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LUXEMBOURG AMCHAM REPORT



Q4 2014



**SEASON'S
GREETINGS &
BEST WISHES
FOR THE NEW YEAR!**

Photo: Stephen Roberts



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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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A WORD From the Chairman

Dear Members and Friends,

Welcome to the Christmas Holiday issue of the AMERICAN Chamber of Commerce in Luxembourg magazine, **connexion**. On behalf of the EXCO, the committees and the office staff, I wish you the very best of Holiday greetings and all best wishes for good health, happiness and success in the New Year!

We have had a busy Fall season of great events at our American Business Association monthly lunches and a full program of evening events from our 10 committees. I am so pleased to confirm our committee structure for 2015: Financial Services, Communications/ IT, Tax, HR, Diversity, Marketing, Entrepreneur/Small business, Legal, Real Estate and Education. We cover the entire needs of the International business community... if there is an issue for our members, we have a committee working on it.

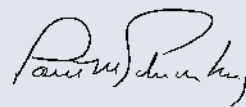
In addition to thanking our committees and central staff for all their commitment and hard work, I compliment and thank the government of Luxembourg, the Ministers and civil servants for listening to our points of view, our needs and working with us to find solutions for our good and the good of all of Luxembourg. Just this past month, we have had six events including Finance Minister Pierre Gramegna for a lunch meeting to discuss the impact of the new budget on the Expat Community, The Vice Prime Minister, Minister of Economy Etienne Schneider, as our principle speaker and guest of honor for American Thanksgiving, and senior representatives of all of the principle political parties in Luxembourg as panelists for an outstanding Town Hall Meeting.

With your interest, your help and your support ...and almost 20 years of hard, smart work, AMCHAM has become both the largest private Chamber of Commerce in Luxembourg and accepted as a reliable partner in the Luxembourg process of decision making! Thank you!

During 2015, AMCHAM in Luxembourg will celebrate its 20th anniversary. We will do this with a new Business in Luxembourg book, a further improved news magazine, **connexion**, and a renewed dedication to serve the International Community in Luxembourg and build bridges of mutual understanding and cooperation with the Luxembourg government and people.

To those who say, Luxembourg's best days are past, we say... not yet. With your ongoing help and support we will fight to make Luxembourg stronger tomorrow than it is today. If you are a member, thank you! If you are not, join us!

With respect, appreciation
and my very best greetings,



Paul Michael Schonenberg
Chairman and CEO,
AMCHAM Luxembourg



Holiday Greetings from the Mayor of the City of Luxembourg

By Lydie Polfer, Mayor of the City of Luxembourg

Photo: City of Luxembourg



Lydie Polfer, Mayor of the City of Luxembourg

The American Chamber of Commerce in Luxembourg A.S.B.L. (AMCHAM) is an international voluntary organization of business and professional persons committed to fostering business relations between the United States and Luxembourg, thus promoting cross-cultural understanding and enhancing the quality of life of Americans and other expatriates who live and work in the Grand Duchy.

As Mayor of the City of Luxembourg, I can only stress the importance of thinking in networks and reducing the distance between America and Europe, specifically Luxembourg. The Grand Duchy of Luxembourg is an ideal gateway to Europe, economically, politically and culturally. Through its committees in multiple sectors and the “Connexion” magazine, The American Chamber of Commerce informs all members and all people interested in American-Luxembourgish interactions on the latest news and activities. In politics, networking and staying connected to people sharing the same ideas and objectives is paramount.

This edition is focused on schools and other institutions offering schooling in English, and as mayor of a multicultural capital, I'd like to point out the importance of teaching English. After all, English is one of the top two idioms worldwide, and as such a common denominator in a city where people from more than 150 countries live and work together.

During this festive season, I can't help but notice that we also embrace some of the great American traditions: Christmas carols, festive decoration and the ice skating rink on the Place Guillaume II remind us of the holiday season as it is celebrated in great American cities like New York, although admittedly on a much humbler scale. But it is one of the many things that supports the notion of reducing distance between continents, people and mentalities.

On behalf of the college of Aldermen and all English speaking citizens, I would like to wish the readers of the “Connexion” Magazine and all networking friends of the American Chamber of Commerce in Luxembourg a merry holiday season. Having witnessed first-hand the commitment and energy of all the members of the American Chamber of Commerce, and the high quality content of the magazine, I am certain their success will flourish as will our relationship.

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New AMCHAM Director of Communications

Dear Members
and Friends,

I am pleased to announce the appointment of our new AMCHAM Director of Communications, Natalia Durus, effective 1 November 2014. Ms Durus brings with her a strong intellect, an impressive work ethic, excellent customer relations skills, a friendly engaging personality and considerable people skills. Her areas of responsibility include our news magazine Connexion, the development and publication of the next issue of our Business in Luxembourg book, our website and all other issues related to communications and information. Please join me in giving her a warm welcome and please contact her to discuss all your communications issues and needs.



Paul Michael Schonenberg
Chairman and CEO,
AMCHAM Luxembourg

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Improving English language educational resources in Luxembourg

By Louise Crosby

Photos: Ministry of Education



Louise Crosby, psychologist, Ministry of Education, Children & Youth

English schooling within Luxembourg has become increasingly important. English is not only the internationally recognised common language, it is also growing into the vehicular language in Luxembourg for companies, banks and consulting firms, to name but a few.

We are striving to intensify the English schooling capacities within Luxembourg to meet the needs of today and, therefore, wish to increase the diversity of schooling. Even though Luxembourg has an ambitious trilingual school system, English is for many pupils considered as the fourth language to be learnt although this language is progressing as a common international vector for school success.

Along these lines, last year, an estimation of English schooling needs of expatriates' children at primary and secondary levels was requested. This project was a partnership with 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 but also the Ministry of Economy.

The Ministry of Education, Children and Youth compiled two questionnaires in English. The first was for companies in Luxembourg, the second for employees with children already working in Luxembourg. These questionnaires assessed the potential need for English schooling within the public education system in Luxembourg. The goal was to identify areas that require attention, and predict the amount of interest in English schooling. The aim is also to enhance Luxembourg's attractiveness, whilst being the optimal business location within Europe for international companies.

The survey confirmed the issues and demands, even though the response rates were relatively low. The results of the survey have received a lot of interest and publicity. Based on the participants, there are around 1000 relocations a year, out of which two thirds are initially short-term contracts. The participating companies believed that between 3500 and 8700 employees are interested in English schooling in total. The companies estimated that the English-speaking employees have the highest interest in English schooling (71%), followed by Asians (56%), then "other" nationalities (55%). There seems to be some interest within European nationalities (42%), German (33%) and French (31%) for English schooling. To sum it up, every year 500 newly-relocated employees would be interested 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). 75% of relocating employees with children tend to choose English schooling. Two thirds of the companies estimated that schooling is a factor for declining relocation to Luxembourg.



Claude Meisch, Minister, Ministry of Education, Children & Youth



Michel Lanners, Chief Counsellor, Ministry of Education, Children & Youth

Tuition costs in private schooling are also a major issue. 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. These also incorporate temporary fundings. Not only are tuition costs for private schools becoming increasingly unaffordable, but these schools are also running out of capacity.

In general, 66% believe that schooling affects company's growth in Luxembourg and 90% believe that English public schooling system would increase relocations to Luxembourg.

Similar feedback is drawn from the employee questionnaire. 60% believe that schooling is a factor for declining relocation to Luxembourg. 80% enquired about the Luxembourgish school system. 61% considered it, nearly a third never considered it, and 12% realised it wasn't applicable.

87% believe that the language is the greatest difficulty within the Luxembourgish system and 44% the level or certification differences. 89% would have considered an English schooling system within the Luxembourgish public school and 73% agree that the financial aspect is a part of their schooling decision.

Relocation services tend to have around 100 relocations a year per company. They are confronted with a lack of available places in English-speaking schools and also have difficulty integrating children into Luxembourgish schools, due to relocations within the school year, certification levels and the language barrier. An example of this issue is the recent request by a company, requiring available places in schools for 440 employees relocating to Luxembourg in the near future.

Some steps have been taken in recent years, to accommodate the increasing English-schooling demand. The Athénée

acquired the status of IB World School in February 2010, which now offers the International Baccalaureate study programme. It consists of a 4 - year study programme, which encompasses two different cycles: following the two successful preparation years (10th and 11th grades) students automatically enter the actual IB Diploma Programme (12th and 13th grades).

In 2011/12 the Lycée Michel Lucius (LML) responded to the growing demand for an English language curriculum offer by launching English speaking classes. The offer is aimed at students with English as either a first or a second language. This academic year the Lycée Michel Lucius also now offers Lower School levels. These classes serve as preparatory classes for the International GCSE curriculum.

On 16th May 2014, Luxembourg signed a collaboration agreement with the Secretary General of the Supreme Council of the European Schools to expand the capacity of the English and French sections in Luxembourg. This school year, the European Schools in Luxembourg-Kirchberg and Bertrange-Mamer have extended their capacities to receive an additional hundred students in the French and English sections. These capacities were "sold out" within a couple of days and confirm the pertinence of our reaction.

Furthermore, we are intending to set up English schooling within the primary public sector in the future in order to close the public gap between child caring and schooling offer. This realization of a proactive, innovative and forward-looking vision promotes the potential establishment and growth of business activities in Luxembourg.

The Recipe for Success - a good idea, passion, hard work and?

By Brandi Karlstedt, CoachDynamix

Photos: Laurent Weber



Four entrepreneurial spirits started their individual journeys in Luxembourg on farms and in restaurants, entrepreneurial Sweden, and communist Poland. Their motivation for going out on their own varies from a lack of fulfillment in the corporate career, a drive to start something new, and the opportunity to be in control of their visions and work.

Eva Ferranti

Founder and COO Eva Ferranti S.A.
and Eva Ferranti Geneva

Monica Jonsson

Founding Partner, Corporate Coach,
CoachDynamix S.A.

Katarzyna Kolodziejczyk

Co-Founder of GenCrea, Board Member &
Program Manager of Girls in Tech Luxembourg

Netty Thines

Founder and CEO Mediation, S.A, Luxembourg's
Female Ambassador of Entrepreneurship for the
European Commission

It is in Luxembourg, and also Geneva in the case of Eva Ferranti, where they and their businesses thrive. And with the panelists' diverse points of views, one can conclude that there are key themes but there is no one recipe for success.

In its continuing focus of supporting local start-ups, the AMCHAM New Business and Entrepreneurship (NBE) Committee hosted its second event of 2014 by inviting female entrepreneurs to answer the above question. These successful women from varied cultures, industries, and years of experience came together to share their experiences, advice and lessons learned. Panelists opined on meeting client expectations, success and failure, the importance of having a network and how to articulate an effective elevator speech.

In addition to AMCHAM, various sources for start up support were mentioned, including The Luxembourg Poland Business Club Entrepreneurial Women Training Courses. www.lpbc.lu

Thank you to Banque de Luxembourg for sponsoring the evening.

The Need for Passion

“Without passion, you will never have enough energy to go through the efforts and the downs. Business is demanding. Entrepreneurship is about having the courage, daring to take risks and go off the beaten path.”

—*Netty Thines*



“Failure is part of the game and as an entrepreneur you really have to get your head around it because there will be times when you do things that just don’t work out. But if we can use our failings to learn from them they can provide a fantastic opportunity for wisdom and growth. Once knocked down, you have to find the courage and strength inside to get back up and continue going.”

—*Monica Jonsson*

Recognising the Upside of Failure



Discipline

“There is great support for Luxembourg entrepreneurs. But there are also many distractions. Staying focused on your business goals and priorities are of the utmost importance and at times requires discipline.”

—*Jed Grant, Chairman of the NBE Committee*

“Maintain quality, control, and oversight. Be involved in the process from start to finish.”

—*Eva Ferranti*

Entrepreneurial Support

“I have found motivation, encouragement, support from the Luxembourg start up scene and the numerous forums now present in Luxembourg. There is space here to also start your own forums. It’s entirely up to you!”

—*Kasia Kolodziejczyk*,

“A clever entrepreneur choses the right people to accompany him or her on the way. Not being alone makes things much easier. Chose the right staff, go to networking events where you find peers, find a coach to challenge you.”

—*Netty Thines*

“The most difficult thing to do: Try not to work too much but focus on the things which are most important.”

—*Netty Thines*

“Find an interest or a hobby far away from the business where you can disconnect, find time for yourself!”

—*Eva Ferranti*

Work Life Balance

Critical First Steps

“The Business plan! It becomes your lighthouse on your way to success, as it forces you to consider your idea’s value proposition, how it is unique and also how to translate your idea into a viable business. I have found that most people are intimidated simply by the thought of making a business plan because they don’t think they have the skills to do this. The truth is that working on your business plan is really exciting work - it helps you to become clear about what it is you really want to accomplish and what is feasible.”

—*Monica Jonsson*

“Be courageous to do something new, go outside your comfort zone, challenge yourself and don’t treat something new too seriously... then the right people and luck will come. It’s hard at first, but by getting to know groups of your interests you’ll find energy and the support that is so important to an entrepreneur.”

—*Kasia Kolodziejczyk*



“The AMCHAM event was my first and it most certainly will not be my last. I found the speakers engaging and practical to my own experience in Luxembourg. I really enjoyed hearing from different nationalities on the challenges they faced starting a business here. I also felt like the pace of the evening was good and that the moderator kept everyone focused and on topic. I met some lovely people afterwards and am looking forward to the next event.”

—*Katie Nail, writer for print and web*

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Education Event: Integrating English speaking Expat Students

Photos: Stephen Roberts

This AMCHAM event, cofinanced by the European Fund for the Integration of Third-Country Nationals and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), brought together actors of English schooling in Luxembourg.

The event included the presentation of the “Interest in English schooling in Luxembourg” survey results (for the survey results please read the Special Feature article on pages 10-11) and presentations by each individual school on their educational philosophy and challenges, followed by a round table discussion on building capacity and the problems of expat education and Q & A from the audience.



The speakers from left to right:

Mr. Paul Schonenberg, Chairman and CEO - AMCHAM Luxembourg

Mr. Chris Bowman, Director, International School of Luxembourg

Mr. Chris Chapman, Head of English classes, Lycée Michel Lucius Luxembourg

Mrs. Louise Crosby, psychologist, Ministry of Education, Children and Youth

Mr. Michel Lanners, Chief Counsellor, Ministry of Education, Children & Youth

Mr. Carlo Klein, Head of International classes, Athénée Luxembourg

Dr. Christian Barkei, Principal, St. George's International School

Mrs. Toulia Vassilacou, Director, European School Luxembourg I



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Office luxembourgeois de l'accueil et de l'intégration

The International Baccalaureate® (IB) Diploma Programme at the Athénée de Luxembourg

Athénée de Luxembourg

This programme allows students with an excellent command of English to follow academically challenging and balanced secondary studies in English focusing on languages and sciences. It gives them a very good preparation for further studies at university and life beyond.

IB World School

The Athénée acquired the status of IB World School in February 2010. This means that we are authorized to offer the International Baccalaureate study programme and to host the two final diploma years as of September 2010. The IB which is offered at the Athénée de Luxembourg is recognized by the legislator as equivalent to the Luxembourgish school-leaving certificate (Diplôme de fin d'études secondaires). Students receive an official MEN document as proof to help with university applications in all European countries.

Organization

The Athénée offers a 4 - year study programme, which encompasses two different levels: Following the two preparation years (10th and 11th grades) students will start the actual IB Diploma Programme (12th and 13th grades). Although they may join the programme in grades 10, 11 or 12, we advise students (not only from the Luxembourgish school system, but also from other institutions and abroad) to join the programme in grade 10 to adapt to standards and be integrated with local students.

The International Baccalaureate Diploma Programme in itself is a very demanding two-year international programme that meets the needs of highly motivated students and leads to a qualification that is recognized by leading universities around the world. To earn an IB diploma, students must take and pass examinations in six academic subjects and complete the core subjects CAS, TOK and the Extended Essay (EE).

In addition, students are required to take the Theory of Knowledge (TOK) course that investigates the nature of knowledge in various disciplines, to participate in at least 150 hours of Creativity, Action, Service (CAS), to undertake original research, and to write an Extended Essay of 4,000 words.



Subjects taught in the IB Diploma Programme at the Athénée

- Group 1: **English A1** (literature) on HL and SL
- Group 2: **French B** on HL and SL
- Group 3: Individuals and Societies (**Economics** on HL and SL / **History** on HL and SL)
- Group 4: Experimental Sciences (**Biology** on HL and SL / **Chemistry** on SL / **Physics** on HL and SL)
- Group 5: **Mathematics** on HL and SL
- Group 6: The Arts and Electives (**Visual Arts** on HL and SL, **German B** on HL and SL or another subject from groups 3 or 4)

Entry requirements

In order to be admitted to the 10th, 11th or 12th grade in September 2012, students will need to have an excellent command of English. In addition, each applicant will have to sit an admission test (English, French and Mathematics for grade 10; English, French, Experimental sciences and Mathematics for grades 11 and 12). All applications will be treated individually, on the basis of each student's portfolio.

Application forms can be downloaded from our website (www.al.lu/tele.html).

For further information, please visit our website (www.al.lu/international.html) or contact Jean Krier (ib@al.lu).

Office hours - international classes (IB)

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Tel.: (+352) 26 04 61 10 - ib@al.lu
Monday - Friday 8:30-12:30

Diploma Programme Coordinator - Jean Krier

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Monday to Friday 8:00-12:00

CAS - Mrs Caroline Ewert and Mrs Joanne Goebbels (S 23)

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Wednesday	10:50-11:40	Mrs Ewert, by appointment
Monday	12:35-13:25	Mrs Goebbels
Thursday	12:35-13:25	Mrs Goebbels, by appointment

Extended Essay -

Mr Jean Krier (bureau du SPOS)

UCAS (University Counselling)

Dr Alain Sinner (bureau du SPOS)
Jean Krier



Integration of English Speaking Students in the ES System

The European School of Luxembourg

Photo: Stephen Roberts

The creation of the European Schools is closely connected with the construction of Europe. In 1953, the European Schools were established in Luxembourg, on the initiative of officials of the European Coal and Steel Community, with the support of the Community's institutions and the Luxembourg Government.

This experiment in education, side by side, of children of different mother tongues and nationalities quickly took shape as the six governments co-operated in matters of curricula, appointment of teachers, inspection and recognition of levels attained.

From the 6 countries, speaking 4 languages, there are now 28 countries speaking 24 languages collaborating actively. There are 14 European Schools today with approximately 24,000 pupils. There are also for the moment 11 accredited Schools. These are national schools applying the curriculum of the ES. They are regularly inspected by the Inspectors of the ES.

Our system is a fruit of collaboration of the 28 Ministries of Education of member states; we consider it is a sui generis system. Here are some main characteristics:

1. The support of the mother tongue, or dominant language of the pupil. The 1st School in Luxembourg started with 4 languages; we now teach 24 at the level of Mother tongue. We consider this principle as enriching our system. All the languages of the EU are considered as equal. We, also, have three vehicular languages, (Fr, En, Ge), which are the main tools of communication in the School community.
2. History, Geography, Economics and other subjects are taught in the vehicular language of the pupil, (L2). According to the Cambridge evaluation, this measure constitutes one of the strong points of the system, some advantages are:
 - The vehicular language of the pupil becomes a working language.
 - Pupils coming from different backgrounds have the chance to discuss historical, geographical and economic matters with teachers of a different nationality. In consequence, there is no room for an expression of nationalistic or racist attitude.
 - Organizing these courses in the three vehicular languages costs much less than if we had to organize them in all the languages.
3. Activities which develop the European spirit. In the nursery school, we organize activities across the different language sections. Our young pupils learn how to collaborate and play with pupils who speak languages unknown to them. In primary and secondary cycles, we organize groups coming from different sections and the course is given in another language than the L1 of the pupil. Some of these courses are: The European hours in the primary cycle and, at the secondary level, artistic, musical, physical education etc. The same principle applies to the extracurricular activities, like theatre, orchestra, choir, several projects like MEC-MEP, Science Symposiums, etc.



Mrs. Toula Vassilacou, Director of the European School Luxembourg I

Teachers coming from various pedagogical horizons are obliged to know and compare different pedagogical methods and demands. This reflects on them and they have to adapt their methods. Harmonization is a big issue in our system. This adaptation of the teachers is absolutely necessary, as the syllabuses in all language sections are—with the exception of the mother tongue—identical and at the same standards.

To ensure that the European Baccalaureate is recognized, syllabuses are designed to meet the requirements of the member states. Since these vary, the contents have been established by negotiation of national experts by comparing national curricula. We apply a transparent policy, which is in favor of internal or external evaluation.

Parents and Pupils are involved in decision making processes. They elect their representatives and participate in all organs of the school.

We develop excellent contacts with Luxembourgish authorities and politicians to enrich the experience of our pupils. We frequently welcome experts from many countries.

English speaking pupils fall largely into two categories: firstly those who come from a totally Anglophone background; secondly those for whom English is not really a mother tongue. The second category includes: pupils from a mixed linguistic background; pupils who have received an Anglophone education in the past despite not having English as a mother tongue. Also pupils who learn their own mother tongue (for example Latvian) and follow all other subjects in English.

The inevitable presence of pupils with a wide range of ability in English within the same teaching group presents challenges to teachers. Teachers within the English language section have experience and strategies available to meet these challenges and in practice almost all pupils in the second category reach a very high level of competence in English with no noticeable adverse effect on the native speakers. The increase and improvement of remedial support has been a great help.

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Building a better
working world

English Schooling at the International School of Luxembourg

International School of Luxembourg

Photo: Stephen Roberts (1); Laurent Weber (2)



Christopher Bowman, International School of Luxembourg

ISL is an English-medium, international, independent, non-profit, university-preparatory 3 year-old (Pre-School) to Grade 12 school operating as an a.s.b.l within Luxembourg. ISL is well respected worldwide as an educational institution, which meets the needs of families coming from around the world to live and work in Luxembourg. The student body presently numbers 1,285 and is likely to reach the school's capacity of 1,420 within the next two to three years.

ISL's Mission is to provide an outstanding education in a caring international environment, inspiring all our students to reach their true potential and to act as responsible participants in a global society.

In order to achieve our mission we:

- focus on skills, needs and potentials of individual students
- develop the whole student; academically, personally, socially and physically
- recruit the very best teachers from around the world
- employ world-class curriculum and the highest standards teaching & learning
- utilize outstanding facilities, designed with optimal pedagogy in mind
- use carefully selected, up-to-date and stimulating resources
- actively provide staff professional development and training
- operate with a mindset of constant improvement
- are active and proactive within our international environment
- value and celebrate our international richness and diversity

The school offers a rigorous and comprehensive curriculum, commencing in the Lower School (Pre-School to Grade 5) with a structured enquiry-based curriculum, based upon a set of carefully structured standards & benchmarks. The Middle School continues with the structured standards & benchmarks in Grades 6 to 8 and introduces the International General Certificate of Education (IGCSE) in Grades 9 and 10. The High School delivers the highly respected International Baccalaureate Organisation (IBO) curriculum. The majority of students complete and sit for the full Diploma, although there is

the option to sit for individual IB subject certificates. We also offer an ISL High School Certificate.

The success of our educational programme was well demonstrated last year with the 60 Diploma students achieving a 100% pass rate (compared to a worldwide average pass rate of 68%) and with two students achieving a perfect score.

Our objective is to develop the whole student, however, and this is achieved through the offering of an extensive and enriching extra-curricular programme. Some of these activities include a full range of sports, music (instrumental and choral), musical and dramatic performance, Model United Nations, Mérite Jeunesse, Global Issues Network, Charity Work, Yearbook, languages and Business Club, to name a few.

The aim of our combined academic, social, emotional and physical programmes is to develop students who are knowledgeable, flexible, self-confident, self-respecting, organised, environmentally aware, tolerant, curious and creative, and with a lifelong love of learning.

There are, of course challenges which we will face in the future, including:

- Meeting the continuing demand from expatriate families seeking to enrol with no space on campus to expand further
- Controlling school fees while providing a first class education
- Meeting a demand to cater for a wider range of student needs
- Being at the forefront of pedagogical practice
- Keeping pace with changes and advances in technology and using technology appropriately and wisely
- Building better working connections with other schools in Luxembourg – seeking a synergy

These issues provide exciting challenges and will continue to be addressed within our strategic planning. ISL will continue to do its utmost to offer a stimulating learning environment and a highly successful educational programme into the future.

Christopher Bowman
International School of Luxembourg
 36, bvd Pierre Dupong - L-1430 Luxembourg
www.islux.lu



Christopher Bowman, International School of Luxembourg and Paul Michael Schonenberg, AMCHAM Luxembourg

St George's International School, Luxembourg ASBL

St George's International School Luxembourg



St George's International School, Luxembourg ASBL is an independent, not-for-profit school with a curriculum based on the National Curriculum of England and Wales. It is an inclusive, vibrant international community of approximately 700 students ages 3 to 18+ from over 50 different countries.

The School believes that learning should be accessible to everyone, with every student able to find the tools and opportunities needed to achieve their full potential within an environment that is supportive and challenging. The rich diversity of the student community provides a unique and exciting learning environment. To prepare its students to be outstanding global citizens, the School nurtures strong values based on mutual understanding and respect.

Considerable care is taken to ensure that learning is personalised according to individual needs. The School operates on the principle that students thrive when there is a strong partnership between school and home, and prides itself on offering a warm welcome and providing ongoing support for all of its families.

The School is situated in modern, purpose-built buildings in Hamm, within easy reach of the city centre. Its well-equipped facilities include state-of-the-art Science, Music Technology and ICT laboratories, a multi-purpose gym, three libraries and innovative outdoor learning areas. It is organised in two sections: a Primary school for children ages 3-10 and a Secondary school for students ages 11-18+.

The Primary school follows the National Curriculum of England and Wales while utilising the International Primary Curriculum, which is a comprehensive, creative curriculum designed to develop students' international mindedness. The youngest children in school (ages 3-4) begin with the Foundation stage, which targets physical and emotional development and the foundation of literacy, numeracy, communication and language skills. Children experience learning in a free-flowing, indoor/outdoor environment which supports their developing creativity and problem-solving skills.

The curriculum in Years 1-6 (ages 5-10) is comprised of thirteen core subjects, including Drama and Information Tech-

nology. Children study French or EAL (English as a Foreign Language) depending on their own personal ability level, and students in Years 5 and 6 have a weekly Luxembourgish lesson in order to deepen their knowledge of their host country.

The Secondary school offers a wide range of subjects in preparation for university entrance. Students begin by studying thirteen core subjects in Years 7-9 (ages 11-13). Students in Years 10-11 then study the core subjects of English, Mathematics, the Sciences and Modern Foreign Languages while choosing from a number of further option subjects that comprise a broad and balanced curriculum. It is at this stage that the School offers IGCSE exams, which are required for advancement to Year 12 (the first year of the School's 'Sixth Form'). Students in the Sixth Form then take British 'A-Level' exams in their chosen subjects; the exams require a rigorous programme of study and are accepted for entry into universities worldwide. Normally a student will take four subjects in Year 12, moving to three in Year 13.

The School offers a wide variety of extra-curricular activities, after-school support and care, private music lessons and the opportunity to participate in international projects such as World Challenge, the Comenius project, and various athletic and academic competitions. The School hosts a large number of visitors each year – including authors, theatre troupes and experts in a range of fields – to offer a number of highly stimulating enrichment opportunities for students.

St George's is a member of the European Council of International Schools (ECIS), the Council of British International Schools (COBIS) the Society of Heads and the Council of International Schools (CIS).

St George's International School, Luxembourg ASBL

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Lycée Michel Lucius

Bringing nationalities together in a Luxembourgish high quality education setting

Lycée Michel Lucius



The LML (Lycée Michel Lucius) is a public high-school, conveniently located near the centre of the city of Luxembourg (Limpertsberg), which started offering schooling in English in 2011. We started with 17 students and have grown to over 200 pupils (with a total of 1380 students) in the English section in 2014/15. Numbers are expected to grow for 2015/16.

This academic year the academic offer was extended upwards and downwards in order to meet the growing demand for a public offer for schooling in English. We opened a 7EC (equivalent to year 7 in the UK) and a 6EC to accommodate students exiting the primary education system in Luxembourg. We also opened a 2EC (equivalent to year 12 in the UK) class in order to pave the way for the final year of the GCE curriculum starting in 2016/17.

Parallel to the English curriculum offer the school also has a regular Luxembourgish section which comprises the age groups 12 to 19. Over the years our school has specialised in natural sciences, engineering, economics and business.

The school ethos:

Our school has two principal aims. One of these is education in the wider sense of the word. We feel that nowadays an academic education alone is not enough to form well-rounded personalities. Especially, since more and more universities also take other skills into account when deciding to accept students. So, on top of our flexible academic offer, where students can pick the subjects they feel most at ease in order to play out their strengths, our students also do other activities to support their personal development. For example, all students do two weeks of work experience in order to help

them with their orientation. Furthermore, we encourage, support and allow students to do extracurricular activities, such as student exchanges and encourage them to do the Duke of Edinburgh award. These are only a few examples of what we have on offer.

The second aim is integration, also in the wider sense of the word. One reason we make integration a part of our job is because we have students from many different social, geographical, racial backgrounds. Therefore we want to ensure that the students feel at “home” at school and in society because it in part influences the students’ well-being and it assists the learning process. The second reason why integration is important to us, is because we aim to increase integration of our students into Luxembourgish society in order to avoid miscommunication and the creation of multiple parallel communities. Therefore we challenge the students by offering instruction in the Luxembourgish, German and French, languages, as well as in Luxembourgish citizenship throughout their schooling. We do so to enable the students to later use these language skills to communicate with those around them, an integral and important element in the process of integration.

So on the one hand, it is our aim to foster the students’ interests and build on their strengths. On the other hand we create a framework where we ensure that they get a quality education that is of value in the outside world. In short, our mission is to support our students to fulfil their potential and to provide the students with an environment where each person has the right to work and live in a climate of respect, solidarity, wellbeing and of cooperation.

For further information, please visit our website: www.ltml.lu



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Sacred Heart University

Sacred Heart University Luxembourg



Sacred Heart University began offering business education in 1965. Since then the John F. Welch College, named in 2006 after the legendary former CEO of General Electrics, has counted more than 7,000 alumni with undergraduate degrees and over 3,000 with graduate business degrees.

As of 2007, the College is accredited with the AACSB International, ranking SHU amongst the top 5% of business schools worldwide.

Sacred Heart University Luxembourg is the European branch of the John F. Welch College of Business (Fairfield, CT, USA). Since its foundation in 1991 more than 400 business leaders from 30 different countries have graduated from its MBA program. The MBA is formally recognised by the Luxembourg Ministry of Higher Education and well respected by the business and finance community. Located in the modern complex of the Chamber of Commerce in Luxembourg, Sacred Heart University benefits from a vibrant environment.

Welch MBA part-time program for working professionals

The program corresponds to the needs of professionals wishing to enhance their career by pursuing their higher education with evening courses. The changing business environment requires an integrated program characterized by multidisciplinary work. Entering students will be assessed to measure management skills, communication skills and content knowledge to help determine their individual curriculum.

What sets us apart from other MBA programs?

1. Interdisciplinary process-based approach
2. Taught in English by experienced international faculty (from the main campus and Luxembourg)
3. Evening classes (6:30-9:30pm)
4. International student body
5. Two-week study trip to Asia and/or USA

Welch MBA with internship program

In September 2012 Sacred Heart University Luxembourg launched an MBA program combined with an internship intended for students with or without work experience from all over the world to study and simultaneously do an internship in Luxembourg.

For students lacking prior courses in economics, statistics or management, intensive preparatory courses are offered during July and August. The program starts mid-August and the internship of six to nine months is usually added in Novem-

ber. All classes are held in the evening. From September to December of year two, students take their elective courses and complete project work.

Internship: Sacred Heart University has a roster of many companies which includes ArcelorMittal, Brown Brothers Harriman, Citibank International, Clearstream Deutsche Börse Group, Delphi Automotive Systems, Lombard International Assurance, PricewaterhouseCoopers, and UBS.

What are the assets of this MBA program?

1. 6 to 9-month paid (around euro 1,000) internship at a top company
2. Individual coaching
3. Assistance to obtain a student visa and to find accommodation
4. Possibility of studying during the last 4 months in the main campus in the USA

Should you need further information on the MBA with Internship program, please contact Anemone Thomas, athomas@shu.lu, (+352) 22-76-13-30.

Professional Certificate programs

In addition to the MBA programs, students who would like to specialize in one of the areas below without pursuing a full graduate degree or those who would like to upgrade their skills may want to consider a four or five-course graduate professional certificate.

Five certificates are offered in:

- Leadership
- Modern Business Management
- Corporate Finance
- Global Investments
- Risk Management

Student Profile

Classes are primarily composed of students with work experience. The students have different academic backgrounds and work in various fields. They include consultants, lawyers and bankers but also engineers and scientist as well as artists. Just as the Luxembourg population is multinational students also come from a multitude of countries. A class of 15 students might consist of 12 nationalities! This makes the participation in class an even richer experience.

Students of the Welch MBA with internship program tend to be younger and have fewer years of work experience since the internship replaces the minimum of two years of professional experience required for the MBA without internship.

Contact

Antoine Rech, Associate Director
arech@shu.lu

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Miami University in Luxembourg: English is the language of reciprocity

Miami University in Luxembourg



Dr. Thierry Leterre

Nested in the valley of the Chier river in Differdange, Miami in Luxembourg is one of the oldest higher education institutions of Luxembourg. Its European Center, founded in 1968, carries since 1988 the name of Luxembourg-born former Miami Vice-President and U.S. Ambassador to Luxembourg John E. Dolibois (1918-2014). His vision was decisive: 46 years after the inception of its European Center, Miami ranks 3rd among public U.S. doctoral institutions for the number of students studying abroad.

Miami in Luxembourg is undoubtedly a magnet program for English schooling in Luxembourg as English is our teaching language. Courses being taught either by faculty members coming from our home campuses in the U.S. or by locally hired instructors, English is for us an international language even more than the language of the home country of our university.

Though it principally caters to the needs of students registered in American, the Dolibois Center is actively engaged in different partnerships contributing formally and informally to English education offerings in the Grand-Duchy.

Our community outreach program for instance allows Anglophone students to engage with children from local schools of Differdange. It involves on both sides being exposed to the others' language and to communicate across languages barriers. In multilingual Luxembourg, English is not solely the language of our university; it is an appreciated addition contributing to the already rich linguistic tradition of the Grand-Duchy.

We are actively engaged in partnership programs with high schools in Luxembourg allowing Miami student teachers to

gain teaching experience in an international context and providing receiving institutions with the benefit of Anglophone, well-trained, junior educators from a renowned U.S. College of Education.

The Dolibois Center also offers interesting opportunities for the local community since it is possible to register and attend classes at the Center, either as an auditor (receiving no credit) or as a part-time student for credit. The downfall of being successful is that we have—like all the English speaking institutions of the country—only a limited number of spots available. Full-time enrollment is also possible for College sophomores and above, and this opportunity is sometimes seized by expats in Luxembourg who appreciate to have their children continue with their college education while enjoying family proximity abroad. Lastly, Miami has an extremely dynamic scholarship program for Luxembourg supporting citizens or residents of the country who wish to go and study in Ohio. Our thriving Alumni Chapter in Luxembourg is a testimony of the success of this program.

The evolution of the educational context in the South of the Grand-Duchy offers exceptional possibilities for the future. The development of the nearby campus of the University of Luxembourg in Belval and the recent announcement of the creation of a European School in Differdange with an Anglophone track is a stronger than ever incentive to leverage proximity. We look forward to developing new opportunities of interaction at the different levels of our engagement with a particular emphasis in the future on hybrid education—a mix of online and in-site education in English.

We are proud to be a sort of “little America” in the South of Luxembourg. But the three flags of the Grand-Duchy, the U.S. and Europe floating on the turrets of the castle where our campus is located constantly remind us that there is more to the story. As former U.S. Ambassador to Luxembourg Cynthia Stroum told me when she endowed a scholarship to help non-Miami students come to the Dolibois Center, our mission is not only about featuring America in Europe with the best possible credentials. It is about the relationship between the U.S. and Luxembourg, and beyond between the U.S. and Europe. In this spirit, Ambassador Stroum chose to name the scholarship she supported the “bridge scholarship”. This name emphasizes our conviction that our mission is to be a link, a “bridge”, between our communities. English education is one way to foster such bonds and we look forward to new developments and work hard to make them the new reality of the Grand-Duchy.

Dr. Thierry Leterre is professor of Political Science at Miami University and Dean for the John E. Dolibois European Center.





Filing the income tax return in Luxembourg

By Analie Tax & Consulting

At the October ABAL event, Laura Foulds, Managing Director of Analie Tax & Consulting took us on a whirlwind tour through the practicalities of filing your annual Luxembourg income tax return and optimising your tax position. Whether you are newly arrived in Luxembourg, have been resident for many years or are resident outside Luxembourg with Luxembourg income, the presentation provided useful and practical tax tips for individuals in a variety of scenarios.

Understanding the rules

Luxembourg is a unique location for personal taxes with a large expatriate population and a significant number of cross border workers resulting in many people having tax reporting obligations in multiple jurisdictions. The importance of knowing the tax rules in each country where you have assets and/or income, and how these rules apply to your specific circumstances, is the first step in ensuring your tax return filings are accurate. Knowing when you need to refer to international tax treaties to determine tax residency, primary taxation rights and how to alleviate any double taxation is also vital for many people.

For non-residents and cross-border workers, the increased attention from non-Luxembourg tax authorities means particular care needs to be taken by Luxembourg employees who perform any of their duties outside of Luxembourg – including

working from home, business meetings, conferences & business trips - as this income is often taxable in the country of residence and not Luxembourg.

Filing your tax return in Luxembourg

Filing a tax return in Luxembourg is not mandatory in all cases and a variety of thresholds exist to determine whether or not you have to file. However, even if you do not have mandatory filing obligation, it may be beneficial for you to make a voluntary (or simplified) declaration to obtain a refund of withholding taxes or take advantage of certain elections that are available, particularly for non-residents.

Luxembourg residents, and non-residents who elect for the resident regime, must report their worldwide income on their tax return. For certain types of non-Luxembourg income where the primary taxing right falls to the other country (e.g. rental income) the income is reported but not ultimately taxed in Luxembourg – essentially it just impacts that tax rate applicable to the Luxembourg income. Non-residents are only required to report Luxembourg income on their tax return.

Understanding what deductions are available is vital as many items, for example depreciation of a rental property or expenses incurred in excess of standard deductions, are often not claimed. When claiming any deductions, allowances or



credits you must attach relevant certificates or back up documentation as the tax authorities will often reject claims that are not evidenced.

In some cases, additional filings are required or can be beneficial. If you have significant interest income, you can take advantage of a final 10% tax rate by filing an additional tax return (Form 931), but this has a strict filing deadline of 31 March. Where property is owned jointly (other than by married couples) it is necessary to file an additional return (Form 200) to report the joint property income.

When to use a tax advisor?

As the end of 2014 approaches, it is a good time to seek tax advice if you have not filed your 2013 Luxembourg tax return yet as there is still time to do so. Also, if you are looking to optimise your taxes for 2014 a tax professional can help you with any actions required to maximise your deductions before the end of the year.

At a minimum, it is often beneficial to spend an hour or two with a tax professional every few years to review their situation, keep abreast of ever changing tax rules and ensure they are optimising their tax position.

If you have multiple country tax filings (particularly US nationals and cross border workers with non-Luxembourg workdays), take the time to speak to a tax professional to understand the big picture so that you are reporting your income correctly and understand the tax impact of decisions you make.

For significant life changes such as marriage, divorce, buying a house - in Luxembourg, significant tax savings can be achieved when purchasing a new home and renovation work is undertaken during the period where you own the property but before you move in - having children, making investments or moving cross-border a tax professional can help you make these changes in the most tax efficient manner in Luxembourg and elsewhere.



For any UK, US or Luxembourg personal tax questions, Laura can be contacted at enquiries@analietax.com or Tel.: (+352) 26 78 38 84.



What is the real added value to have your IT infrastructure located in Luxembourg?

By *Thierry Kremser, partner at PwC Luxembourg and Stéphane Zema, manager at PwC Luxembourg*

Luxembourg is a major financial marketplace and hosts the European Institutions. These points have driven the development of datacenters industry. The Government has been investing massively in digital economy to diversify its economy. This has resulted in being ranked in the top ten of the ITU's ICT Development Index (IDI). The level of connectivity and the diversity offered, coupled with a great diversity of companies providing datacenter space and resiliency models are enough to meet the most demanding constraints. To put it in a nutshell, Luxembourg's a world beater in the field of datacenters.

A strong and innovative regulatory framework

Data hosting in Europe is one of the major requirements for many clients. They are willing to be close to their data and the European Union (EU) data protection law provides them with a safe framework. In addition, the upcoming dematerialisation and eArchiving law and the creation of new status for operators offering digital records conservation and dematerialisation (PSDC) will enable the provision of new services, strengthening the position of Luxembourg to act as a digital safe place in Europe.

A mature datacenter offering

With more than 20 datacenters, representing around 40,000 m² of net floor space and a mature offering in managed services, Luxembourg is a location of choice for many companies.

Service providers provide tailored solutions, from highly resilient and secure services for companies dealing with sensitive information to basic services for local companies looking for a partner able to truly understand their needs and the local constraints. The service providers can also address the needs and specificities of sectors, e.g. banking, online gaming, health, e-business and public sector.

Availability, resiliency and performance

One of the specificities of Luxembourg is that it concentrates more than 10% of the Uptime Institute Tier IV datacenters in the world, a level that guarantees a minimal downtime (i.e. few minutes per year) to clients. These datacenters hold "Design" certifications, guaranteeing a resilient design of the infrastructure, or even "Constructed Facility" certifications delivered after on-site resiliency tests.

A benefit of this concentration is the opportunity for clients to choose synchronous data replication between their main and secondary datacenters, so that data is secure in case of a di-

saster. This may be of particular interest for sectors such as banking, e-commerce or airline companies. Such replication would not be possible if datacenters are located a few hundreds kilometers apart.

Moreover, the central geographical position of Luxembourg in Europe offers very low latencies (3 to 8 milliseconds) to major exchange points such as Paris, London, Amsterdam and Frankfurt, which is particularly critical for gaming companies. Indeed, some games require quick actions and decisions to perform an action.

Security

One of the major challenges for the cloud is to guarantee the security and confidentiality of data. Datacenters in Luxembourg hold many certifications to guarantee a certain level of security. Such certifications could be PCI DSS, ensuring the safe handling of cardholder information for e-commerce companies or ISO27001 ensuring that legal, physical and technical controls have been put in place.

In addition to that, the Professionals of the financial sector (PFS) accreditation held by several providers shows that a true expertise in the management of sensitive data has been developed over the past years.

As a case in point, Luxembourg has attracted a biobanking and biotechnology organization that collects, stores and analyses biological samples to facilitate medical research. The personal information of the patients providing these samples is stored and managed in Luxembourg. This clearly demonstrates that the country is a unique place to host the most sensitive data.

Other aspects

Even with electrical energy prices for datacenters being some of the cheapest in Europe, hosting providers in Luxembourg invest in green initiatives including free-cooling technologies. Knowing that half of the power consumption of a datacenter is used to power air conditioning systems, the use of free-cooling systems, more than 80% of the year as done by some Luxembourg datacenters, could significantly reduce the impact on the environment and allows the providers to manage their operating costs. Other initiatives include, among other things, the collection of rainwater and its re-use for the datacenter cooling towers.

Find out more by visiting us at www.pwc.com and www.pwc.lu.



*Thierry Kremser,
partner at PwC Luxembourg*

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Meet the Luxembourg politicians

Photos: Laurent Weber



“Access and influence for the expat community is important but does not require voting rights for non-nationals.”

—Roy REDING, ADR



“It is always a pleasure to come and participate in AMCHAM events. The town hall meetings give me as a politician and Member of Parliament a wonderful opportunity to have a frank and useful exchange with the expat and business community in Luxembourg. This country can only move forward if nationals and non-nationals work closely together and therefore inclusiveness and broad participation is of outmost importance.”

—Marc ANGEL, LSAP



“A very useful debate on how a multi-nation Luxembourg should develop over the next years.”

—Claude RADOUX, DP

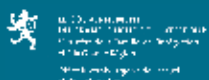


“Without non-nationals the economic heartbeat of Luxembourg would have flatlined a long time ago.”

—Sven CLEMENT, Piratepartei



OFFICE LUXEMBOURGEOIS DE L'ACCUEIL ET DE L'INTÉGRATION



A mother, an entrepreneur, a multitasker in its extreme = a Mumpreneur

By Mumpreneurs in Luxembourg

Photo: Laurent Weber (1); Angelique Supka (2)



Where are the Mumpreneurs in Luxembourg?

In between changing diapers, sleepless nights and picking up the kids from school, more and more ambitious mums are starting their own businesses. Does this sound familiar or do you think you have what it takes to be a mumpreneur?

It was motherhood itself that inspired Angelique Supka to launch MintMouse in September 2014, an online boutique offering items for mums and their babies. She carefully chooses her products from European producers for their excellent quality and practicality and travels around Europe to meet each producer of the brands she represents in Luxembourg. Local presence allows her to keep a personal approach towards her customers and make the online concept less virtual.

After making the step to entrepreneurship with a big passion and lots to learn she started going out to meet other entrepreneurs. With such a vibrant entrepreneur community as in Luxembourg there are many events to choose from. Soon after she would however realize this can be quite a challenge for a mum who just wants to network. With her life partner often absent for work and with no family in Luxembourg things get complicated and expensive, especially when a babysitter is needed. She figured there must be more mums out there with the same problems.

To meet like-minded women, Angelique created a group for mum entrepreneurs in Luxembourg in order to connect, support each other, find potential business partners, exchange experience, knowledge, feedback and be an inspiration for the mums who are about to take the big step but need a little push. Soon it became clear that there are a lot of mumpreneurs out there who feel the need to connect with others. The group has now grown to over 100 members and is still growing every day. It is a platform of support but also a source of joyful meetings and new friendships where new ideas and projects are born.

Luxembourg is full of evening events for entrepreneurs, but these are not necessarily easy to reach for mums who have kids to put to bed. The mumpreneurs are meeting regularly for coffee during the week, when the kids are at daycare or school and you won't be frowned upon if you bring your baby along.

The activities of the mumpreneurs are many times kids related but not only, ranging from specialized shops with baby/kids items to service providers of kids activities, bloggers, coaches, designers, psychologists, consultants, writers, photographers, event organizers and many more.

On December 2nd 'Mumpreneurs in Luxembourg' will get together with 'Girls in Tech' for the first time to see what they can learn from each other. A few speakers from both groups will talk about their experience of starting up and running their business with the challenges that come with it. In addition there will be two special guests; Amy Sandoval from the Trade and Investment Office in San Francisco who will share her experience on entrepreneurship in Silicon Valley and Mr. Pol Bouratsis from Kideaz Magazine who will be presenting their new concept. They are always on the lookout for interesting new businesses to write about.

If you feel this is something for you, please contact us at mumpreneursinluxembourg@gmail.com. At the moment you can find us on Facebook under 'Mumpreneurs in Luxembourg'. We started working on setting up a legal structure and a real website which will be online in the near future.

Annual Thanksgiving Dinner

Photos: Laurent Weber

The Annual AMCHAM Thanksgiving Dinner took place at the Kikuoka Golf Club in Canach. Minister Etienne Schneider was our honored guest speaker on this occasion. The evening offered great company, delicious food, live music with Madalina Dorneanu and great ambiance with the famous Dj Dominique. Great tombola prizes were given out at the end of the dinner.



Etienne Schneider



Paul Schonenberg



Pedro Castillo, Etienne Schneider & Paul Schonenberg



John Johnston, Laszlo Czzero, Jean-Marie Spaus & Etienne Schneider



Madalina Dorneanu, Natalia Durus & Paul Schonenberg



Marc Lucas, Marie-Hélène Onursal & David Goldrake



Maximilian Von Hochberg, Paul Schonenberg, Etienne Schneider & Olger Draijer



Dilek Ayaydin, David Goldrake & Pedro Castillo



Jean-Marie Spaus



Dilek Ayaydin, David Goldrake, Margot Parra & Christian Carbonne



Madalina Dorneanu

Luxembourg: Charming Short Break Destination off the Beaten Track

20 Years of Unesco World Heritage in 2015

By Luxembourg City Tourist Office



In 2015, Luxembourg celebrates 20 years of being listed as a World Heritage Site. The main attractions are the overwhelming beauty of the UNESCO World Heritage fortress and old city, its picturesque in midst of green landscapes alongside winding canyons and rocks and contrasts with outrageous futuristic museums such as the MUDAM Museum of Modern Art. Another plus is the cosmopolitan environment and the vibrant summer festival scene. Luxembourg is perfect for those who like to see a maximum in a minimum of time. Short distances allow excursions to the castle route, wine route, thrilling biking and hiking trails in an unspoilt nature marked by beautiful forests, just outside the capital city.

The ancient fortress city called “Gibraltar of the North” is the work of military engineers from Burgundy, Spain, France, Austria and Prussia that made Luxembourg’s fortifications into a major European stronghold. Since the Ancien Régime Luxembourg has thus been a hub for different nationalities which laid the foundations for the multicultural nature of the future capital city of the Grand Duchy. In 1994 the massive fortifications and the historical old town were listed as UNESCO World Heritage. Equally fascinating is the exploration of the casemates, the subterranean tunnels which lead through the fortifications, and the view from the “most beautiful balcony in Europe”.

With the founding of what was once the largest private broadcaster in Europe – Radio Luxembourg – in the city park, the former fortress city made radio history. Consequently this pioneering spirit has been continued today in the multimedia age. As an international finance centre the city has always met the challenges of the time. Luxembourg’s wide range of business activities has expanded to include numerous holding and trust

companies, just like well-known insurance and electronic trading companies

Together with Brussels and Strasbourg, Luxembourg is one of the European Union’s three main cities and the seat of many European institutions. And that is no coincidence. Luxembourg is not just a founding member of the EU, but the former fortress city was also the scene of crucial decision-making during the European integration process. Whilst the treaties that founded the European Coal and Steel Community (ECSC) were signed in the city hall, sessions of the ECSC high authority were held at a Wilhelmine-style building, which is located in the area surrounding the railway station. And at the foot of the Kirchberg Plateau, the most obvious showcase for the EU institutions domiciled in Luxembourg, stands the birthplace of one of the founding fathers of Europe, Robert Schuman. Where better than in cosmopolitan Luxembourg could the desire for a unified Europe have been articulated? In the second half of 2015 Luxembourg will hold the Presidency of the Council of the European Union.

The Luxembourg City Tourist Office is Luxembourg city’s official tourist office and Destination Management Organisation. We enhance the promotion of the Luxembourgish capital as the perfect “short break destination” off the beaten track. We are your partner when it comes to MICE, business and leisure tourism in Luxembourg. Feel free to contact our office

Luxembourg City Tourist Office
P.O. Box 181, L-2011 Luxembourg
Tel: (+352) 22 28 09 - www.lcto.lu

Corporate Governance and Diversity in Luxembourg

By Rita Knott

Photo: Rita Knott

The FEMALE BOARD POOL (FBP) INITIATIVE is one of nine measures of the Government Coalition to increase the balance between women and men in decision making positions.

What's new about the Female Board Pool Initiative, which started in 2010?



Female Board Pool Members at one of the interactive Workshops for "Board ready" and "Board active" Women (left to right): Lynette Stoltzfus, Natalia Durus, Anne Hoffmann, Véronique Schlick, Pascale Marchal Grivaud

Since the beginning of the cooperation between the Ministry of Equal opportunities and the FBP Initiative in summer 2010, some 350 women have participated over the years in the 1-day "Best Practice in Corporate Governance" seminars held in Luxembourg by Prof. Martin Hilb from the IFPM Center for Corporate Governance at the University of St. Gall/Switzerland (see info-box). About 150 of these participants are "board ready" or "board active" and now committed to take a chair in a board in the non-profit, private and/or public sector, where their competences match those required for these boards.

End 2013, a first FBP Member (a woman who had registered in the FBP Database after the seminar) had been matched with a Luxembourg Stock Exchange quoted company and thus demonstrated the availability of women committed for board functions. This Corporate Governance Best Practice consulting and matching service to companies and organisations is offered on a free-of-charge basis.

In line with the new strategy of the Government Coalition towards a better balance of women and men in decision making positions, a convention was signed in summer 2014 between the Ministry of Equal opportunities and the FBP Initiative with the following goals:

- FBP-Networking platform for female members
- Board-Search for women as members und Board-Search to match female board members with the corporations and organisations
- Research referring actual know-how in Corporate Governance
- Support referring mentoring and coaching for female members
- Consulting for corporations and organisations
- Education in respect of Corporate Governance

So far further consulting services to companies and organisations have been delivered. Any interested company or organisation may obtain more detailed information by contacting info@femaleboardpool.eu.

The next public seminar event for women interested to register on the FBP Database will take place at the Chamber of Commerce on January 14, 2015 (registration under www.femaleboardpool.eu).



Rita Knott



FEMALE BOARD POOL

The Female Board Pool (FBP) is a platform for the contact between experienced and future female board members and corporations and organisations. Its next public seminar event for women wishing to register on that confidential platform after having participated in the 1-day training will take place at the Chamber of Commerce on 14.1.2015 (details under: www.femaleboardpool.eu).

Companies from the private and organisations from the public sector may contact the NGO MCMC to obtain (free-of-charge) profiles of competent and committed "board ready" and "board active" women when they have a vacancy for a board position (www.femaleboardpool.eu).

The FBP is connected to the IFPM Center for Corporate Governance at the University of St. Gall/Switzerland (www.female-board-pool.com) and is endorsed and represents one of nine measures of the Ministry of Equal opportunities in Luxembourg aiming to achieve a better balance between women and men in decision making positions.

It has started in Switzerland in 2005, in Luxembourg in 2010 and in Belgium in 2012 and the platforms are managed locally in each country.

The seminar is organised in Luxembourg by the MCMC asbl (House of Coaching, Mentoring and Consulting, www.mcmc.lu), in cooperation with the Diversity Committee of the American Chamber of Commerce in Luxembourg.



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Residential block Aude

LUXEMBOURG-NEUDORF



12 apartments, studios from 60 to 82 sqm.
1 to 2 bedroom apartments. Off-plan purchases.
Prices from 399.500€ (3% VAT included)

Close to the crossroad rue de Neudorf / rue du Kiem in Luxembourg-Neudorf. Near European Quarter in Kirchberg, KPMG (± 2km), DELOITTE (± 2km), FERRERO (± 3km), AMAZON (± 2km), Shopping Mall AUCHAN (± 2km) and Luxembourg City Center (± 4km).

Excellent development and investment opportunity.



Residential block Villa Melusina

LUXEMBOURG-WEIMERSHOF



12 apartments, studios from 55 to 90 sqm.
1 to 3 bedroom apartments. Off-plan purchases.
Prices from 525.500€ (3% VAT included)

Close to the crossroad rue du Kiem / rue des Carrières in Luxembourg-Weimershof. Near European Quarter in Kirchberg, AMAZON (± 2km), Shopping Mall AUCHAN (± 1km) and close to the newly built KPMG Headquarter (± 2km), DELOITTE (± 2km), FERRERO (± 3km) and Luxembourg City Center (± 4km).

Excellent development and investment opportunity.

Residential block Cavendish Garden

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