the hiring entity as soon as the application is approved.
5. The successful candidate is granted a one year provisional work permit during which time the long form work permit application paperwork with documentation is prepared and submitted thereby extending the work permit from a rapid, provisional work permit into the normal work permit approval regime.
6. Upon receipt of the normal work permit the performance bond is refunded to the hiring organization.

We believe this fast track simplified procedure is legal and compliant with EU and Luxembourg law and will allow us to get the assets we need quickly to address the urgent need for appropriately qualified IT personnel. Via this mechanism we will keep and expand the numbers of highly skilled IT workers we

need now and in the future, give time for the current education and training initiatives to be successful and create a virtual circle ensuring Luxembourg remains a key global player in Fintech and other IT heavy activities both now and in the future.

We fully understand that some people may oppose this proposal because they believe (incorrectly!) that this initiative will adversely impact on the employment prospects of existing Luxembourg based job seekers looking for IT careers. We completely reject this point of view. The reality is that all employers prefer to hire locally so long as they can get the quality of candidates they seek. Locally hired persons have a much faster acclimation into our companies, lower and fewer resettlement costs and challenges associated with moving, schools for their children and other resettlement issues...so they are more productive for their employers faster and at lower costs. Likewise, as they and their families are already in Luxembourg their loyalty to the country is already established and the family unit is at less risk of being unhappy and wanting to leave. At the same time, since the largest majority of people work in teams rather than by themselves, bringing in the fully qualified people we seek from outside the EU will add to the creation of additional job opportunities in TECH for those our new programs are trying to make available as a result of retraining, skilling/re-skilling and other activities. So, this initiative creates opportunities for additional local hiring as well the previously mentioned benefits to strengthen the hiring entities, the economy and the broader society.

We are pleased this initiative is supported by: ALFI, AMCHAM, APSI, Deloitte, Docler Holding, FEDIL, KPMG, LIDIT, Post Luxembourg, PwC Luxembourg, SnT, UEL and WIDE.

Paul Michael Schonenberg

Chairman and CEO - AMCHAM Luxembourg

Jean Diederich

President - APSI Luxembourg



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BAZAR INTERNATIONAL DE LUXEMBOURG 2017

The end of November saw the successful conclusion of another Bazar International, Luxembourg's largest charitable fundraising event, which in 2016 raised 580,000 - we're hoping for even more this year. The American Food and Merchandise Stands were buzzing with activity from the start of the Bazar until minutes before closing. Special thanks to The American Stand committee members and the 100+ volunteers who helped make this a successful and memorable event, including our very own AMCHAM Chairman and CEO, Paul Schonenberg - Chili King for over 10 years now! One of the Bazar's founding participants, The American Stand continues to be a popular draw at an annual event that attracts more than 27,000 visitors every year, including Prime Minister Xavier Bettel, who stopped by The American Stand this year to make some purchases.

We would also like to recognize the generous contributions of our American Stand sponsors - House of Taste, John Deere Financial, Franklin Templeton Investments, and AMCHAM Luxembourg - who made in-kind and monetary contributions to support The American Stand and the Bazaar's many worthy charities this year. We thank these generous companies for their philanthropic support of our local and global community.

Over 60 countries participated in this year's Bazar to raise funds for 75 deserving charities in Luxembourg and around the world, including the principle charity, Fundebe Foundation, and the American Stand's chosen charity, Covenant House of Georgia (Atlanta), which opens doors of opportunity and hope to homeless and at risk youth. We're still wrapping up our accounts, but we can already say that The American

Stand raised more money than last year! The official, final numbers will be announced at the Volunteer & Sponsor Thank You Party in mid-January.

For more information, visit the **Bazar Stands** webpage at www.bazar-international.lu, or contact American Stand Co-Chairs Maru Oliver and Jade Greene.



WHAT HAS THE U.S. TAX REFORM IN STORE FOR EUROPEAN COMPANIES?

The US Tax Reform winds its way through Congress. And this once-in-a generation tax event has massive implications as it includes several corporate tax provisions that could have quite an effect on global companies. Wim Piot, Tax Leader at PwC Luxembourg, examines what this tax reform has in store for European companies.



Wim Piot

Pulling the trigger on tax reform: The European bang

As most of the proposed rules apply to American taxpayers, US corporates are likely to rethink how they operate abroad. One of the biggest changes concerns the taxation of the US foreign subsidiaries. Basically, where before reform repatriated profits are subject to US corporate tax they will not be any longer. Furthermore, those companies who have not repatriated past earnings could repatriate at a reduced rate. Furthermore, any purchase by US companies from non US-affiliated companies may be hit by a 20% border tax. In other words, corporates will no longer have a tax incentive to expand abroad, on the contrary there will be a tax penalty to purchase abroad. Consequently, Europe could be faced with a number of potential challenges such as the loss of USD2.5 trillion that subsidiaries accumulate and invested offshore and a decline in trade with the US.

How Luxembourg may be affected?

With the presence of several international American corporate subsidiaries in Luxembourg, the economic impact on the local economy and finance could be serious.

According to the US Bureau of Economic Analysis, there are more than 200 American subsidiaries operating in Luxembourg that have invested more than USD500 billion in the last two years alone.

The US tax reform may be more disruptive to business in Europe and Luxembourg in particular, even more than BEPS. The EU policy makers will hopefully be successful in lobbying for changes which do not discriminate, absent of which the EU will be inclined to retaliate. State aid claims towards US, although strictly speaking unrelated, do not help in this sensitive discussion. There are likely to be losers only.

*By Wim Piot,
PwC Luxembourg*

REGIÔTELS, A 1-1-1 TRAILBLAZER...



Gregory Tugendhat

When the business case behind RegiÔtels came up in April 2017, it never occurred to me that my company would be among the first 1-1-1 companies; a *Société Anonyme à Responsabilité Limitée Simplifiée* – the last word being the novelty. The reference to 1-1-1; one euro capital, by one person in one day is not completely accurate on account of the process taking a little longer than a day, but is more testament to the ambition of achieving that goal in the near future.

The company I established is called RegiÔtels and is a government-supported initiative to drive more visitors to the regional hotels in the Grand Duchy. The team is made up of eleven full and part time staff comprising the disciplines of sales, digital distribution, yield management and destination marketing, with a focus on regions and regional hotels, RegiÔtels uses and adapts the methods of international hospitality brands while upgrading the digital infrastructure.

I had followed the AMCHAM campaign of raising public awareness and support to simplify the numerous and costly hurdles in establishing new businesses in the Grand

Duchy of Luxembourg since my arrival in April 2014. AMCHAM's role in providing support for the government initiative (*that was approved on the 23 July 2016 and became applicable as of 16 January 2017*) was in my experience the bridge between the policy and the English speaking community. When looking up the date of the vote in parliament, I came across the following quote in the newspaper, "If we wanted to encourage more entrepreneurship in Luxembourg, we had to find a way to make it happen," explained Paul Schoenberg, Chairman of AMCHAM. It is refreshing to see a government so understanding, engaging and encouraging of the local business community.

With no frame of reference in setting up a simplified limited liability company in Luxembourg, the entire process was novel to me. The first day that I consulted the *Registre de Commerces et Sociétés* (https://www.rcsl.lu/mjracs/jsp/IndexActionNotSecured.action?FROM_LANGUAGE_CHANGE=true&loop=2&time=1511674846443) the pages related to setting up a company were in French and German. By the next time I visited the

site, everything was in English as well. The timing of my application made it feel like change was in the air and the initiative was nascent.

The process of accessing an ongoing dossier is controlled by the same Luxtrust token one uses elsewhere.

While it is possible to establish the entity with only one euro capital, the process of establishing a simplified limited liability company costs a little more. Various fees to take into consideration include notary fees (to ensure no history of bankruptcy) and the enrollment fees at the *Registre de Commerces et Sociétés*, the total should be no more than a little over 140 EUR. It is possible to download the majority of documents as templates such as the articles of association.

From the initial beginnings of my opening of the dossier to my company being established (including getting an appointment with a notary) the whole process took around three weeks. I was going at a leisurely pace and I am sure that this period can be reduced considerably if required. I found myself challenged a number of times by the formatting when uploading the documents and each time I called the helpline, I received a really useful service that was both thorough and complete.

Without exception, all of my interactions with the key government entities such as the House of Entrepreneurship were seamless and effortless. The registration of RegiÔtels was made on the 5th May 2017 and the authorization to establish was sent out by the Ministry of the Economy on the 10th May 2017. Given the different moving parts and the checks made, one day maybe soon the process will take a mere 24 hours, but until that time, I was more than satisfied by five days.

By Gregory Tugendhat,
Managing Director, RegiÔtels

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WORKING FROM HOME: A LEGAL UPDATE



▼
Catherine Di Lorenzo, Nathaël Malanda, Gilles Dall'Agnol, Maurice Macchi, Paul Schonenberg, André Marc



▼
*Catherine Di Lorenzo
(Allen & Overy)*

- to request a return to the ordinary set-up. Once the trial period is over, the teleworking set-up becomes an acquired right. While the Teleworking Regulation undoubtedly confers positive rights to employees (involvement of staff representatives, non-discrimination with colleagues who work in the employer's premises regarding topics like trainings and financial rights, etc.), it imposes stringent obligations on the employer as far as the equipment is concerned (the employer has the legal and financial responsibility for the provision, the conformity and the support of the technical equipment). This explains why some companies, considering the Teleworking Regulation - which is applicable to teleworking carried out on a regular and usual basis - as overly formalistic, are inclined to fall outside its scope, by allowing teleworking only on an occasional basis.



▼
*Maurice Macchi
(Allen & Overy)*

legal constraints, practitioners have found workable practical solutions (Section 2), which do confirm the trend though that despite a perceived hype around teleworking, it remains in practice a back-up rather than a regular set-up ("only" 6.1% of the active population were working at least 8 hours per week from their home in 2015)¹.

1. Main Constraints

On top of employment law considerations, Luxembourg's geographical situation and employment of cross-border commuters can trigger teleworking-induced social security and tax consequences.

In fact, pursuant to regulation EC 883/2004, regulation EC 987/2009 and EC regulation 645/2012 (modifying the other two regulations), cross-border workers who are working at least 25% in their country of residence (France, Belgium or Germany) will depend on the social security authorities of their place of residence. In such a case, both the employer and the employee are subjected to social contributions in accordance with the applicable rates in the employee's country of residence (which could be much higher than the applicable rates in Luxembourg).

Telework is generally considered as being the circumstance for an employee to perform work outside the employer's premises, in particular from home, by using modern information technology or communication tools.

Since many employees struggle with the work-life balance and face traffic commuting time, the interest to work from home is growing. The recent 3rd *Industrial Revolution Strategy Study for the Grand-Duchy of Luxembourg* (the so-called "Rifkin report") identifies "teleworking and remote working spaces" as factors that "will progressively limit mobility demands in the future".

While the technical challenges around telework are slowly disappearing, the legal constraints remain real (Section 1). Within those

A specific framework on teleworking was laid down by the social partners in the collective agreement on teleworking (*télétravail*), which is mandatory pursuant to a Grand-Ducal Regulation of 15th March 2016 (hereafter the "Teleworking Regulation"). The Teleworking Regulation applies to work performed on a regular and usual basis by means of information/communication tools at the employee's home. If applicable, it requires to materialise the telework in the employment contract (if the recourse to teleworking is an element that has been decided upfront by the parties) or in an addendum to the employment contract (if the initial employment contract did not address teleworking). If teleworking is implemented through an addendum, each of the parties has the right – during a trial period of 3 to 12 months

From a tax point of view, certain activities are not suitable for teleworking given that they cause the employer to have a permanent establishment (i.e. a taxable presence) in the corresponding neighbouring country. Leaving that factor aside, the main tax discussions turn around income tax liabilities in the employee's country of residence. In general terms, income perceived by a cross-border worker as a result of work performed in Luxembourg for a Luxembourg employer is taxed in Luxembourg. Nevertheless, this rule may be altered by the performance of teleworking in the cross-border worker's home country. To various degrees, the topic of how telework should be treated from a tax perspective has been raised regarding all of our neighbouring countries:

- An understanding has been found between the German and Luxembourg authorities on 26 May 2011 which foresees a "tolerance period" of 19 days per year. If the employee works in the country of residence and/or in third countries for less than 20 days over the calendar year, the portion of the income from that employment activity that relates to the period under 20 days is exempted in the country of residence (Germany) in case of taxation in the other country (Luxembourg).
- A similar agreement has been reached between the Belgian and Luxembourg authorities on 16 March 2015, foreseeing a "tolerance period" of 24 days per year.
- For France, the situation has not been directly cleared (some specialist argue that the "tolerance period" is of 183 days per year whereas others do not see any "tolerance period" at all).

Finally, for all companies of the financial sector intending to implement teleworking, financial sector regulation comes into play. In fact, mobility solutions must not allow any access outside of Luxembourg to data covered by the professional secrecy obligation set forth in Art. 41 of the law of 5 April 1993 on the financial sector. Also, the number of persons benefiting from remote access as well as the number of systems that can be

accessed must be limited. More generally, teleworking on a permanent basis is not allowed. To be on the safe side, a security policy should be implemented/updated including specific obligations to be respected by the user. A risk assessment must be made and strong security solutions implemented (e.g. strong authentication, encryption of communication, container or screen solutions, remote data wiping, no modification of security components by employees). In any case, it is recommendable that any mobility/remote access project is submitted to the CSSF beforehand.

In light of the social security / tax aspects and, if applicable, the financial sector constraints, the current Luxembourg market practice – in particular within companies with cross-border workers - is to allow only a limited opening of teleworking so that the adverse effects are not triggered. If both the company and the employee can get comfortable with this idea of telework limited in scope, it is definitely possible to find workable solutions, both inside and outside the Telework Regulation.



Nathaël Malanda
(Allen & Overy)

2. Workable Solutions Seen On The Market

Assuming a company accepts *regular telework*, the Teleworking Regulation will be applicable but it remains recommended to set up an internal policy determining the practical modalities.



Gilles Dall'Agnol
(Allen & Overy)

Since, pursuant to the Teleworking Regulation, it is mandatory to foresee teleworking contractually and to involve the staff representatives, the content of the policy, but also the content of a contractual addendum template, could be discussed simultaneously in order to avoid having to "negotiate" with each employee individually the provisions of such addendum.

The policy would essentially enable the employer to foresee appropriate safeguards from most of the financial and practical risks.

In relation to social security aspects, companies employing cross-border commuters would typically use the policy to limit telework to 1 day per week for a full-time employee in order to avoid reaching the aforementioned 25% threshold of activities performed in the country of residence.

The tax situation is more complex to manage for the employer given that different sets of rules have to be considered. It could be tackled by inserting a specific clause – in both the policy and the addendum – providing that (i) the employee is solely responsible for the payment of taxes in his/her country of residence, (ii) that the employee shall keep record of the days worked from home and that (iii) the employee shall regularly inform the employer about these days. Such a clause shifts the tax responsibility to the employee: if the cross-border worker wants to work more from home, he/she can do so, but will have to deal with the adverse income tax consequences.



Another practical consideration is the tracking of working hours. In fact, since the law of 14 March 2017, employers are legally obliged to register the beginning, the end and the duration of the daily working time of all employees (except for higher-ranking employees). To allow compliance with this obligation, it is important that the policy sets out how working time (and the employer's information and control thereof) is organised.

The addendum and policy would also specifically deal with the health and safety topics, for which the employer is, pursuant to the Teleworking Regulation, responsible. In theory, the employer should make an inspection visit at the employee's home to verify that the place where the telework is performed meets the health and safety requirements. In order to avoid this burdensome obligation, an option could be for the employee to formally certify – in the addendum – the compliance of the place where telework is performed. Such clause would reduce, to a certain extent, the employer's potential risk exposure.

Furthermore, since the Teleworking Regulation also foresees that the company has to bear all costs related to teleworking, such as the costs of the equipment, the electricity and the tel-

ecommunications fees, the policy and addendum can outline the details (e.g. granting the employee a reasonable monthly or yearly lump sum which is deemed to cover all related fees).

Occasional telework is performed outside the scope of the Teleworking Regulation. There is no definition of what is considered as regular/usual teleworking as opposed to occasional teleworking. In our opinion, the occasional character of teleworking results from its low frequency and the absence of a predefined/regular pattern. In light of this, the fact for an employee to be allowed to work on average 2-4 time(s) per month from home for exceptional personal/family or other exceptional reasons (child sickness, motorway closed, bus strike, etc.), without there being a regular/predefined pattern, should be considered as occasional. However, if the employee is working from home every Friday or under a similar pattern, the Teleworking Regulation would in our opinion be applicable.

If the Teleworking Regulation is not applicable because teleworking is only occasional, there are no specific labour law rules governing the work from home other than the ordinary labour law rules. If a company decides to authorise to its employees occasional telework-

ing, i.e. outside the Teleworking Regulation, it could be tempted to leave the situation completely unregulated. In reality though, it is highly recommended to set up a short document regulating work from home, to be signed by any employee having recourse to this method of work. The main elements to be regulated are the practical recourse to occasional telework (potential prior authorisation; maximum number of days to avoid teleworking becomes regular), the exclusion of the employer's liability for adverse income tax consequences, the organisation of working time (to comply with the rules to register working time and to make sure work accidents are appropriately covered) and the treatment of the equipment and costs (outside the Teleworking Regulation, the parties are fully flexible to set their own rules).

On the basis of the above, assuming the parties can live with the idea of telework limited in scope, workable solutions are possible but should be properly documented.

By Gilles Dall'Agnol and Nathaël Malanda,
Allen & Overy

¹ <http://www.luxembourg.public.lu/en/actualites/2016/12/08-teletravail/index.html>

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MAKING DIVERSITY WORK IN BUSINESS AND GOVERNMENT: WHAT TO DO AND HOW TO DO IT



Karen Wauters (The Network), **Catia Fernandes** (IMS Luxembourg), **Clara Sinigaglia** (OLAI), **John Parkhouse** (PwC Luxembourg), **Lisa-Francis Jennings** (The Network), **Minister Corinne Cahen** (Ministry of Family Affairs, Integration and the Greater Region), **Paul Schonenberg** (AMCHAM Luxembourg), **Alberta Brusi** (Citibank Europe plc, Luxembourg Branch), **Kary Bheemaiah** (Uchange & Cambridge Judge Business School), **Monique Bernard** (Banque de Luxembourg)



Minister Corinne Cahen
(Ministry of Family Affairs, Integration and the Greater Region)



Kary Bheemaiah (Consultant at Uchange, Research associate with Cambridge Judge Business School, and Author of *The Blockchain Alternative* and the Greater Region)

On September 20th, 2017 people gathered at the Banque de Luxembourg to hear the latest research on the advantages of diversity in the workplace. Sponsored by the Ministry of Family Affairs, Integration and the Greater Region (Asylum, Migration and Integration Fund), this stimulating event was produced in partnership with The Banque de Luxembourg and The Network, Luxembourg's oldest association of English-speaking professional women. Keynotes were delivered by Minister Corinne Cahen, Minister of Family Affairs, Integration and the Greater Region and Kary Bheemaiah, author, consultant and research associate from Cambridge Judge Business School (see Kary's presentation at: [https://](https://www.youtube.com/watch?v=srGe50vyKko)

www.youtube.com/watch?v=srGe50vyKko)

With a registration of over 170, the room was packed for the riveting speeches and panel discussion. Influenced by the individual's cultural identity, personal perceptions, physiology and even upbringing, the different ways that people approach problems is integral to success in today's marketplace. Research proves that the combination of different personal influencers, cognitive diversity, plays an important role in generating better and more

creative results for complex problems. A powerful message during the event was that when you pit one gender against the other, or one culture against another, both lose, but that there is great opportunity in exploring and leveraging individuals' potential.

The lively panel discussions moderated by Karen Wauters of the Network, featured Mrs. Alberta Brusi, Luxembourg Citi Country Officer, Citibank Europe plc, Luxembourg Branch, Mr. John Parkhouse, CEO of PwC

Luxembourg, and Ms. Catia Fernandes, Co-ordinator Diversity Charter, IMS Luxembourg, as well as Mr. Kary Bheemaiah. Panelists provided insight on how their organizations promote and support diversity in the workplace and gave tips for ensuring an optimal mix of individuals for workplace team.

This event was organized with funding support of the "Asylum, Migration and Integration Fund" (AMIF) managed by the Luxembourg Reception and Integration Agency/Ministry of Family Affairs, Integration and the Greater Region (OLAI) and represented at the event by Mrs. Clara Sinigaglia. The projects funded under the auspices of the AMIF Fund target the participation and integration of Third Country Nationals (non-EU citizens) legally residing in Luxembourg. We thank Banque de Luxembourg for providing the venue for this event.



Paul Schonenberg (AMCHAM Luxembourg)



Karen Wauters (The Network), John Parkhouse (PwC Luxembourg), Catia Fernandes (IMS Luxembourg), Kary Bheemaiah (Uchange & Cambridge Judge Business School), Alberta Brusi (Citibank Europe plc, Luxembourg Branch)



SUPPORTING INTEGRATION THROUGH MULTILINGUALISM

Join us on 5 February 2018 for the launch of AMCHAM's *mateneen* projects!

After a 2 year period of development, AMCHAM is proud to present the successful completion of two projects in support of the integration of foreigners into Luxembourg with sponsorship from the **CŒuvre Nationale de Secours Grande-Duchesse Charlotte** through the *mateneen* initiative:

1. The **Languages of Luxembourg** project is a web-based language learning tool that allows language learners to simultaneously study/learn either 5 or 7 languages (Luxembourgish, French, German, Portuguese, English, Arabic and Persian). This web-based tool empowers learners to study at the time of their choice, at the location of their choice and makes use of free downloadable written and audio material available on the website or free downloadable mobile phone apps. These tools allow learners to study when, where and how long they want free from the constraints and costs of a normal classroom environment.

2. The translation of the English language **Doing Business in Luxembourg** book into Arabic and Persian, and available as free downloadable pdf documents is intended to support Arabic and Persian language speakers looking for employment or to create their own companies.

AMCHAM Luxembourg, INTCOMLUX and Mylanguage are the initiating partners who worked together to develop these projects.



We invite all interested parties to join us to try out and interact with the support staff who developed these projects and to see for themselves how these products can be used to help foreigners located in Luxembourg on their journey of integration into successful living and working situations.

These projects will be officially launched on 5 February at the Luxembourg Chamber of Commerce in Kirchberg (7, Rue Alcide de Gasperi, L-2981) starting at 19.00 in the presence of Mr. Pierre Bley, President of the Œuvre Nationale de Secours Grande-Duchesse Charlotte.

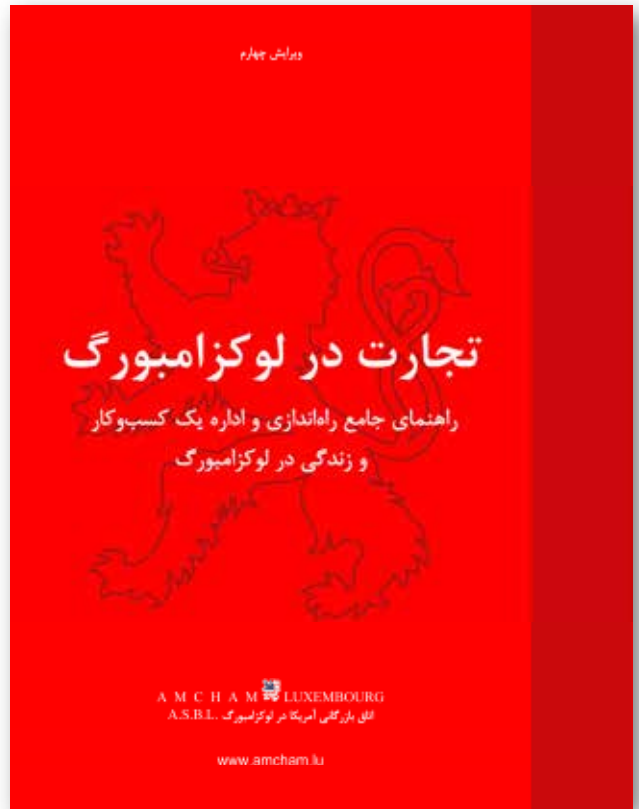


International community center



The upcoming Arabic version of the “Doing Business in Luxembourg” book

قريبا في نسخته العربية



The Upcoming Persian version of the “Doing Business in Luxembourg” book

برزودی در نسخه فارسی

TOWN HALL MEETING WITH KEY LUXEMBOURG POLITICIANS

On 27 September 2017 AMCHAM Luxembourg and its partners, the International Community Center, the Luxembourg-Poland Business Club, ROMLUX and The Network, invited senior politicians from the six principle political parties in Luxembourg. Each speaker was offered a 7 minutes time slot to tell the assembled Luxembourg and International attendees of this event why foreign and Luxembourg nationality voters should vote for their respective political parties in the October 2017 Communal elections. This “speed dating” format was followed by Q&A between the politicians and the audience and then a cocktail networking kindly sponsored by ING Luxembourg.



▼
Razvan Radu (ROMLUX), Frederic Kieffer (ING Luxembourg), Marc Angel (LSAP), Simône van Schouwenburg (ING Luxembourg), Sven Clement (Pirate Party), Claude Radoux (DP), Paul Schonenberg (AMCHAM Luxembourg), Françoise Folmer (déi gréng), Serge Wilmes (CSV), Felix Reding (ADR)



▼
Felix Reding (ADR)



▼
Serge Wilmes (CSV)



▼
Françoise Folmer (déi gréng)



▼
Claude Radoux (DP)



▼
Marc Angel (LSAP)



▼
Sven Clement (Pirate Party)

THANK YOU TO OUR PARTNERS:



THANK YOU TO OUR SPONSOR:



AMCHAM / STEP JOINT NOVEMBER LUNCHEON EVENT- FINANCIAL INTELLIGENCE (FININT) DATA: PROTECTING YOUR COMPANY FROM FRAUD AND COMPLYING WITH THE NEW LEGAL REPORTING REQUIREMENTS



Grahame White (Analysis International)



Louise Benjamin (STEP)

Financial Institutions play a vital forensic role in the disruption of financial crime and money laundering, as they hold immense amounts of data, however it is felt that their effective involvement in the identification and disruption of Terrorist intentions and activity remains elusive. Increasingly National Governments and Regulators recognize the need to be able to detect the radicalization process before it leads to extremism, and increasingly more is being requested/ demanded of the financial institutions to interrogate and utilize their data sources more effectively.

Whilst Europe has taken major steps to improve effectiveness in its efforts to counter terrorism, terrorists, and terrorist financing, more must be done, and discussion around the Directive on Combatting Terrorism high-

lighted the need to criminalise the funding of Recruitment, Training and Travel, therefore the Financial Sector must take decisive action within the parameters of existing fundamental rights

Analysis International are working with the European Financial Sector to deliver increased technological and advisory capability to achieve the following:

1. Detect the radicalization process as it can be identified in a financial footprint that recognizes transactional activity that indicates an increasing desire to engage in overseas jihad or domestic extremism.
2. Create a more effective and intelligence focused environment within financial institutions whereby the technology allied with the

appropriate human intervention and resourcing can deter and disrupt the descent into extremism, and provide an effective reporting mechanism for Law Enforcement and other Agencies across Europe and USA, against those engaged in terrorist activity.

3. Allow for the Financial sector to play a more robust and accountable role to support and protect the wider Global community from Extremism and Terrorism, through the effective use of software and data that can trace and track terrorists through their financial movements.
4. Utilizing the intelligence capability of software to recognize which financial products and internal processes and systems are vulnerable to abuse by Terrorist groups/individuals, and the effective application of the software and financial intelligence identified from its interrogation.



Paul Schonenberg (AMCHAM Luxembourg)

THANK YOU TO OUR PARTNER:



AMCHAM 2017 - THANKSGIVING DINNER



Honorary Ambassador Guy de Muysier, Acting Deputy Chief of Mission Kristi Roberts (U.S. Embassy), Paul Schonenberg (AMCHAM Luxembourg), Chargé d'Affaires Kerri Hannan (U.S. Embassy), Deputy Prime Minister and Minister of the Economy Étienne Schneider

On 17 November 2017, the AMCHAM Community gave thanks to the Luxembourg people, the Luxembourg government and the collective international community for the good life we enjoy here in Luxembourg. We were honored by the presence of Deputy Prime Minister, Minister of the Economy, Minister of Internal Security and Minister of Defence Étienne Schneider, Chargé d'Affaires of the U.S. Embassy Mrs. Kerri Hannan, H.E. Honorary Ambassador Guy de Muysier, H.E. Ambassador of the Czech Republic Mr. Petr Kubernat, H.E. British Ambassador Mr. John Marchall, H.E. Ambassador of Poland Mr. Piotr Wojtczak, H.E. Ambassador of Belgium Mr. Jean-Louis Six,

H.E. Ambassador of the Netherlands Mr. Han-Maurits Schaapveld, Counsellor of the Japan Embassy Mr. Takahisa Kikuchi and Acting Deputy Chief of Mission at the US Embassy Mrs. Kristi Roberts.

Deputy Prime Minister, Minister of the Economy, Minister of Internal Security and Minister of Defence Étienne Schneider was presented with the "The 2017 AMCHAM Economic Strength and Prosperity Award" in the shape of a crystal bull, thereby honoring his leadership of the economy and contribution to the prosperity we all enjoy. The award was sponsored by Swarovski by ABS - Luxe.



H.E. British Ambassador Mr. John Marshall (British Embassy), Minister Étienne Schneider, Chargé d'Affaires Kerri Hannan (U.S. Embassy), Mrs. Alberta Brusi (Luxembourg Citi Country Officer, Citibank Europe plc, Luxembourg Branch), Mr. Paul Schonenberg (AMCHAM Luxembourg)



Paul Schonenberg (AMCHAM Luxembourg), Karine Dominguez (Swarovski by ABS Luxe), Malek Lahmadi (AMCHAM)



Paul Schonenberg (AMCHAM Luxembourg), Deputy Prime Minister and Minister of the Economy Étienne Schneider, Karine Dominguez (Swarovski by ABS Luxe), Malek Lahmadi (AMCHAM Luxembourg)



Deputy Prime Minister and Minister of the Economy Étienne Schneider



Bernhard Jäckel (POST Luxembourg)



Massimo Russo (Open Field)



Prize offered by Leonidas Belval



Prize offered by Leonidas Belval



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Prize offered by Emirates Airlines



Prize offered by Emirates Airlines



Malek Aouini Lahmadi (AMCHAM Luxembourg), Selma Aouini (Karoui & Karoui Tunisia)



Mr. and Mrs. Sekulu, Paul Schonenberg



Stéphane di Carlo (EGB Interior Design)



Chargé d'Affaires Mrs. Kerri Hannan (U.S. Embassy), Mrs. Wojtczak (Embassy of Poland), H.E. Ambassador Mr. Piotr Wojtczak (Embassy of Poland), Acting Deputy Chief of Mission Mrs. Kristi Roberts (U.S. Embassy), Counsellor Mr. Takahisa Kikuchi (Embassy of Japan), Mrs. Kikuchi (Embassy of Japan)



Mr. Marios Chrsitodoulou (TCI Luxembourg), Mr. Neirouz Lahmadi (Citco Gateway), H.E. Ambassador Mr. Petr Kubernat (Embassy of the Czech Republic), Mrs. Wojtczak (Embassy of Poland), H.E. Ambassador Mr. Piotr Wojtczak (Embassy of Poland)





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EXPAT INTERVIEWS

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 2018 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).



HAKAN SEKULU

Integration is Key

"Make no mistake," says Hakan Sekulu, "the biggest change in Luxembourg in the last decade is the competition. It's tougher than ever now and with tech and space becoming the government's focus, in addition to an already thriving Finance industry, competition for jobs and workers will only increase."

Arriving in 1999, Hakan has seen a lot of change in his almost 20 years here. Back then, it was relatively easy for anyone to get a job, no matter their education or qualifications. The most important skill was languages. There was less variety in foreigners, and a relatively wide array of jobs and prospects for the population, especially those who were well-educated and who had international experience. Even so, there were fewer professionals migrating from non-EU regions back then, especially countries like Turkey, so Hakan worked doubly hard to fit in. "One of the striking differences today is the multicultural diversity throughout business, and the country," declares Hakan, "Being comfortable working and living in an international environment, and speaking different languages is an advantage."

Hakan took 2 months to study French when he first arrived, so he was able to apply for and work in another language quite quickly. He now speaks French, German, and Luxembourgish as well as his native Turkish and English, and attributes his willingness to dive into the culture as an important element of his success. With an undergraduate degree in Economics and a Masters degree in Strategic Management and International Finance, it's easy to see his strategic mind at work when he speaks about the government's focus on expanding Luxembourg's international profile. Over 18 years ago, the Finance Industry here had an international mindset, but it was dominated by French speakers. Now it is easier for non-EU citizens to immigrate and to contribute to business life. Hakan has worked at every level of his organization; from Operations, Internal Audit, and Compliance. He enjoys talking about

the winning strategy of government and business in lock-step as they improve legislation and immigration processes (eg, faster issuance of Visas & Work Permits for highly skilled employees), update regulations, upgrade infrastructure and modify laws (such as Sunday shopping) to attract and accommodate a larger and more diverse population.



"Growth Drives Competitiveness"

The welcoming and congenial population has realized the value of living in a multicultural environment, and embraced it. "People are open and hospitable here," says Hakan, "But we must remember that if we want to integrate fully into this great country, and to be welcomed, we must be welcoming ourselves."

Hakan took a direct and focused path to integration, getting out regularly to meet people, learning languages, and studying local history and customs. He also limited his exposure to his native land and language to achieve full fluency as rapidly as possible. With frequent travel to the USA, Asia and the Middle East, he

didn't return to Turkey for 2 years, just to ensure that he was completely immersed in the Luxembourgish culture. His wide travel, gave him a unique opportunity to compare Luxembourg to big and small countries around the world, and he learned that patience is a virtue in a small country that values relationships and respects alliances. He feels strongly that the disadvantage of the high cost of living, especially for accommodation, and lack of English in the service industry, is far outweighed by the central location; truly in the heart of Europe, and the clean, secure daily life here.

Whether you love your new home or not, living in a foreign country can be challenging for just about anyone. Hakan's advice to someone relocating here is valuable:

Do your homework. Know the rules and how things really work (like exchanging your driver's license within a couple of months of your commune registration).

Understand your rights in terms of pension, health and mobility – especially of you will be importing your personal belongings.

Most of all, learn the languages and get out to volunteer; it's a great way to meet people, get to know the country and understand what 'makes it tick'.

Hakan's work at AMCHAM and the International Community Centre, in addition to mentoring and orientating new hires in his workplace, has provided him with the perfect platform to speak with authority about the value of diving in and becoming involved in your new home. "Things can always be improved, but ultimately, we are lucky to be living in Luxembourg and enjoying the wonderful opportunities that are created when government and business work together, and the local and foreign population cooperate and collaborate well."

Lisa FRANCIS-JENNINGS



MICHAEL MANDIC

Senior Consultant Badenoch & Clark, Follow Your Dream

Few people, even expats who live in far-off countries, can imagine the impact of broken dreams suffered by a refugee. Forced to flee from his home town Sarajevo to Serbia, Michael Mandic chose a very altruistic method to deal with the trauma of his status: he worked with Humanitarian agencies helping others to improve the situation of fellow refugees, first with Handicap International in Serbia & Montenegro, and then with Aktion Direkte Hilfe in Bosnia.

This personable, well-spoken new arrival, who is a senior consultant with Badenoch & Clark, took quite a circuitous route to Luxembourg. Although his goal was to study business administration before he was forced from his home as a refugee: without a way to retrieve his school records, Michael could not gain access to a business school. Undaunted, he studied Art History, then Tourism, just so he could have a college record, and a marketable profession that would allow him to work and support his family. Moving to Canada on a special immigration refugee settlement program, he worked at various jobs including the Holiday Inn and the Four Seasons Hotels while studying for his BBA at the Schulich School of Business (York University, Toronto). While there, he also headed up the Serbian Student Club, where he leveraged his natural talent for connecting and communicating with people; helping new arrivals get settled and oriented to the rhythm of school and life in their new city, or just connect with their roots.

It was during his time working and living in Vancouver, that he realized Canada was just too far from friends and family. Spending all his vacation travelling back and forth to Serbia, he finally decided that it was time to return to Belgrade. Only a couple of years after major democratic changes, the economy was still quite depressed. Michael first worked as a Head of Investment Promotion for the Country and various Investment Advisory positions, to attract Foreign Direct



“English is the universal language of business, tourism and communication in general.”

Investment and to restart the transitioning economy. Recommended by a fellow colleague, he found himself in a Recruitment job for a Swiss Executive Search Firm specialising in Private Banking & Wealth Management. He covered Switzerland, Monaco and Luxembourg, and he became intrigued with this tiny country. When the opportunity arose to work in either London, Amsterdam or Luxembourg, Michael had no problem making the decision. “It’s a fairy-tale city of interesting, rambling streets and very few straight lines.” says Michael, “It is beautiful, empty on weekends, and clean... and it smells wonderful!” he adds, describing the lilies and magnolia trees that dot almost every neighbourhood in the Spring. As well, he found the juxtaposition of luxury hotels and shops, with street people and beggars, a thought-provoking contrast.

Michael did his initial research on the city remotely, using google maps (street view), to explore the different areas and sites. The

human scale of the city appealed to him and finding accommodation within easy walking distance of his workplace was pretty effortless, as was the work permit process.

Although Michael speaks Serbian (Croatian) basic German & Russian, and impeccable English, he can still find the French required for daily life here a challenge. “English is the universal language of business, tourism and communication in general.” he remarks, “Luxembourg should consider adding more signs and at least tourist information in this widely-spoken language to make it easier for tourist and immigrants to get around and learn about this wonderful country.”

Of course, for this intelligent, out-going professional, language does not stand in the way of making new friends and he has found many ways to occupy his free time, travelling, exploring parts of the city or going out with friends from the office. Michael smiles disarmingly, “I help super people get great jobs and build their career prospects. I help them work out what is important to them and to achieve work-life balance.” With many clients coming to Luxembourg from other lands, his advice for newcomers is to surf social media and to make networking a priority. He sees it as an easy and fun way to get oriented. As well, he recommends shared accommodation for the first few months, to provide a built-in support structure during the acclimatization period to your new country. It would be great if coffee shops stayed open later, if outstanding customer service were a priority for more establishments, or housing was more affordable, but Michael is philosophical. All in all, he finds Luxembourg a great place to live and work, and to connect with your dreams. Not bad for a boy who was forced to flee his home at 18.

Lisa FRANCIS-JENNINGS

ANNUAL CHRISTMAS LUNCH WITH MINISTER OF FINANCE PIERRE GRAMEGNA

Minister of Finance Pierre Gramegna was the guest of honor at the Annual Christmas lunch of the American Chamber of Commerce and its English-speaking partner organizations on 11 December 2017. 200 attendees joined Minister Gramegna in the atrium of Sofitel Kirchberg to applaud the strength of the Luxembourg economy and to recognize the special relationship between the foreign community and the local Luxembourg population. Paul Schonenberg, the AMCHAM Chairman and CEO, introduced Minister Gramegna saying "By education, background and experience, our Minister of Finance, Pierre Gramegna, is the right person in the right place at the right time." Paul Schonenberg went on to make the point that the strong Luxembourg economy and the prosperity that it has produced did not happen because of luck, but was produced by the uniqueness of the partnership between the wise policies of the Luxembourg government, the openness and welcome of the Luxembourg people, combined with the loyalty, hard work and extraordinary qualifications of the international community along with the commitment and smart business initiatives of the international companies who have chosen and committed to Luxembourg as their international headquarters in Europe. In his speech to the invited guests, Minister Gramegna praised and echoed this partnership and committed to keeping Luxembourg the best place in Europe for international companies and their employees.



Minister of Finance Pierre Gramegna



Johana Denton (British Chamber of Commerce), Kristi Roberts (U.S. Embassy) Caroline Mühlfenzl (GSK Luxembourg), Paul Schonenberg (AMCHAM Luxembourg), Kerri Hannan (U.S. Embassy), Christian Barkei (St. George's International School), Mathilde Ostertag (GSK Luxembourg), James O'Neal (AMMC Law)



Natalia Durus (AMCHAM Luxembourg), Minister Pierre Gramegna, Paul Schonenberg (AMCHAM Luxembourg), Malek Lahmadi (AMCHAM Luxembourg)



Artur Sosna (Luxembourg-Poland Chamber of Commerce), Razvan Radu (Romania Luxembourg Business Forum), Paul Schonenberg (AMCHAM Luxembourg), Lisa Francis-Jennings (The Network), Francis Hoogewerf (China Chopsticks), Dana Moldoveanu Brandes (AVRIS), Joseph Huggard (Ireland Luxembourg Chamber of Commerce)



Paul Schonenberg (AMCHAM Luxembourg)



Citco Gateway and guests



d.law and guests



Deloitte and guests



Dentons and guests



EY and guests



J.P. Morgan and guests



Sacred Heart University and guests



StateStreet and guests



Totalserve and guests

Photos © Antony Martini

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UPCOMING AMCHAM EVENTS

Febr.

03 NEWCOMERS' ORIENTATION COURSES FOR THIRD-COUNTRY NATIONALS IN ENGLISH

09.45, Luxembourg Chamber of Commerce

AMCHAM Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), organizes free of charge 6 hours long Newcomers Orientation Courses.

05 FEBRUARY ABAL LUNCHEON: FIRST IMPRESSIONS AFTER ONE YEAR OF LIVING IN THE GRAND DUCHY - ONE EXPAT'S SWOT ANALYSIS

12.00, Alvisse Parc Hotel

At our lunch, Jim Robinson – who has lived most of his professional life as an expat – will share his thoughts on what he perceives to be Luxembourg's strengths and weaknesses, as well as the opportunities and threats the country faces.

05 LAUNCH OF AMCHAM'S MATENEEN PROJECTS

19.00, Luxembourg Chamber of Commerce

AMCHAM's *mateneen* projects (The Languages of Luxembourg and the Arabic and Persian translations of the "Doing Business in Luxembourg" book) will be officially launched on 5 February at the Luxembourg Chamber of Commerce in Kirchberg (7, Rue Alcide de Gasperi, L-2981) starting at 19.00 in the presence of Mr. Pierre Bley, President of the *Œuvre Nationale de Secours Grande-Duchesse Charlotte*.

10 NEWCOMERS' ORIENTATION COURSES FOR THIRD-COUNTRY NATIONALS IN PORTUGUESE

09.45, Luxembourg Chamber of Commerce

AMCHAM Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), organizes free of charge 6 hours long Newcomers Orientation Courses.

28 DATA PROTECTION - DATA TRANSFERS TO NON-EU COUNTRIES UNDER THE NEW GDPR

12.00, STREFF

With the May 2018 implementation date of the new EU-wide General Data Protection Regulation (GDPR) fast approaching, the American and British Chambers of Commerce, in conjunction with STREFF - Data Protection Services, offer you the opportunity to hear directly from Luxembourg's data protection authority, the Commission Nationale pour la Protection des Données (CNPD).

Mar.

05 12 19 26 EXPLORING THE SOCIAL, POLITICAL AND BUSINESS ENVIRONMENT OF LUXEMBOURG

18.30, Luxembourg Chamber of Commerce

AMCHAM Luxembourg is pleased to partner with the House of Training, the Chamber of Commerce 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.

05 MARCH ABAL LUNCHEON: KNOWLEDGE MANAGEMENT USING "COMMUNITIES OF PRACTICE" – A NEW METHODOLOGY FOR TOMORROW

12.00, Hotel Parc Belair

The functioning of operational concepts, viewed on the basis of the main challenges and advantages associated with "communities of practice", will be mapped, explored and explained by our guest of honor Ms. Lisa Obringer, PhD student & Consultant.

08 LIFE AND CAREER ADVICE FROM SUCCESSFUL LEADERS

19.00, PwC Luxembourg

Join us and be part of a balanced audience to celebrate International Woman's Day on 8 March 2018. You will have the opportunity to discover a series of masterclass level advice presentations by highly successful, strong leaders!

Apr.

17 MIFID II : MYTHS & INSIGHTS

19.00, Banque de Luxembourg

AMCHAM's Risk, Audit & Compliance Committee invites you to an event on the topic "MiFID II : Myths & Insights". The event takes place on 17 April at Banque de Luxembourg starting at 19.00.

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

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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DSM Avocats à la Cour

Etude Notaire Karine Reuter

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EY Luxembourg

Finimmo

Fragomen

G4S Security Solutions

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Guardian Europe

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Intertrust (Luxembourg)

Intrasoft International

Java Business Management

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Loyens & Loeff

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MEDTRONIC

MNKS

Oracle

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