

B – BUG



22 – 25
February
2024

No. 151
+ 152

Lisbon



– Responsible
Leadership
in Business
and Society

6

10

22

34

36

Program

Participants

Speakers

BBUG Executive
Board & Trustees

Information

Thu 22

Hotel Pousada de Lisboa

- 17:00 Reception in the hotel lobby
- 17:30 Welcome to Lisbon
Arthur Tarnowski, Senior Manager Programs and Alumni, BBUG
- 18:00 **Insights into Lisbon**
Café Joyeux/
Fundação Maria Droste/
Pão a Pão
- 21:00 Dinner

Fri 23

La Distillerie

- 8:15 Joint departure from hotel by bus
- 9:00 Welcome Remarks and Introductions to the Program
Michael Schwarz, Managing Director, BBUG
- Arthur Tarnowski**, Senior Manager Programs and Alumni, BBUG
- 9:45 Speed Networking
- 10:45 Coffee Break

- 11:45 Portugal 360°
- On Politics.
David Dinis, Deputy Editor, Expresso Newspaper
- On the Economy.
Joana Silva, Professor, Católica Lisbon School of Business & Economics
- On Society.
Amílcar Moreira, Professor, University of Lisbon
- On Energy.
Maria Pedroso Ferreira, Deputy Head of Corporate Energy Planning Global Unit, EDP
- 12:30 Lunch Break
- 13:30 Portugal's Economy
António Costa Silva, Minister of the Economy and Maritime Affairs of the Portuguese Republic
- 14:45 Coffee break
- 15:15 Portugal, the EU and the Ocean
Tiago Pitta e Cunha, CEO, Oceano Azul Foundation
- 16:30 Not at the Periphery: Portugal's Role in the European Union
Dr. Julia Monar, Ambassador of the Federal Republic of Germany in Portugal
- 18:15 Joint departure by bus
- 19:00 Dinner
Restaurant Taberna 1300, LX Factory, R. Rodrigues de Faria 103 H, Lisbon

Sat 24

La Distillerie

- 8:15 Joint departure from hotel by bus
- 9:00 Warm-Up
Sergio Roberto Gratteri, Founder & Artistic Coordinator "Das Haus" Brussels
- 9:30 Group Input
- 11:00 Coffee Break
- 11:30 Migration, and the Future of Democracy in Europe
Gerald Knaus, Founding Director, European Stability Initiative
- 12:30 Lunch
- 13:15 Architecture and Transformation
Eduardo Souto de Moura, Architect, Winner of the Pritzker Prize
- 15:00 **Cultural Program**
MAAT – Museum of Art, Architecture and Technology – Joana Vasconcelos Exhibition
- Lisbon's Architectural Heritage
- Lisbon's Old Town: A Historical Walking Tour
- Deep Dive: Visiting Lisbon's Oceanário
- Followed by free time

18:45 Joint departure from hotel and transfer to Musea da Electricidade

19:15 Dinner

Sun 25

La Distillerie

- 8:15 Joint departure from hotel by bus
- 9:00 Foresight in the European Union
Ricardo Borges de Castro, Associate Director and Head of the Europe in the World Programme, European Policy Centre (EPC)
- 10:30 Coffee Break
- 11:00 Closing Remarks, Evaluation, Debrief
- 12:00 End of program



B-BUG

**„The dramatic
problems of today’s
complex world
can only inspire a
humble approach.“**

António Guterres





Participants

A–B



Jan Allmann
Member of the
Central Managing
Board, Würth Group



Christoph Auerbach
Head of People and
Culture Germany,
UniCredit Bank AG



Silke Bagschik
Head of Model Line
G4 (E-Mobility),
CEO ID Digital,
Volkswagen AG



Mirko Bengel
Senior Vice President,
Corporate Compliance,
BASF SE



Ivonne Julitta Bollow
Senior Vice President
Corporate Responsibility
& Public Policy
METRO AG



Christine Bortenlänger
Executive Member of the
Board, Deutsches
Aktieninstitut e.V.,
Frankfurt (122. BBUG)
(Deputy Chair)



Peter Bosch
CEO, Cariad SE



Katharina Braig
Co-Founder and
CFO/COO,
PV2+ GmbH



Roland Bursy
Executive Vice President
HR Strategy & Change
Consulting, TÜV Nord AG

D–F



Philipp Daniels
Member of the Board,
WISAG Industrie Service
Holding AG



Max de Maizière
CFO, Hero Gruppe /
Beech-Nut Nutrition
Company



Markus Fink
Chief Human Resources
Officer, Infineon
Technologies AG



Rodrigo Francisco Diehl
CEO, Magenta Telekom

G



Alexander Dorn
Director Sales,
HP Deutschland GmbH



Daniela Geretshuber
Chief People Officer,
Chief Sustainability Officer,
PricewaterhouseCoopers
GmbH Wirtschaftsprüfungsgesellschaft



Carola Falkner
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FMS Wertmanagement
AöR



Laura Gersch
CFO, Allianz
Versicherungs-AG



Fabiola Fernandez
CFO, SMS Gruppe
GmbH



Philip Gossow
Private Bank,
Deutsche Bank AG



Bettina Fetzer
Vice President
Communications
& Marketing,
Mercedes-Benz AG

H-J



Christoph Hartung
President Cross-
Domain Computing
Solutions, Robert
Bosch GmbH



Stefan Jakschik
CEO, ULT AG



Christian Janze
Assurance Markets
Leader Germany, Ernst &
Young GmbH



Isabel Hartung
Multi-Supervisory
Board Member,
Senior Advisor
(145. BBUG)



Martin Jauss
CEO, Würth Industrie
Service GmbH & Co.
KG



Benjamin Hein
Executive Vice
President and Head
of Specialty Gases,
Merck KGaA



**Christian-Matthias
Jutzi**
President Corporate
Finance, BASF SE



Holger Himmel
CFO, RWE Offshore
Wind GmbH

K-L



Nadia Jakobi
Managing Director,
E.ON Energy Markets
GmbH



Sabrina Kensy
Head of Mittelstands-
bank Central/East,
Commerzbank AG



Markus Kleiner
Senior Executive Vice
President Ground
Services, Fraport AG



Katrin Lehmann
Vice President IT
Marketing/Sales &
Home of Tech,
Mercedes-Benz AG



Wolf-Dietrich Kley
Managing Director
Supply Chain, Feldbinder
Spezialfahrzeugwerke
GmbH

M



Nora Klug
Group General Counsel,
Robert Bosch GmbH



Markus Mader
CFO, Voith Hydro Holding



Inka Koljonen
Chief Financial Officer,
MAN Truck & Bus SE



Silke Maurer
COO, MTU Aero
Engines AG



Katrin Krömer
Board Member,
Bundesagentur für
Arbeit



Katharina Michaelis
Chief Operating Officer
Accenture ASG,
Accenture Holding
GmbH & Co. KG



Hetal Laligi
CFO Asia, Daimler
Truck AG



Jürgen Mindel
Managing Director,
Verband der Auto-
mobilindustrie e.V. (VDA)



Martin Mix
Managing Partner,
E3X Partners GmbH



Christian Pawlu
Head of Corporate
Development, Fresenius
SE & Co. KGaA

N-O



Nico Petersen
COO, DB Fahrzeug-
instandhaltung GmbH



Cornelia Nett
General Counsel,
Freudenberg & Co.
KG



Henrik Pontzen
Head of ESG,
Union Investment



Falk Daniel Nüßle
CEO, thyssenkrupp
Automotive Body
Solutions GmbH

R

P-Q



Helen Reck
Chief People & Culture,
Legal, Compliance &
Corporate Services
Officer, HUK-COBURG
Versicherungsgruppe



Evelyn Palla
Board Member,
Deutsche Bahn AG/
DB Regio AG



Andreas Reil
Vice President Global
Sales, C.D. Wälzholz
GmbH & Co. KG



Timo Reister
Member of the Executive
Board, Fuchs SE

S



Jens Ritter
CEO Lufthansa Airlines,
Deutsche Lufthansa AG



Julian Schoof
Managing Director, Head of
Investment Banking Coverage
DACH, Deutsche Bank AG



Anne Rolvering
CEO, Deutsche Kinder-
und Jugendstiftung
GmbH



Mirko Sedlacek
Senior Vice President Group
Development and Economics,
KfW Bankengruppe



Friederike Romberg
Director Africa,
Bundesnachrichten-
dienst



Daniel Steiners
Country Division Head
Pharmaceuticals Ger-
many (SVP)/Managing
Director Bayer Vital,
Bayer Vital GmbH



Laura Rudas
EVP Strategy,
Palantir Technologies



Oliver Stier
CEO, Christliches
Jugenddorfwerk
Deutschlands
gemeinnütziger e.V.
(CJD)



Steffen Szeidl
CEO, Drees &
Sommer SE

T-V



Hans Trees
Global Head of Media Relations and Executive Communications, Roche



Johannes Vogel
Deputy Federal Chairman of the Free Democratic Party (FDP), Chief Whip of the Free Democratic Parliamentary Group, Deutscher Bundestag



Nicolas Wiedmann
CEO, Siegwert Druckfarben AG & Co. KGaA



Raphael Wolfram
Spokesman of the Röchling Group Executive Board and CEO Automotive, Röchling SE & Co. KG

Z



Eleftheria Zeggini
Director, Helmholtz Zentrum München, Institute of Translational Genomics

W-Y



Eric Weber
CEO and Founder, SpinLab - The HHL Accelerator



Oliver Zendel
Leitender Regierungsdirektor, Bundesamt für Sicherheit und Informationstechnik (BSI)



Florian Weig
Senior Vice President Purchasing and Supplier Network Digital, BMW AG



Hagen Zimer
Member of the Managing Board and CEO Laser Technology, TRUMPF SE + Co. KG



B-BUG

„Fight for the things that you care about, but do it in a way that will lead others to join you.“

Ruth Bader Ginsburg



RN+
MEL
Air



Speakers

Ricardo Borges de Castro

Associate Director and Head of the Europe in the World Programme, European Policy Centre (EPC)



Ricardo Borges de Castro is Associate Director and Head of Europe in the World Programme at the European Policy Centre, an independent, not-for-profit, Brussels-based think tank.

With expertise in strategic foresight, planning and policymaking at national and European levels, Ricardo's research interests focus mainly on geopolitics, the EU's international role and the future of Europe, democratisation, transatlantic relations, global trends, and scenario building. He is also the editor of a new flagship publication: the yearly 'EPC Outlook Paper.'

Besides his analytical work, Ricardo is also a regular commentator and contributor on global and European affairs in several media outlets including BBC World News, France24, Euronews, YLE, L'Express, Euractiv, CNN Portugal, SIC Notícias, Público and Expresso.

Before joining the EPC, Ricardo was foresight lead at the European Political Strategy Centre (EPSC), the European Commission's in-house think tank under President Jean-Claude Juncker. Previously, Ricardo was Member of Cabinet and Personal Assistant to José Manuel Barroso, President of the European Commission, as well as spokesperson for 'Europe and the World' at the Commission's

Spokespersons' Planning and Coordination Unit. In Portugal, Ricardo served in the Prime Minister's Office as political adviser to the Prime Minister after spending four years in the Portuguese Parliament as policy advisor for foreign affairs, national defence and East Timor.

Ricardo is also an Associate Fellow, Global Fellowship Initiative, at the Geneva Centre for Security Policy, a Member of the OECD Government Foresight Community, and a Member of the Bertelsmann Stiftung's Transatlantic Foresight Expert Group.

Ricardo holds a Master of Arts (MALD) from The Fletcher School and a DPhil (PhD) in International Relations from the University of Oxford (St Antony's College).

Besides Portugal, he has lived in the US, UK, Turkey, and lately in Belgium.

He enjoys running and the outdoors. He tweets @ricbdc

António Costa Silva
Minister of the Economy
and Maritime Affairs of the
Portuguese Republic



António Costa Silva was born in Angola in 1952. He has a degree in Mining Engineering from the Lisbon University Higher Technical Institute, a master's degree in Petroleum from Imperial College (University of London), a PhD in Petrol Reserve Engineering from Lisbon University Higher Technical Institute and Imperial College.

He is professor emeritus at the Lisbon University Higher Technical Institute, where he also taught Planning and Integrated Management of Energy Resources. Upon invitation of the Portuguese Government, in 2020 he drafted the Strategic Vision for Portugal's Economic Recovery Plan for 2020-2030 and presided over the National Steering Committee for the Recovery and Resilience Programme since May 2021. Chairman of the Partex Executive Committee from 2004 to 2021. He was Director of Reservoir Engineering and Production at Beicip-Franlab, the corporate branch of the French Petroleum Institute (Paris, 2001-2003) and Executive Director of the Compagnie Générale de Géophysique in Portugal (1998-2001). He began his professional career at Sonangol (Angola) in 1980, and from 1984 to 1997 he worked at the Portuguese Service Company.

Throughout his career, he was charged with coordinating several international energy projects, particularly the Middle East, Algeria, Mexico, Venezuela, Russia, Iran, Saudi Arabia, Brazil, and Angola.

He was selected in 2002 by the International Court of the Stockholm Chamber of Commerce as the expert charged with solving the legal and technical dispute between two of the major oil companies in the world in an oil rig on the China sea.

Since 2018, he has been a member of the Board of Trustees of Aveiro University; he was also Chairman of the Fuel Board of the regulator - ERSE, member of the Calouste Gulbenkian Foundation Advisory Board and Chairman of the Water Initiative Advisory Board at Católica University in Lisbon. He was member of the ISCTE- Lisbon University Institute Board of Trustees and the Advisory Board of the Gulbenkian Programme for Development Aid.

David Dinis

Deputy Editor, Expresso
Newspaper



David Dinis is deputy editor of the Expresso newspaper, responsible for politics and digital strategy. He was director of the Público daily newspaper and the digital newspaper Observador, as well as TSF radio. A journalist for 26 years, he suspended this career path for two years when he was appointed to José Manuel Barroso's cabinet when he was Prime Minister of Portugal. He graduated in Social Communication at the Catholic

University of Lisbon and is a PhD candidate in political science at the same university.

Sergio Roberto Gratteri
Founder & Artistic
Coordinator "Das Haus"
Brussels



Shortly after his studies of musicology and cultural management at the Universities of Leuven (BE), Venice and Rome (IT), he developed his professional career in the field of cultural programming and Art mediation with organizations such as the International Yehudi Menuhin Foundation, Europalia, Interpreti Veneziani (It), De Pianofabriek and La Monnaie.

As coordinator of Audience Engagement Music and Transversal projects at BOZAR he developed new engagement concepts to attract new audiences for classical, jazz and world music by working with renowned orchestras and artists such as the Mahler Chamber Orchestra, London Symphony Orchestra, Joyce di Donato, Jazz Lincoln center.

Always looking for innovative and interdisciplinary models he has developed

and/or co-programmed a.o. the Bozar Music Opening Night, the Big Bang Festival and the United Music of Brussels project, a unique collaboration between BOZAR, La Monnaie and the NOB. In 2021 he launched DAS HAUS, a new Brussels performance space concept dedicated to innovative classical music projects.

Inspired by his strong belief that art is a powerful tool for social cohesion, he has conceived and coordinated major urban projects such as Singing Brussels, Homelands, Places of belonging and Sounds for the Soul.

As a freelance curator and dramaturge, he regularly accompanies festivals, music ensembles and European cultural institutions such as Esch 2022 Capital of Culture (LU) in defining new strategies of mediation with the public and in setting up refreshing models of artistic programming.

Gerald Knaus
Founding Chairman,
European Stability Initiative
(ESI)



Gerald Knaus (Austria) is the European Stability Initiative's (ESI) founding chairman. In 2021, he received the Karl Carstens Award by the German Federal Academy for Security Policy.

In 2020, he published the award-winning SPIEGEL bestseller "Welche Grenzen brauchen wir?" ("What Borders Do We Need?") and in 2011, he wrote the book "Can Intervention Work?" with the British writer and politician Rory Stewart. He is a founding member of the European Council on Foreign Relations and was for five years an Associate Fellow at the Carr Center for Human

Rights Policy at Harvard University's Kennedy School. After studying in Oxford, Brussels, and Bologna, he taught university economics in Ukraine and spent ten years working for NGOs and international organisations in Bulgaria, Bosnia and Kosovo and has published extensively on migration, the rule of law in Europe and refugee issues, as well as on corruption.

He writes the blog www.rumeliobserver.eu and tweets on @rumeliobserver.

Dr. Julia Monar

Ambassador of the
Federal Republic of
Germany in Portugal



Julia Monar was born in 1963 in Bonn-Bad Godesberg. She studied law from 1981-1987 at the Rheinische Friedrich-Wilhelms-Universität in Bonn, with a focus on international and European law, and took the first state exam there.

After a two-year study as a McCloy Scholar at the John F. Kennedy School of Government, Harvard University, she obtained a Master in Public Administration in 1989. Both during her law studies and after her return from the USA, she worked at the Institute for International Law at the University of Bonn, first as a student, then as a research assistant for Professor Dr. Christian Tomuschat. In 1992 she received her PhD under Professor Dr. Ulrich Everling and joined the German Fo-

reign Service the same year. In Germany, she worked in the legal, personnel, and economic departments. She was posted at the embassies in Bogotá, Helsinki, and San José. From 2017-2018 she led the German Embassy in Chisinau.

Since summer 2022, she has been the German ambassador in Lisbon.

Amílcar Moreira
Professor, University of
Lisbon



Amílcar Moreira is Assistant Professor of Sociology at the Lisbon School of Economics & Management, University of Lisbon. Previously, he held appointments at Trinity College Dublin and OsloMet. He is also a researcher, and member of the Board, at SOCIUS - Research Centre in Economic and Organizational Sociology.

His work covers a variety of fields in comparative social

policy (from pensions to minimum income schemes, to welfare reform) and he has published books with international publishers such as Oxford University Press or Policy Press and articles in international peer-reviewed journals – such as *Social Policy & Administration*, *European Journal of Social Security*, *Journal of Population Ageing* and the *European Journal of Ageing*.

Maria Pedroso Ferreira
Deputy Head of Corporate
Energy Planning Global Unit,
EDP



Maria Pedroso Ferreira is the Deputy Head of the Energy Planning Global Unit at the EDP Group, an area responsible for the strategic analysis of the evolution of the power system. In the past years, she has led projects across the various stages of the power value chain, including long-term balance and price forecasting, valuation of renewable and flexible assets, electrification of demand, and analysis of critical minerals' risks, while also supporting the review

of key regulatory issues, such as the European Union Market Design Reform. Previously she worked as a Project Manager for global consultancy firm Roland Berger in the fields of energy, retail, and banking, in Europe and Latin America.

Maria holds a degree in Industrial Engineering and Management from Instituto Superior Técnico, Lisbon, and a MBA from Columbia Business School, New York.

Tiago Pitta e Cunha
CEO, Oceano Azul
Foundation



Tiago Pitta e Cunha has been working on ocean policies for two decades as an advocate of the strategic importance of the oceans and seas both for Portugal and for Europe, in Lisbon and in Brussels and was former counsellor for Environment, Science and Maritime Affairs to the President of Portugal.

For this work he received the European Parliament Award of European Citizen of the Year in 2016. As a policymaker, he was a member of the Cabinet of the European Commissioner for Maritime Affairs (2004 to 2010),

working as the Coordinator of the European Commission for the development of the new EU Integrated Maritime Policy. He currently works as Chief Executive Director for the Oceano Azul Foundation.

Eduardo Souto de Moura

Architect and Pritzker Award Winner



Mr. Eduardo Souto de Moura, born in Porto, Portugal, on July 25, 1952, is an acclaimed architect with significant achievements in the field of architecture. Graduating from the School of Architecture of Porto in 1980, he gained experience working with renowned architects such as Noé Dinis, Álvaro Siza, and Fernandes de Sá. Since establishing his own office in 1980, he has left a lasting impact on the architectural landscape.

He served as an Assistant Professor at the Faculty of Architecture of Oporto from 1981 to 1991 and has been a visiting professor at various prestigious architectural schools worldwide. His work has been exhibited in several countries, including Portugal, France, Great Britain, Italy, Yugoslavia, the United States, and Switzerland. Notable awards and recognitions mark his illustrious career, with highlights including the 2011 Pritzker Prize, the 2013 Wolf Prize in Arts, and the 2018 "Leone d'Oro" at La Biennale di Venezia.

In 2022, Souto de Moura became a Member of the French Academy of Architects and received the prestigious Doctor Honoris Causa from La Sapienza in Rome, Italy. He also earned the Virgílio Medal from the Accademia Nationa-

le Virginiana and the Master de Ouro from the Real Fórum de Alta Dirección in Porto. The year 2021 brought further recognition, with the "Albo d'Onore" award from Ordine degli Architetti in Italy and an award for the Theatre in Clermont-Ferrand, France. His extensive list of accolades includes the Arnold W. Brunner Memorial Prize in 2019, the BigMat'19 International Architecture Award Grand Prize in 2019 for the "Power Plant for the Foz Tua Dam" in Bordeaux, and the Piranesi Award in 2017. Throughout his career, Souto de Moura has consistently received acclaim, solidifying his reputation as a distinguished architect with a profound impact on the global architectural community.

A few days ago, he received the Order of Arts and Letters with the degree of Commander, awarded by the French Minister of Culture, at French Embassy in Lisbon.

Joana Silva
Professor, Católica Lisbon
School of Business &
Economics



Joana Silva is an Associate Professor with Aggregation at CATÓLICA-LISBON since 2019. She has expertise in applied microeconomics, with particular focus on development, labor markets, international trade, firm dynamics, and policy evaluation.

Her research has been published in leading academic journals, including the American Economic Review, Journal of International Economics, Review of International Economics, and other specialized outlets.

Joana has over twelve years of experience in empirical work on policy-relevant questions. She spent most of her career at the World Bank, where her research agenda focused on (i) the impact of economic policies on employment fluctuations, welfare, and long-term growth; (ii) international trade and firm performance, examining the drivers and implications of exports at the firm-level, and more broadly how business cycles and globalization affect the evolution of entrepreneurial activity and labor demand; and (iii) adjustment to economic slowdowns and crises, analyzing the channels of transmission across countries; and how firms and workers respond to these shocks.

In her research, Joana has used granular data from large administrative datasets from

developed and developing countries to conduct impact evaluations of social programs and economic reforms, as well as research on globalization and its impacts on growth and inequality. Joana led several large-scale research programs on Poverty, Inequality, Labor Markets and Social programs. She has also co-authored two World Bank Regional flagship reports, and managed lending operations to several countries. She has extensive experience advising and supporting countries on the design and analysis of economic reforms, social programs and monitoring and evaluation systems.

Before joining the World Bank, Joana worked at the Nottingham Center for Research on Globalization and Economic Policy and taught at the University of Nottingham. She holds a PhD in economics from the University of Nottingham.

BBUG Executive Board & Trustees

The “Baden-Baden Entrepreneur Talks” (BBUG e.V.) are a not for profit association established in 1955.

Today, about 120 of the most important German companies, primarily from industry, make up its membership, including almost all of the DAX-40 corporations as well as a substantial number of medium-sized ‘global players’ of the German “Mittelstand”. Together they represent the backbone of the German economy.

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Dr. Karl-Ludwig Kley, Chairman of the Supervisory Board, Deutsche Lufthansa AG, Frankfurt am Main (101. BBUG) (Honorary Chair)

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Jochen Hanebeck, CEO, Infineon Technologies AG, Neubiberg

Martin Jäger, Ambassador of the Federal Republic of Germany in Iraq (128. BBUG)

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Andrea Nahles, Chairwoman of the Executive Board, Federal Employment Agency (BA)

Prof. Dr.-Ing. Siegfried Russwurm, President, BDI (Federation of German Industry), Berlin (121. BBUG)

Wolfgang Schmidt, Member of the German Bundestag, Head of the Federal Chancellery and Federal Minister for Special Tasks, Berlin (135. BBUG)

Dipl.-Wirtsch.-Ing. Carsten Spohr, CEO, Deutsche Lufthansa AG, Frankfurt (123. BBUG)

Michael Theurer, Member of the German Bundestag and Parliamentary State Secretary to the Federal Minister for Digital and Transport, Berlin (140. BBUG)

Angela Titzrath, CEO, Hamburger Hafen und Logistik AG, Hamburg (121. BBUG)

Sonja Wärntges, CEO, Branicks Group AG, Frankfurt (135. BBUG)

Lars Wagner, CEO, MTU Aero Engines AG, Munich (144. BBUG)

Oliver Zipse, CEO, BMW AG, Munich (127. BBUG)

Code of Conduct

BBUG provides a safe and open space where executives come together to exchange ideas, learn, reflect and critically address the predominant questions of society and economy. In order to maintain the immediacy and openness that characterize our unique climate of open dialogue, we must ensure that participants can be certain that everything they say will remain confidential - not only in the plenary discussion, but also during private conversations.

At every BBUG event, the Chatham House Rule applies as our mandatory minimum standard of confidentiality. It postulates that participants are free to use the information received, but neither the identity nor the affiliation of the speaker may be disclosed without that person's explicit permission. Participants at BBUG events agree to abide by this agreed-upon standard of confidentiality.

Please be considerate when using social media. It would violate the spirit of BBUG to quote speakers or other participants, or to publish images of others who are not aware they are being photographed. At the same time, we encour-

age you to share personal experiences, thoughts and reflections on social media and through other channels.

Our tenet is simple: Please respect the confidential space provided by BBUG and treat others the way you wish to be treated by them.

By registering for and participating in the conference you agree to grant BBUG permission to freely use any photographs and/or video footage of you taken during your participation without remuneration for marketing and publicity purposes.

Dress appropriately, we recommend smart casual. In February, the weather in Lisbon may still be quite cool. It is advisable to bring clothing suitable for cooler days.

Conference Venue

La Distillerie
Campo de Santa Clara
1100-470 Lisbon

Hotel

Hotel Pousada de Lisboa
Praça do Comércio 31-34
1100-148 Lisbon

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Ort der _____





— Ideen

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