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Pouyan Ziafati
LUXAI



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SOCIÉTÉ NATIONALE
DE CRÉDIT ET
D'INVESTISSEMENT

supporting entrepreneurship

La compétitivité européenne au cœur de nos préoccupations

En analysant la situation compétitive européenne que connaissent les secteurs représentés par notre fédération, les difficultés auxquelles plusieurs secteurs doivent faire face se confirment, et notamment le secteur manufacturier, dans un contexte, où l'Union européenne a pris un sérieux retard compétitif par rapport aux principaux espaces économiques concurrents.

Un mois après les élections européennes et en vue de la formation de la nouvelle Commission européenne, la FEDIL lance un appel aux mesures correctrices destinées à redresser la situation compétitive et à améliorer ainsi les perspectives économiques et sociales pour l'Union.

POLITIQUE ÉNERGÉTIQUE EUROPÉENNE

Afin d'offrir une perspective d'avenir aux industries intensives en énergie, il faudra garantir l'adéquation entre l'offre et la demande d'énergie dans une logique de marché intérieur, en accélérant le déploiement des productions décarbonées et des technologies de stockage. Ainsi, pour les années à venir, le « Green Deal » devra bien tirer avantage des progrès technologiques, mais éviter une précipitation qui ne ferait qu'accélérer le mouvement de désindustrialisation sans aucun effet positif sur les émissions globales de gaz à effet de serre.

S'ATTAQUER SÉRIEUSEMENT À LA SIMPLIFICATION ADMINISTRATIVE

Nous considérons qu'il est essentiel que la prochaine Commission européenne mette fin au tsunami réglementaire et corrige les erreurs des dernières années. Il s'agira d'améliorer la qualité de la future réglementation, entre autres, en l'inscrivant davantage dans une logique de respect des principes du marché intérieur et en anticipant les problèmes de faisabilité et de lourdeur administrative à écarter dès la conception de la réglementation.

Une autre priorité devra être de promouvoir un cadre propice à l'innovation et à la modernisation de l'économie européenne, en agissant sur les leviers de la recherche, du transfert technologique, du financement et de l'accélération des procédures.

AUTONOMIE STRATÉGIQUE OUVERTE

Compte tenu de l'ambition d'améliorer l'indépendance de l'Europe dans des domaines critiques tout en maintenant l'ouverture à la coopération et au commerce mondial, l'UE devra conclure de nouveaux accords commerciaux, dont l'approbation devrait être décidée sur le seul plan européen, la politique commerciale de l'UE relevant pour l'essentiel de la compétence exclusive de l'Union. Ceci dans un souci de garantir l'accès aux matières premières et de favoriser la localisation de chaînes de valeurs stratégiques en Europe.

Le rapport Enrico Letta sur l'avenir du marché unique, remis le 18 avril au Conseil, a déjà proposé une série d'améliorations et on serait étonné de ne pas lire un appel à l'action correctrice dans celui que Mario Draghi présentera à la nouvelle Commission sur la compétitivité européenne. BusinessEurope, au nom des 20 millions d'entreprises petites et grandes et des 40 fédérations nationales qu'elle représente, montre le chemin à suivre en proposant un «New European Competitiveness Deal» aux responsables politiques qui tiendront les rênes durant les cinq ans à venir.

RENÉ WINKIN

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zoom

A+P KIEFFER OMNITEC

A+P KIEFFER OMNITEC

Une histoire de famille

Cette année 2024 marque le 100^e anniversaire de l'entreprise a+p kieffer omnitec, établie depuis 2004 à la Cloche d'Or à Luxembourg et spécialiste en techniques et gestion énergétique autour du bâtiment et des infrastructures. Une belle occasion pour nous de revenir sur l'histoire de cette entreprise, dont la 4^e génération a dorénavant rejoint l'aventure familiale.

Tout a commencé en 1924 lorsqu'Emile Kieffer, grand-père et arrière-grand-père des dirigeants actuels Pierre-Emile, Mil et David Kieffer, s'est établi comme installateur au Limpertsberg, à une époque où ce quartier de la Ville de Luxembourg s'est développé et s'est vu doté de son système de distribution d'eau et de canalisation et de son réseau de gaz. Face à cette amélioration des conditions d'hygiène et de confort, les services d'un installateur sanitaire étaient bien sûr fortement sollicités. Avec le chauffage central qui s'impose peu à peu dans les maisons dans les années 30, l'entreprise ajoute à son offre des activités d'installation de chauffage. Malheureusement, la guerre et la déportation de la famille Kieffer viennent mettre un terme brutal au développement de l'entreprise et obligent son fondateur à reprendre à zéro son activité après la Libération. Dans les années 50, ses fils Ady et Pierre reprennent le flambeau, marquant l'entreprise de leurs initiales « a+p », et poursuivent l'expansion rapide des activités jusqu'au moment de la crise énergétique des années 70.

Ces périodes de crise au Luxembourg furent l'occasion pour a+p kieffer d'ajouter à son offre des compétences au niveau électrique, et plus particulièrement dans la régulation et l'optimisation du confort et des consommations énergétiques. L'entreprise s'est développée pour offrir l'ensemble des équipements techniques d'un bâtiment.

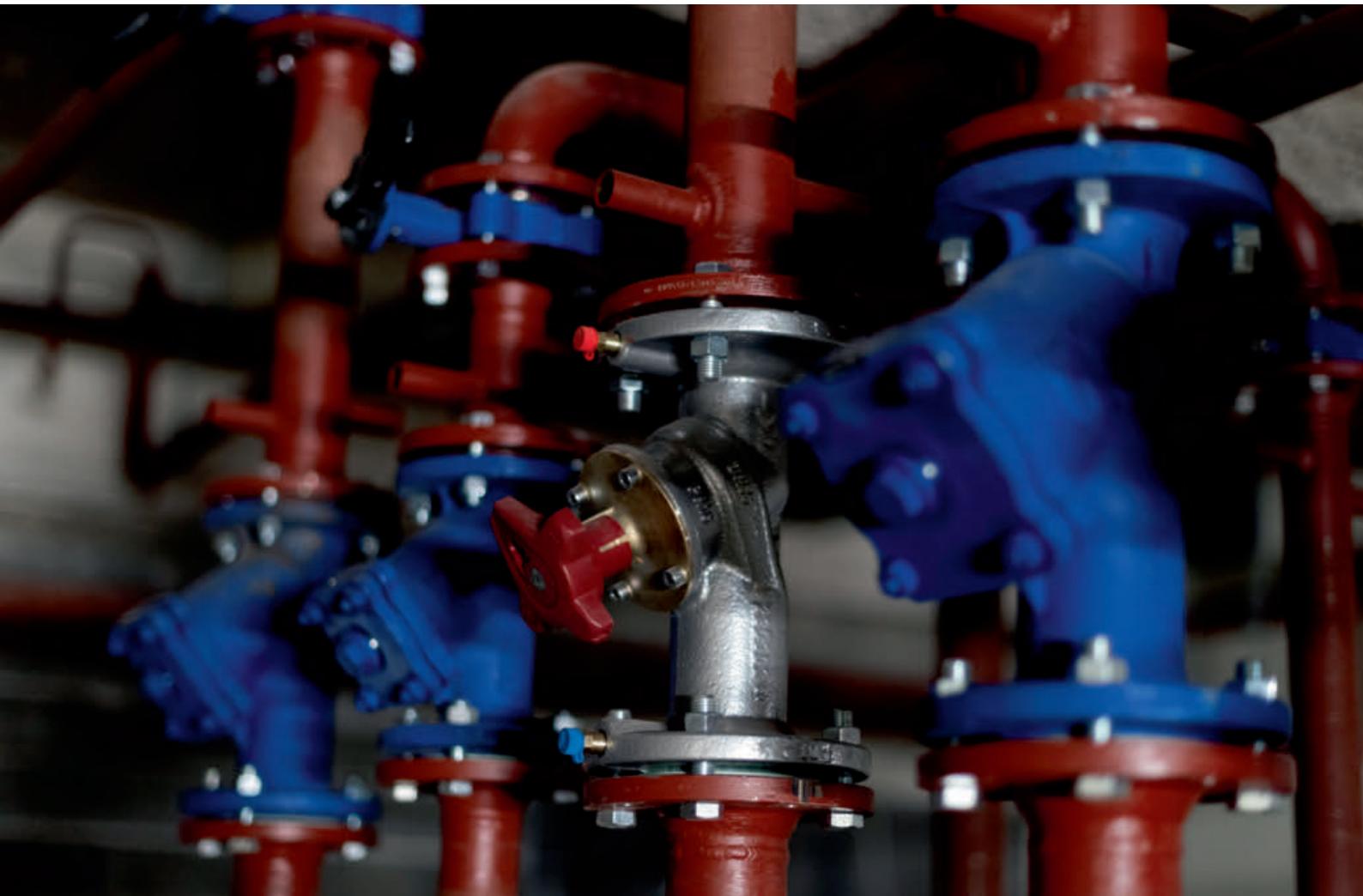
La construction du nouveau siège de la BIL dans les années 80 marquera la relance économique et permettra à a+p kieffer de continuer son expansion.

À cette époque, Pierre-Emile Kieffer, ingénieur en mécanique, rejoint l'entreprise familiale, suivi un peu plus tard par son cousin Mil. a+p kieffer évolue alors vers une entreprise générale technique qui propose des ensembles techniques intégrant tous les corps de métier, y compris les aspects électricité et automatisation. Les chantiers sur lesquels interviennent les équipes d'a+p kieffer sont multiples et variés, allant de bâtiments industriels, administratifs, écoles, complexes sportifs et culturels, piscines, centres commerciaux jusqu'à des infrastructures d'envergure comme l'aéroport.

Aujourd'hui, l'entreprise compte 430 ingénieurs et techniciens, autant d'experts en matière de chauffage, climatisation, ventilation, froid, centrales d'énergie, électricité - basse tension et courants faibles, sanitaire et traitement des eaux, vapeur, protection incendie, auxquels s'ajoutent l'automatisation, la régulation et le pilotage des installations. Une expertise globale qui se reflète dans l'adjonction « omnitec ».

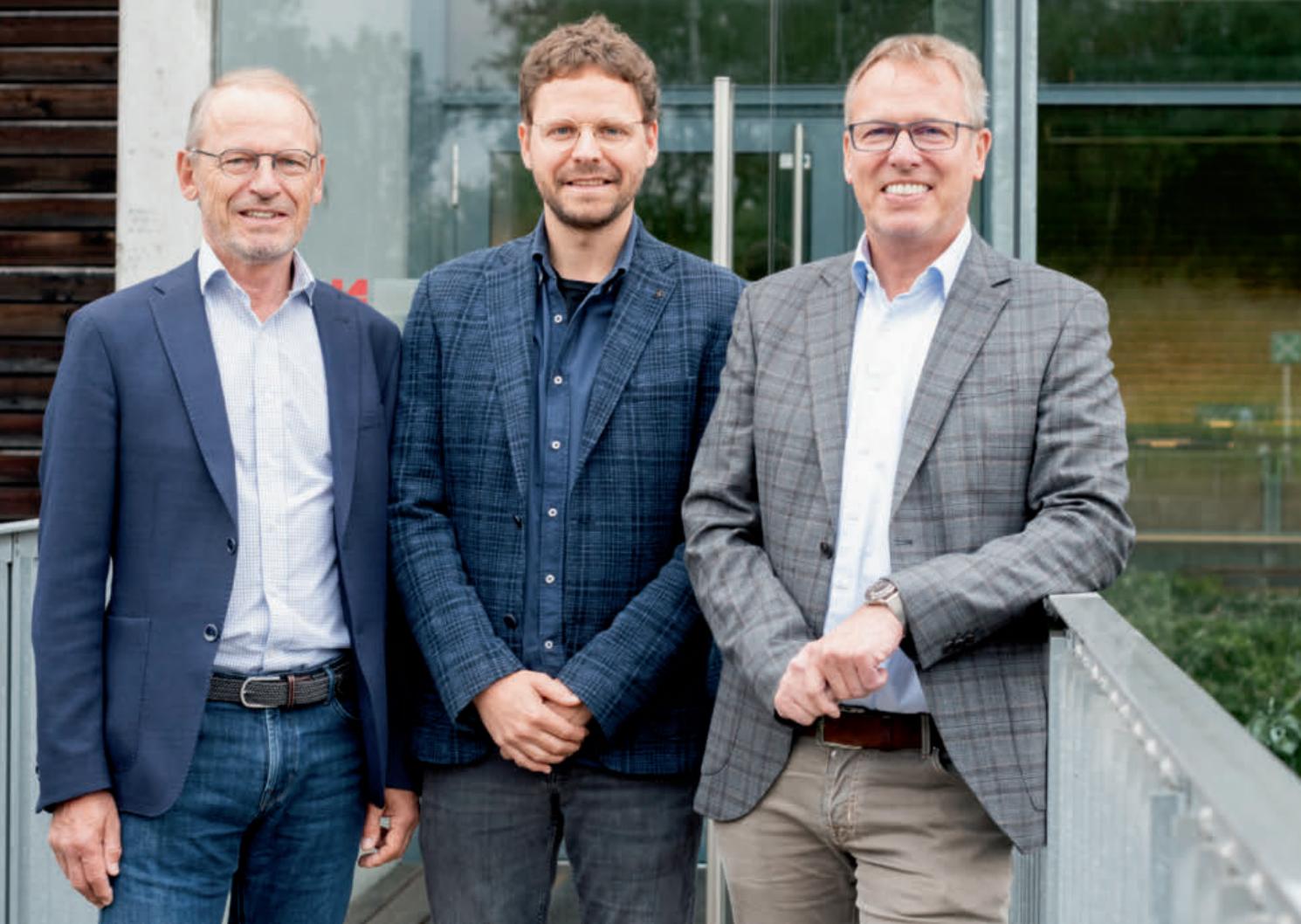
Au fil de son histoire, a+p kieffer a toujours su s'adapter aux développements technologique et sociétal et proposer des services répondant parfaitement aux besoins de ses clients. L'entreprise a fait le choix délibéré de ne pas être active dans le domaine du résidentiel ou pour le compte de particuliers, mais d'être un partenaire privilégié du maître d'ouvrage dans de grands projets de construction, de transformation et de rénovation de complexes industriels, bâtiments publics et infrastructures. Ce qui la met d'ailleurs aujourd'hui à l'abri de la crise de la construction qui touche justement le secteur résidentiel.

L'entreprise est devenue réalisatrice et intégratrice de tous les corps de métiers qui touchent au confort et aux flux d'énergie dictés par les besoins des occupants, soient-ils des personnes, des ordinateurs ou des machines de production.









En termes de structure, l'entreprise compte un département dédié aux équipements techniques et énergétiques destinés à de nouveaux bâtiments de tout genre, une large équipe dédiée à la maintenance d'installations, un pôle rénovations et transformations et un département expert en gestion intégrée.

« Techniquement, les bâtiments deviennent de plus en plus complexes. Ceci est vrai surtout pour des bâtiments industriels ou, par exemple, des hôpitaux, dont les projets nécessitent une grande spécialisation et beaucoup de coordination. C'est là que nous travaillons avec des sous-traitants. » explique Mil Kieffer.

À cela s'ajoute la transition énergétique et des méthodes de construction éco-responsables : avec une isolation de plus en plus importante, il faut une meilleure ventilation et un contrôle du chauffage de plus en plus pointu. Cette évolution fait changer les métiers et requiert une formation quasi permanente des équipes. Pour rester à la pointe du savoir-faire, a+p kieffer est fier d'investir annuellement 2% de la masse salariale dans la formation de son personnel.

La digitalisation est un autre facteur qui impacte l'activité de l'entreprise : si 120 collaborateurs sont occupés dans les bureaux techniques, 30 personnes travaillent à elles seules dans la programmation. C'est dire que l'intégration des équipements d'automatisation, de régulation et de surveillance dans un système centralisé de gestion technique constitue une part significative de tout projet d'envergure. De récentes réalisations dans ce domaine sont Post Helix, le siège de Ferrero ou encore les laboratoires du LIST à Bascharage.

Si aujourd'hui déjà a+p kieffer intervient au niveau de l'installation de panneaux photovoltaïques et de bornes de chargement, David Kieffer estime que les services en relation avec l'électricité et les énergies renouvelables (y compris stockage et équilibrage) sont appelés à se développer dans un futur proche. Comme par le passé, l'entreprise sera à même d'adapter son offre à la rapide évolution technologique.

Au-delà d'être un moment festif, le 100^e anniversaire de l'existence d'a+p kieffer a également été l'occasion de réaffirmer les valeurs et l'esprit de l'entreprise, accompagné d'un rebranding tout en douceur. Pour l'année 2024, le carnet est déjà bien rempli avec des commandes, entre autres, pour le Skypark de Luxairport, l'Agence OTAN à Capellen, la construction de la Maison de la Croix-Rouge à Howald ou encore une installation photovoltaïque pour la Syrdall Schwemm. Avec l'arrivée et l'implication de la 4^e génération – en la personne de David Kieffer – la pérennité de cette belle entreprise familiale, labellisé « Made in Luxembourg », semble donc assurée.

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ANN SOPHIE LINDSTRÖM



Interview

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STEVE DUNCAN

Managing Director, C Studios

« A private - public partnership is a great way to promote your place for talent »

On the “Luxembourg Community Event” organised by the Brand Image Promotion, better known as the Luxembourg - Let's Make It Happen initiative, Steve Duncan, Managing Director of C Studios, delivered a keynote on Talent Attraction. FEDIL was able to talk to this international expert and advisor beforehand about the best way to promote the country and its companies as an attractive employer.

Mr Duncan, you are in regular contact with clients and organisations on a global level. Before I go into detail and talk about the situation in Luxembourg, I would like to ask you for your overall assessment of how the labour market has developed in recent years.

I have worked in the economic development industry for 20 years. When I started, it was very much about business attraction. More and more it is about talent attraction. And I would argue that it's more today about talent attraction than it is about businesses. Businesses will follow the talent and there is just so much pressure on the labour market right now with various demographic trends that are making it very challenging for companies. And so, governments, investment promotion agencies, all these place-based organizations have had to turn their attention, out of necessity, to talent attraction. And it is challenging because of things like geopolitics, local politics, and this great mismatch of skills. We need to somehow figure out as an industry, as places how to realign that so that the underemployed, the unemployed can find the work that they need.

According to last year's Economic Barometer of the Luxembourg Chamber of Commerce, 55% of Luxembourg businesses consider the lack of skilled labour to be the main challenge for their economic development, especially for adapting to the ecological, digital, technological transitions. In your eyes, what are the reasons for this situation?

You have low birth rates, you have an aging workforce, and then you have this massive technological change. So, the three trends are all making it very difficult to find people with the right skills. The pace of change is much different than any other massive industrialization period. The systems that are created in education to develop workforce over a long period of time are sometimes out of date by the time those people are ready and qualified. And this is a global problem. So, the adaptation of workforce development systems is required. We actually use an analogy that workforce development is like an oven. It can take a really long time to get it going, but once it is going, it tends to provide a strong contribution. The upskilling for new skill sets that are in demand is more like a crockpot. It doesn't take quite as long but can still require some time. And then there's the microwave approach, which is talent attraction. And that can help fill gaps much more quickly by getting people from other populations, other locations to move quickly. That is a short-term fix. You really need an approach across all three of those timeframes to fully execute. But talent attraction is very popular now because the pace of change of the skills is very quick.

Considering the shortage of skills and talents, today the job market is obviously candidate driven. Having many opportunities, candidates have high expectations and impose their conditions. This can go as far as the candidate's no show after agreeing to a job offer and signing a contract. What would be your recommendation to employers to face this new situation? How to make their company THE place to work?

From the survey data that we see, work life balance is incredibly important. It used to be salary as the most important factor in choosing where to work. Since the pandemic in particular work life balance has become almost on equal footing. You don't have to compete just on salary, you can compete on the work environment, you can compete on the work life balance. Companies may see that as a threat, in the sense that: are people

going to work as hard? That can be challenging, certainly. But if you create a rewarding place to work, you can be competitive. It's not just about the money right now, other incentives can also play a role in this. And they don't have to be significantly expensive. There are a number of incentives around continuing education. We find that people are willing to relocate if they're provided upskilling resources. So, if somebody is maybe lower skilled but has a chance through upskilling resources to change the career trajectory, that is very appealing to them.

I would also say companies need to work with their governments, their place-based organizations very closely. Companies know how to sell their career opportunities quite well. When it comes to attraction of internationals, their brand isn't quite as strong. So, they need to lean more into the place brand. And that is where they're able to work with their place-based organizations. If they are able to partner with them, it's a huge opportunity to find people that genuinely want to work in an interesting location and they are finding your company through that opportunity that can usually foster a very positive relationship.

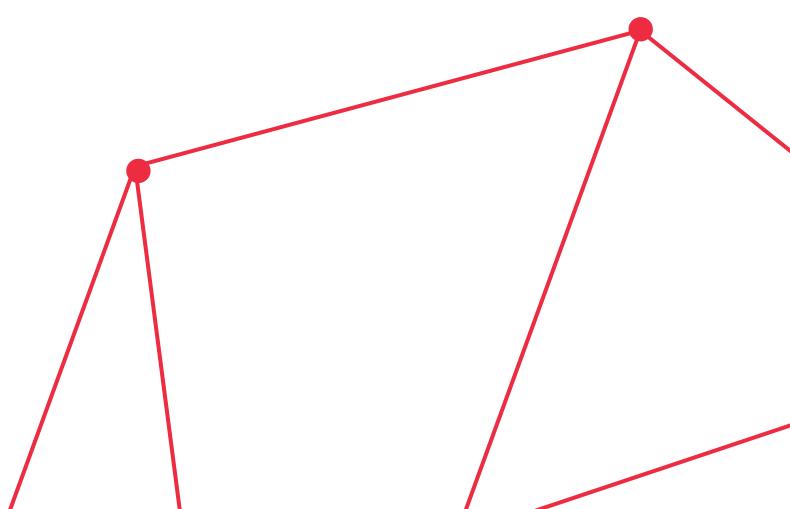
Beyond the attractiveness of individual businesses, the attractiveness of the country as a whole comes into play when it comes to attracting talent from other countries, throughout the EU, but especially also from non-EU countries. According to you, what levers does the government need to activate to create optimum conditions to make the country attractive (again) as an employer?

We did an analysis of several talent competitive countries recently. And there are three major areas that seemed to separate the top performing countries from the lower performing countries. The first area is quality of life. It's things like cost of

living, good healthcare, a welcoming and friendly population, it's factors that contribute to overall happiness. So, the quality of life that's placemaking. You have free public transport here. You're centrally located here in Europe, which makes it very attractive for people that want that European experience. So, quality of life is number one. Number two is good policy. That is making sure that procedures and bureaucracy are at a minimum for internationals. It is special programs to attract high demand workers. Several countries have various tax programs that are friendly to expats to help increase competitiveness. You have that policy aspect of things as well. That is where countries like Germany right now are struggling quite a bit. And then the third aspect is the lived experiences of the expats that are already here. There are several rankings out there that look at what current expats are experiencing. The first two factors are related to this third one. But the actual lived experience then creates word of mouth. It creates demand, it creates goodwill that just continues the positive cycle or the negative cycle, depending on what that experience is.

For the first quarter of 2024, the job vacancy rate in Luxembourg was 1.5, compared to the European average of 2.6. The situation in Belgium (4.4), Germany (3.5), the Netherlands (4.4) is worse, and this stresses the competition between countries about talent attraction. In terms of country attractiveness as an employer, what do you think are the best examples to follow?

One thing that did come through in our analysis was it does seem like the places that are very competitive are also engaging in place marketing initiatives, either at the federal level or at the local level, sometimes both. Finland is a great example. They have the "Work in Finland" initiative. However, the city of Helsinki has its talent attraction efforts also underway. In the



Netherlands, there are federal initiatives, but it's commonly the local communities such as "I Amsterdam" that have a specialized international program. They have Brainport, Eindhoven, that has been very aggressive in that regard. So at that local level, they have a lot of place branding initiatives that communicate why it's great to live here. But also here are the jobs that we have available that are fit for internationals.

The best case scenario is to have a national initiative that is integrated with the local initiative. Different emotions are attached to the different levels of location. To take advantage of both of those is really important.

Besides national and local initiatives, does it make sense to launch sector-specific campaigns?

There are initiatives like that. In Ireland, there's something called "Tech/Life Ireland", that is a public and private sector initiative to attract the tech industry and tech talents to Ireland. And so that is a perfect example. I think a public private partnership is a great way to go. You get that public sector support, but you also get the private sector input. Certainly, industry organizations that are facing this challenge of talent are a great way to get involved. If they can partner with government, that's often where the best mix is because you still need that government infrastructure. Companies are very good at selling their career opportunities, it's these place-based organizations that are really great at selling the place.

And I will say one strength that Luxembourg has is its size. Big governments tend to move very slowly. Luxembourg has size to its advantage. It can be more nimble. You can make connections across public and private sector more easily and that should be seen as a strength.

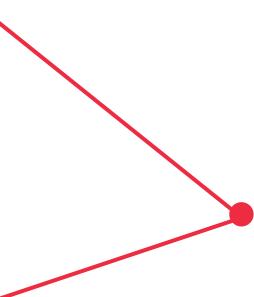
After 2023 has been the European Year of Skills, we cannot claim that the European area is harmonised and free of obstacles to the free movement of workers. For a small country like Luxembourg with an open economy and 47% of cross-border workers, harmonised agreements on teleworking, secondment, etc. are crucial. I guess you agree.

On European level, there are some initiatives. There is an organization called EURES and they have recently launched a job portal that helps promote job opportunities within the EU to help facilitate the redistribution of skill sets and workers to where the jobs are needed. There are plans to extend that to non-EU and open up opportunities outside the EU. It is an ongoing effort to move in the right direction.

Concerning cumbersome procedures and regulations, there are some countries where there are expedited visa processes for high demand skills. This is an attempt to fast track the immigration process for those areas of critical need. I believe the UK has a program around that. Finland has a program around that. I believe Portugal as well.

Given FEDIL's field of activity - I mean the industry - one of our missions is also to show that the industrial sector offers plenty of opportunities and challenges in terms of career development. Through our HelloFuture initiative, we are trying to encourage pupils and students to take up technical and scientific studies to prepare them for a future in industry. What would be your advice to be convincing?

We always say that where you can use data, facts and success stories to build credibility and to share your message, those three elements are very hard to dispute. People buy from people.





People are inspired by people. And so, where you can show the successes of others, this is very helpful. And I think it's really important to share what is the earning potential, what is the time to get retrained, trained in the first place, what is the job growth of certain positions over a period of time. If you can build out this story of what does my future hold for me. People ultimately want a higher standard of living. That doesn't always mean you have to go to university for four years and work in an office. There are plenty of other pathways for that. Unfortunately, the office jobs have sucked up all the air. They've told that story better than the industrial sector.

The technological change right now is a great opportunity. There are a lot of jobs that are hard to replace with technology alone and there is opportunity in the quick changing industrial sector. They just have to tell the story better and build out that vision for people. For some people, that can be intimidating, but it can also be very exciting. We should be encouraging people to evolve with that pace of change. Not see it as an enemy but see it as something that is exciting and enriching and fulfilling.

All the research says people are open to upskilling and retraining. My advice for industry is really think through what that story is. Build the mechanisms to connect people with the resources that they need.

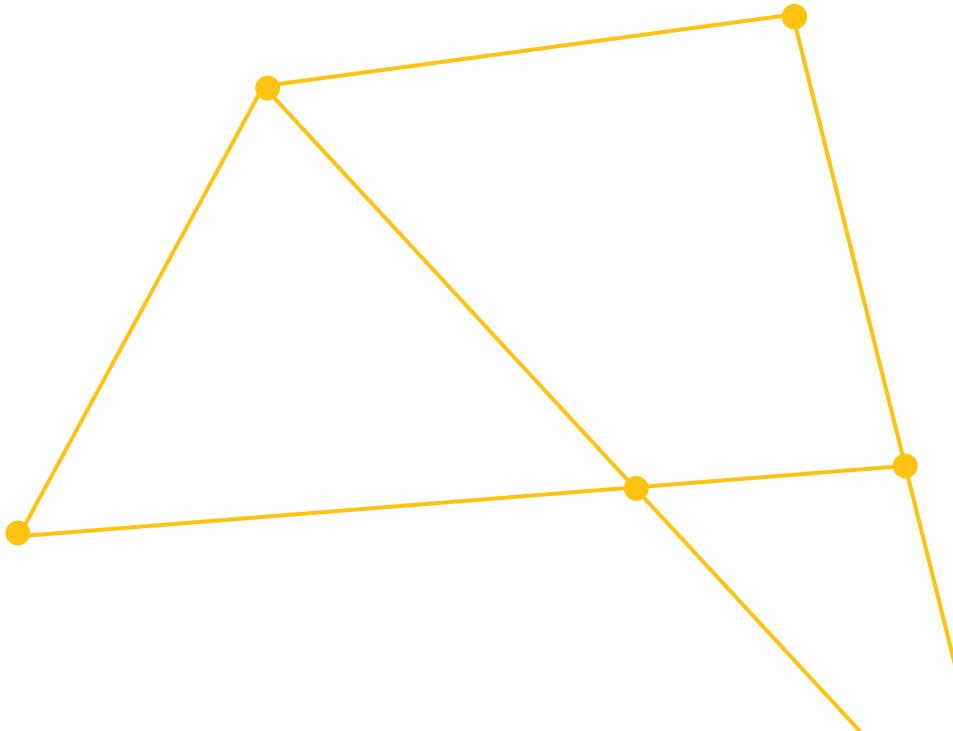
Maybe one last comment is there is no silver bullet, as they say, to solve the problem. It requires a multi-layered approach. There is not one solution. There are many solutions. Each one has its incremental benefits, but to solve massive change, you have to engage across each of those layers. And so patience, big thinking, diverse thinking is required.

Propos recueillis par :

LAURENCE KAYL

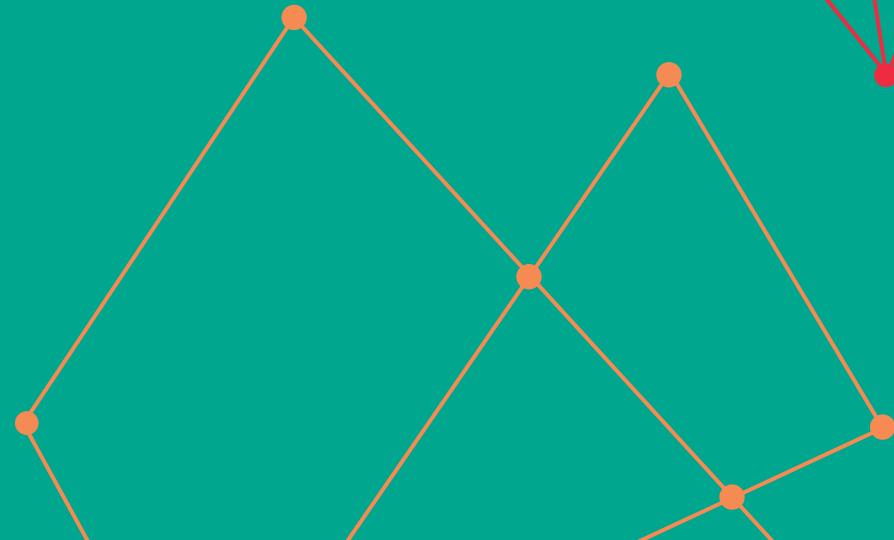
Photos :

LMIH/MARIE DE DECKER





focus



FEDIL Digital & Innovation study trip to San Francisco and Silicon Valley

In a tradition that continues to inspire, FEDIL recently hosted its 12th annual "Digital & Innovation Study Trip". This year, a high-level delegation comprising representatives from private enterprises, public institutions, academia, and research travelled to Northern California. The delegation engaged with some of the world's leading names in the fields of Internet and Artificial Intelligence to learn more about the pressing challenges and cutting-edge technological advances. On the agenda: **Google Cloud, Lyten, Nvidia, Paypal, Cloudflare, Microsoft, OpenAI**. The delegation also visited Stanford University to discuss "Safety in AI". In addition, the delegation hosted a networking reception with the local Luxembourg community.



GOOGLE CLOUD

The delegation began their Silicon Valley tour with a visit to Google Cloud Space, where they gained valuable insights into both Generative AI (GenAI) and Google Distributed Cloud (GDC).

A member of Google's engineering team, specializing in GenAI, gave an in-depth presentation on Google's approach to collaborating with key clients and partners to define their AI vision and strategy. He emphasized that AI will increasingly influence all aspects of life, particularly Generative AI, which will revolutionize human-computer interaction with significant implications for telecommunications, healthcare, and education. He illustrated this with examples such as personalized virtual doctors and tailored educational tutors.

He stressed that AI should be seen as a tool to enhance human life rather than a threat to jobs. He traced Google's AI journey back to 2015, when Sundar Pichai became CEO and pivoted the company to an AI-first approach. This strategic shift embedded AI deeply into Google's operations rather than treating it as an add-on feature. Google has solidified its position in the AI market through continuous innovation and investment, including the merger of DeepMind and Google Research, now a combined force of 3,000 AI researchers.

A landmark moment for Google AI came in 2017 with the publication of the "Attention is All You Need" paper, which laid the foundation for the transformer models that power today's AI ecosystem, including ChatGPT. Responsible AI is at the core of Google's operations. The company was the first to publish core AI principles in 2018, which guide ethical AI development and data management.

The delegation learned about Google's BeyondCorp initiative, which addresses both internal and external data security threats, emphasizing that Google's business model depends on robust data protection. Google also showcased its earthquake notification system, illustrating how rapid technological evolution and feedback-driven development can improve security.

While conversational AI is not new, there have been significant advances in language modeling, enabling better predictive capabilities. The importance of representative data to mitigate bias in AI systems was highlighted, emphasizing responsible AI practices. Google Cloud AI offers a platform for users to customize AI models rather than selling models directly. The infrastructure layer, featuring custom TPUs (Tensor Processing Units), supports this platform.

The delegation also explored Google's Distributed Cloud. Google offers different levels of sovereignty to meet customer requirements, ranging from Public Cloud to Sovereign Controls, Trusted Partner Cloud, and Google Distributed Cloud. Google Distributed Cloud, featuring an air-gapped option and a partner-operated model, is designed to support public sector and regulated industries that need to meet the strictest sovereignty regulations, including ensuring data residency, controlling operational staffing, and minimizing jurisdictional risks.

The visit also highlighted the collaboration between Proximus and LuxConnect with Google, which aims to launch a disconnected sovereign cloud in Luxembourg using Google Distributed Cloud Hosted technology through the Joint Venture Clarence, set to go live next November.

The delegation concluded their visit with a tour of the Experience Center, where they saw demonstrations of Google's AI tools in action.



LYTEN

During their second stop in Silicon Valley, the delegation visited Lyten's headquarters, where they were welcomed by two of the company's co-founders, Dan Cook and Lars Herlitz, and their team.

The visit included a tour of the plant, where the delegation received a detailed explanation of the manufacturing process for Lyten's flagship product, 3D graphene.

Founded in 2015 following the discovery of 3D graphene, Lyten specializes in supermaterial applications. Its 3D graphene can be transformed into high-value, disruptive applications, showcasing the innovative potential of this advanced material.



What is 3D graphene? (source: Lyten's website)

Lyten's 3D Graphene is a material unlike anything else on earth. Our 3D Graphene offers unique resistive, capacitive, inductive, structural, and energy absorbing properties that can be infinitely tuned to deliver profound results. We create our 3D Graphene by converting greenhouse gases into solid carbon and hydrogen gas. While the hydrogen gas will be captured for re-use as a clean fuel, the carbon is permanently sequestered in the form of a three-dimensional supermaterial. We call this solid carbon-based material Lyten 3D Graphene™. Because Lyten 3D Graphene is tunable, it can be engineered at the atomic level to bond with other elements on the periodic table. This can optimize thermal and electrical properties, or customize porosity to improve strength and stiffness, decrease weight, and much more.

Lyten has successfully developed a strong, lightweight, and highly malleable material with infinite properties compared to the graphene currently available on the market. This material can be given many forms and shapes. Unlike other graphene companies, Lyten focuses on specific practical use cases and applications rather than marketing the graphene material itself. Leveraging the extensive properties of their 3D graphene, Lyten has established partnerships with various companies in diverse sectors, including Stellantis, FedEx, Honeywell, Wallbridge, Nokia, and the European Investment Fund.

Lyten targets three primary areas of application: Electrification, Lightweighting, and Sensing. The delegation was introduced to four Lyten products, either available on the market or nearing market launch :

1. Lithium-Sulfur (Li-S) Battery: The first product using 3D graphene is the Lithium-Sulfur (Li-S) battery. This mass-market battery features high energy density and a lightweight design. The primary purpose of this battery is to electrify various transportation modes, including electric vehicles (EVs), aviation, aerospace (drones), space (satellites), and mobile devices (e-bikes, scooters).

2. Lyten 3D Graphene IoT Sensing Platform: The second product in the sensing area is the Lyten 3D Graphene IoT sensing platform. It comprises three distinct sensing technologies based on 3D graphene: multigas & vapor sensor, biological sensor, and resonant infrastructure sensor. Potential markets for these sensors include battery safety, explosives detection, supply chain and critical infrastructure monitoring, and aircraft cabin air quality.

3. Infrastructure Monitoring: The third product, also in the sensing area, serves infrastructure monitoring. Lyten can create an ink from graphene and print it on any surface. This structure can provide environmental information to measure stress constraints or vibrations and is of interest to the tire industry and other sectors requiring infrastructure monitoring.

4. Green Concrete: The fourth product in the lightweighting program is green concrete. Concrete is the second most used material on earth and contributes significantly to greenhouse gas emissions, primarily from cement. By adding 3D graphene as an additive to liquid concrete, Lyten aims to increase the final product's strength and reduce its water permeability, reducing the overall need for cement, and thus the gas emissions.

In October 2023, Lyten signed a Memorandum of Understanding (MOU) with the Luxembourg government to establish its European headquarters in Luxembourg. The company is currently exploring potential areas of collaboration and developing use cases with the country.

NVIDIA

On the second day of the Silicon Valley visit, the delegation met with representatives from NVIDIA.

NVIDIA is known not only for its chips and supercomputers but as a comprehensive AI full-stack company, ranging from embedded chips in smart cameras and robots to GPUs in data centers and the cloud. The company partners with every major cloud provider.

A key topic of discussion was the growing need for sovereign AI, driven by the massive development of Generative AI (GenAI). NVIDIA is actively working with governments to establish sovereign AI infrastructure and cloud solutions.

From a green transition perspective, NVIDIA is focused on enhancing infrastructure performance. This involves improving performance per Watt in new GPU architectures, reducing the power footprint while maintaining intelligence and data processing capabilities. Recently, CEO Jensen Huang confirmed that an upcoming iteration of NVIDIA's server family will feature liquid cooling. Additionally, NVIDIA uses digital twins of its data centers to optimize thermal and airflow management.

NVIDIA has established several programs to accelerate the global AI journey. On the research front, its engagement programs aim to raise awareness and build a community in the research space. The NVIDIA AI Technology Center focuses on creating impactful research, applying findings to NVIDIA solutions and services, sharing resources and code, and offering hands-on experience with technical demos.

Upskilling is another priority for NVIDIA, encompassing educational programs for students and workforce training at the Deep Learning Institute. Open hackathons and bootcamps are also used to upskill students and researchers.

For the industry, NVIDIA offers a virtual accelerator for startups through the NVIDIA Inception program. This free program helps startups develop faster by providing cutting-edge technology, opportunities to connect with venture capitalists, and access to the latest technical resources from NVIDIA.



The visit concluded with a tour of the EBC demo center, where the delegation witnessed NVIDIA's transformative work in healthcare and life sciences, transportation, financial services, and manufacturing. The demonstrations highlighted the practical applications and potential of NVIDIA's AI technologies across multiple industries, reinforcing the company's leadership in driving AI innovation through a comprehensive approach.

PAYPAL

At PayPal's headquarters, the delegation explored the company's evolution and its current initiatives in the financial and technology sectors. Originally founded as a payments company, PayPal expanded its financial services portfolio through a series of acquisitions. The COVID-19 pandemic in 2020 accelerated the growth of e-commerce, positioning PayPal as a full-stack platform serving merchants and consumers worldwide. The company aims to revolutionize the future of commerce and in 2023 launches PYUSD, a stable coin designed to mitigate cryptocurrency volatility. In mid-2023, Alex Chriss assumed the role of CEO.

PayPal provides proprietary payment solutions that enable customers to complete transactions seamlessly. The company operates a global, two-sided network at scale that connects merchants and consumers.

The platform helps consumers manage and move money both domestically and internationally, offering credit and installment payment services that are accessible and cost-effective. It facilitates secure payments across various devices and provides flexible payment options globally, including online payments, subscriptions, P2P transfers, remittances and installments.

For merchants, PayPal powers all aspects of digital checkout, both online and in-store. It provides access to credit solutions to foster growth, protects against fraud, and improves risk management. In addition, PayPal offers tools and insights to attract new customers and boost sales. Merchant services include receiving payments online and in-store, SME lending in seven European markets and debit card solutions.

PayPal's five strategic growth priorities are to 1) become the world's payments provider; 2) extend daily usage beyond payments by offering value-added services; 3) deliver AI-driven personalization at network scale; 4) innovate the future of commerce; and 5) integrate the One PayPal Platform.

A key focus of the discussion was data management and privacy. PayPal is striving to comply with all relevant regulations given the breadth of its activities. The company started its journey by defining the risk categories. In fact, data is associated with technology risk along with the privacy concern. The company has adopted a principles-based approach to data management, including:

1. Management: Clear roles and responsibilities for data collection, processing, storage, and sharing.
2. Notice & Transparency: Transparency about data practices.
3. Choice & Consent: Providing meaningful choices to customers and employees on data practices.
4. Security: Protecting personal data and notifying affected customers and employees in case of breaches.
5. Data Life Cycle Management: Considering end-to-end data management.
6. Data Quality: Maintaining accurate and relevant data and providing access to personal data.
7. Stewardship and Standardization: Ensuring responsible data use.

In light of the EU AI Act, PayPal has developed the Five Principles of Responsible AI: Privacy, Security, Fairness, Explainability and Transparency. These principles ensure the coordinated and ethical AI deployment and use of AI across the company.

At PayPal, AI is used through machine learning models to automate processes, covering the full spectrum of the user journey and product lifecycle. This includes improving the customer experience, detecting fraud, assessing creditworthiness, and ensuring regulatory compliance. Over the past year and a half, PayPal has invested in Generative AI for customer support, assisting in payment authorizations without human intervention.

The visit to PayPal's headquarters provided valuable insights into the company's approach to financial technology, its strategic growth priorities, and its commitment to data privacy and responsible AI. Leveraging its extensive consumer and merchant data, PayPal continues to enhance customer experience through personalized AI-driven recommendations and innovative solutions.

CLOUDFLARE

Back in San Francisco city, the delegation started their third day with a meeting at Cloudflare, hosted by one of the company's co-founders Michelle Zatlyn. She shared that the company's journey began almost 14 years ago and has since become a Silicon Valley success story, going public four and a half years ago. Today, Cloudflare has 3,700 employees.

Cloudflare operates on a subscription-based model known as SASE (Secure Access Service Edge). The company's key differentiator is its unique global network, distributed across 320 cities in 120 countries, protecting 20% of the internet. For instance, the day before the visit, Cloudflare successfully thwarted 200 billion cyberattacks. The company already serves over a hundred customers in Luxembourg, Belgium and the Netherlands, with 53 data centers across Europe. Notably, 5% of all traffic into Luxembourg is identified as attack traffic and is blocked by Cloudflare.



Recognized as the world's first integrated connectivity cloud, Cloudflare provides a unified layer for connecting users, networks, apps, and clouds globally. It ensures the protection of data, apps, infrastructure, and users everywhere while enabling innovative digital services and experiences anywhere with security, speed, programmability, and resiliency.

Cloudflare's connectivity cloud helps customers regain control, improve visibility and security, and consolidate vendors to reduce costs.

During the visit, the delegation was briefed on Cloudflare's regional services, launched six years ago. The company outlined its focus areas for 2024: providing control and visibility across the entire surface area, including employees, applications, and networks; building role-based access

controls for large organizations with many administrators; simplifying connectivity with customizable networking and a broader range of integrations and on-ramps; and leveraging data intelligence from processing trillions of requests across more than 30 million domains.

Cloudflare is also actively engaged in research through Cloudflare Research, tackling cross-functional challenges such as application privacy, internet infrastructure, applied cryptography, and network privacy.



MICROSOFT



The delegation visited the Microsoft Technology Center, strategically located in the heart of Silicon Valley, close to key clients and partners including Stanford University. The visit was the occasion to get an overview of Microsoft's innovation and strategic initiatives under the leadership of CEO Satya Nadella. He has driven a significant cultural shift within the company, embodied in the mission statement: "Empower every person and every organization on the planet to achieve more."

Microsoft has invested heavily in its cloud infrastructure and security. The company's Azure services, launched a decade ago, have expanded to 60 regions with more than 300 data centers worldwide. Microsoft boasts the largest global fiber network and 200 peering points, ensuring extensive reach and local presence. A strong emphasis is placed on the security and compliance of these data centers.

AI, particularly Generative AI, is a significant investment area for Microsoft. The collaboration with OpenAI and the development of Copilot are examples of this commitment. Introduced last year, Copilot integrates with all Microsoft platforms, enhancing user experience both at work and at home.

Microsoft is deeply committed to sustainability as well. The company's ongoing investments and initiatives reflect this dedication.

To ensure GDPR compliance, Microsoft has implemented the EU Data Boundary project, which ensures that data for European clients is stored within Europe.

Microsoft is at the forefront of integrating AI into every aspect of business operations. The company believes that AI can transform internal functions, processes, and the delivery of goods and services. To fully leverage AI, organizations must understand how it works and develop a strategic approach to becoming AI-powered.

The Copilot AI assistant integrates with all Microsoft surfaces, understanding user context across the web, PC, work, and home. Copilot for M365 combines Large Language Models (LLM) with Microsoft Graph (data, emails, chat, files) and web data, making it a powerful tool. Built on a comprehensive approach to security, compliance, privacy, identity, and responsible AI, Copilot is enterprise-ready.

The delegation was given live demonstrations of Copilot's capabilities, including commercial data protection. Interactions with Copilot are secure, with data remaining within the tenant boundary and not used to train the OpenAI foundation model.

The visit to the Microsoft Technology Center highlighted the company's extensive investments in AI, cloud infrastructure, and security, as well as its commitment to data privacy. The delegation gained valuable insights into Microsoft's innovative tools and strategic approach to transforming organizations into AI-powered entities, enhancing productivity, creativity, and overall business processes.

STANFORD UNIVERSITY

One of the highlights of this year's study trip was the session held at Stanford University. Professor Clark Barrett, Director of the Stanford Center for AI Safety (SAFE) and the Stanford Center for Automated Reasoning (CENTAUR), delivered an insightful talk entitled "When AR met AI: Using Automated Reasoning to Enable Safe AI."

Professor Barrett began by explaining the missions of the two centers he directs. The Stanford Center for AI Safety is dedicated to developing rigorous techniques for building safe and trustworthy AI systems, establishing confidence in their behavior and robustness, and thereby facilitating their successful adoption in society. The Center for Automated Reasoning focuses on accelerating state-of-the-art research in Automated Reasoning by developing new theories and algorithms, building world-class tools, and creating automated reasoning-based solutions to real-world problems.

He elaborated on the concept of Automated Reasoning (AR) and described it as automated deduction—essentially, having computers perform complex mathematical tasks. AR has proven to be highly effective, particularly in analyzing and verifying computer systems to ensure that they are safe, secure, and correct.

The intersection of AI and AR was a key theme of the talk. While Artificial Intelligence (AI) is increasingly used in various domains, it often lacks correctness guarantees, leading to potential issues such as adversarial input and hallucinations. Automated Reasoning, on the other hand, aims to provide these necessary correctness guarantees.

By highlighting several use cases where AR is applied to AI systems, Professor Barrett showed that AI is a powerful tool that requires checks and balances to ensure that it is

used safely and responsibly. And it is precisely Automated Reasoning that can provide the necessary correctness guarantees, making it a crucial component of the Responsible AI toolkit.

The session concluded with a roundtable discussion with Professor Barrett, Professor Dan Boneh, and Professor Stephen Boyd. They delved deeper into the integration of AR and AI, exploring the challenges and future directions for research and application.

Overall, the session at Stanford University provided the delegation with valuable insights into the cutting-edge advances in AI safety and automated reasoning and highlighted the importance of rigorous verification techniques in the development and deployment of AI technologies.



OPENAI

The delegation concluded their trip with a visit to OpenAI, housed in loft-style premises in the heart of the city. At the time of the visit, ChatGPT-4.0 had just been launched earlier that week.

The launch of ChatGPT on November 30, 2022, that was initially intended to be a quiet launch primarily targeting researchers, unexpectedly reached 100 million users within two months. This rapid growth and an expansion from handling 30 leads per week to 10,000 led to significant internal changes, requiring a complete overhaul of the company's stack.

OpenAI began as a research lab in 2015, with the ambitious goal of creating AGI (Artificial General Intelligence). This pursuit led to the development of LLMs (Large Language Models). On June 11, 2020, OpenAI released GPT-3 as an API (Application Programming Interface), which was mainly used in copywriting tools such as Jasper. ChatGPT, based on GPT-3,

marked a significant milestone. GPT-4, which completed training in August 2022, is considered one of the most complex pieces of software ever produced, outperforming its predecessor in many ways. GPT-4 has a significant impact on the legal field as it can read and write contracts and interact with data using the Python programming language.

Besides GPT-4, OpenAI has developed other models like DALL-E (text-to-image generation), Whisper (speech recognition model), and an orchestration layer that allows calling APIs to execute tasks.

ChatGPT Enterprise, launched in late 2023, is mostly used in data science, HR, and finance industries. Through advanced data analytics, it can transform data using Python behind the scenes, analyze and visualize data, perform advanced mathematics, carve territories in minutes vs months, understand representatives' performance.

OpenAI envisions a multi-modal future. The latest innovations include a new model for speech-to-speech interaction without transcription and using voice to engage in back-and-forth conversations with a GPT-4-powered assistant. Vision capabilities are also being enhanced, allowing the assistant to act as a math tutor for students. The delegation was shown how advanced text and image capabilities can be used to rapidly prototype and test ideas for 3D object rendering. On the video side, the latest model, Sora, creates realistic and imaginative scenes from text instructions.



The key OpenAI collaboration areas are the following:

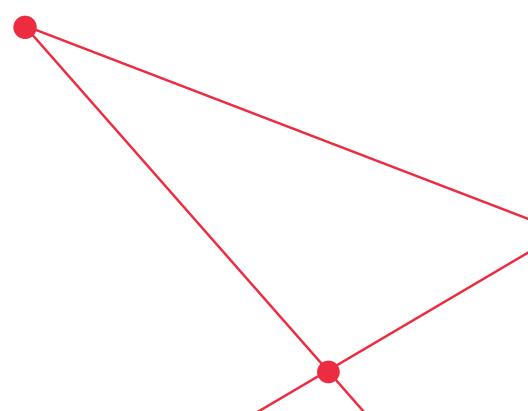
1. Build an AI-enabled workforce: Organizations are starting with this because it offers significant productivity gains by enabling the employees to perform tasks more effectively. This reduces task time and frees employees for other value-added tasks. It involves putting an AI policy in place, training employees, and giving access to company information and guidelines. ChatGPT Enterprise can process and create new products based on this context.

2. AI-automated operations: The model can start acting independently with knowledge of company policies and processes. An AI assistant handles low-level tasks, while an AI agent can escalate more complex issues to a human. This is highly effective in customer service, such as the global payment solution provider Klarna, which handles a large volume of tickets with the option to escalate advanced tasks to human agents.

3. Infusing AI into products: Customize models for specific domains, such as Harvey, which is trained on a corpus of legal information to provide relevant outputs for lawyers based on case law.

For OpenAI, there are five principles for successful AI strategies:

1. Equip the team with AI: Ensure that the access to AI tools is extended to every department within an organization. Empowering the people closest to the business with these tools often leads to best and most innovative ideas. Research and surveys conducted by OpenAI have shown that providing access to AI tools like ChatGPT saves time and increases work efficiency. Employees report feeling more creative, innovative, and supported. A prime example of this principle in action is OpenAI's partnership with the pharmaceutical and biotechnology company Moderna. OpenAI has containerized the data, so that it could not interact with any training pipelines. This approach addresses concerns about the intellectual property (IP) created by using the model and ensures that proprietary data remains secure.



2. Enablement: Ensure that every employee can seamlessly integrate AI into their work and become an educated user of the technology. OpenAI facilitates this through a customized onboarding process, that guide users from initial preparation to full deployment. This process includes the use of metrics to evaluate engagement and measure the impact of AI integration, ensuring that the technology is effectively adopted and used across the organization.

3. Operationalize: "Operationalize" involves integrating and applying AI technologies into the core business processes and daily operations across various business units. This ensures that AI becomes an integral part of the organization's workflow and enhances efficiency and productivity on a daily basis.

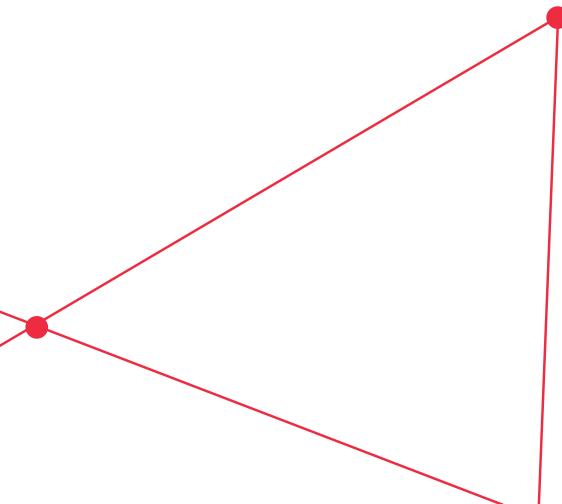
4. Innovate: The fourth principle is "Innovate with AI," which involves creating unique AI solutions tailored to leverage specific strengths. Innovation occurs when an organization customizes AI models to its specific business needs. Examples of this include global payment solution provider Klarna and legal AI platform Harvey.

5. Partner: Leverage OpenAI's expertise to enhance capabilities.

The session concluded with the question of how OpenAI engages with higher education and government institutions. In the education environment, identifying user personas (staff, faculty, students) and core use cases (teaching and learning, campus operations, research) is key to adapting GenAI tools to the context.

In summary, the delegation left with a clear understanding of OpenAI's innovations, strategic approach, and potential for collaboration in building AI-enabled workforces, automating operations, and integrating AI into products. They also recognized how OpenAI's advances can transform various industries and drive future growth.

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Actualités de la FEDIL

ORGANISATION INTERNATIONALE DU TRAVAIL (OIT) : LA FEDIL À LA 112^E SESSION DE LA CONFÉRENCE INTERNATIONALE DU TRAVAIL (CIT)

Du 3 au 14 juin 2024

À l'occasion de la 112^e session de la CIT qui s'est tenue à Genève du 3 juin au 14 juin 2024, des représentants des gouvernements, des salariés et des employeurs de 187 États membres de l'OIT se sont réunis pour débattre et échanger sur des questions liées au monde du travail. En tant que représentante des employeurs, la FEDIL a fait partie de la délégation luxembourgeoise.

Une première discussion a eu lieu au sein de la commission normative sur la protection contre les risques biologiques en vue d'élaborer de nouvelles normes internationales, notamment sous forme d'une convention et d'une recommandation sur les risques biologiques sur le lieu du travail. Des résultats significatifs ont été obtenus, dont notamment la prise en compte de la santé physique et mentale et du bien-être général des travailleurs en ce qui concerne les risques biologiques, des dispositions liées à l'environnement, en particulier la nécessité de prendre en compte l'impact des risques climatiques et environnementaux sur la sécurité et la santé au travail, des mesures visant à protéger les revenus des travailleurs en cas d'isolement ainsi que des ressources adéquates pour les inspecteurs du travail.

Au sein de la commission chargée de la discussion récurrente sur les principes et droits fondamentaux au travail, les États membres de l'OIT ont adopté des conclusions dans lesquelles ils répètent que le respect des droits de l'homme, l'État de droit et les libertés démocratiques sont des conditions essentielles pour que les principes et les droits fondamentaux soient pleinement mis en œuvre sur le lieu du travail. Cela implique bien évidemment aussi un engagement clair en faveur du dialogue social tripartite, la reconnaissance de la négociation collective et de la liberté syndicale ainsi que le respect des droits fondamentaux dans le cadre de la transition verte, digitale et démographique.

Enfin, au sein de la commission chargée de la discussion générale sur le travail décent et l'économie du soin les participants ont souligné les lacunes qui persistent dans ce domaine, notamment en ce qui concerne le financement et la mise en œuvre de mesures garantissant l'accès aux soins de qualité. L'amélioration de l'économie de soin ne peut se faire qu'à travers des politiques pertinentes, notamment en matière d'emploi, de protection sociale, de formations, de compétences, d'apprentissage et par le biais d'une augmentation des investissements publics.

Outre les travaux des différentes commissions, le forum inaugural de la coalition mondiale pour la justice sociale et l'élection du nouveau conseil d'administration de l'OIT étaient également à l'ordre du jour de la 112^e CIT.

RETOUR SUR LA CONFÉRENCE : « LE DATA ACT EN PRATIQUE »

12 juin 2024

La FEDIL et la Chambre de Commerce ont organisé la conférence intitulée : « Le Data Act en pratique : partage de données, changement de fournisseur cloud, interopérabilité : comment mettre en œuvre ? », modérée par Céline Tarraube et Mona-Lisa Derian.

Lors de son discours d'introduction, Gérard Hoffmann a exposé le contexte ainsi que les enjeux liés à une production des données croissante par les objets connectés et les opportunités que ce texte offre pour favoriser une économie de la donnée européenne florissante au bénéfice de nos entreprises.

Szymon Lewandowski de la Commission européenne a tout d'abord dressé un panorama général du texte lors de son intervention et présenté les grands principes et les objectifs du Data Act dans le contexte de la stratégie européenne des données.



Ensuite, pour introduire la 1^{re} partie sur le partage des données « Business to Business » & « Business to Consumer », Astrid Wagner et Catherine Di Lorenzo ont présenté les obligations et droits des consommateurs et des entreprises dans le cadre du Data Act qui permettront de faciliter le partage des données.

La 1^{re} table ronde a été l'occasion de mettre en perspective les défis des entreprises quant à l'implémentation du texte afin d'en tirer le plein potentiel.

Mickaël Tome a ouvert la 2^e partie sur le partage des données « Business to Government » en évoquant ses implications pour les entreprises.

Lors de la 2^e table ronde, les entreprises ont eu l'opportunité de partager leur manière d'appréhender ce type de demande de partage de données.

Enfin, la 3^e partie a abordé le changement de fournisseur cloud et l'interopérabilité avec une présentation de Nicolas Hamblenne sur les défis juridiques et pratiques que cela soulève.

La conférence s'est clôturée par une table ronde au cours de laquelle des fournisseurs cloud ont évoqué les considérations techniques et opérationnelles pour mettre en œuvre le changement de fournisseurs cloud pour faciliter la circulation des données.

La FEDIL et la Chambre de Commerce remercient une nouvelle fois chaleureusement la Commission européenne d'avoir apporté les clarifications nécessaires tout au long de cette conférence afin donner les clés de compréhension du Data Act pour en saisir les opportunités en termes d'innovation et de création de nouveaux produits et services basés sur les données.

Nous remercions également tous les intervenants et panélistes pour leur contribution active au débat.

La FEDIL et la Chambre de Commerce vont continuer leurs efforts conjoints pour adresser les questions liées à l'implémentation pour les entreprises et prévoient d'organiser de prochaines sessions thématiques.

Nos intervenants :

- Nicolas Hamblenne, Counsel, Information Technologies & IP, PwC Legal
- Szymon Lewandowski, Legal and Policy Officer in the Data Policy and Innovation Unit of DG CONNECT, European Commission
- Catherine di Lorenzo, Partner, Head of IP, data & Tech, A&O Shearman Luxembourg
- Mickaël Tome, Attorney-at-law, Togouna & Tome Avocats
- Astrid Wagner, Partner, IP, Communication & Technology, Arendt & Medernach

Nos panélistes :

- Laura Balke, Policy Officer in the Unit E2 Cloud and Software of DG CONNECT, European Commission
- David Benhamou, Legal Adviser, POST Luxembourg
- Arnaud David, Director European Affairs, Amazon Web Services (AWS)
- Robert Graglia, Head of Grid Support and Data Services, Creos Luxembourg
- Gregory Gruber, Deputy Director, Outsourcing & Cloud Services, Proximus Luxembourg

- Philipp Jäggi, Chief Technology Officer / Cloud Evangelist, EBRC
- Antoine Kubiak, Government Affairs Manager, Microsoft European Government Affairs
- Marc Lemmer, Commissaire, CNPD
- Corinne Lozé, CEO, Orange Luxembourg
- Grégory Nain, Co-founder, Head of Operations, Data things
- Gerry Wagner, Director of International Institutional Relations, Arval BNP Paribas Group

CERCLE DES CHEFS DU PERSONNEL

4 juillet 2024

Nous avons eu le plaisir d'inviter les responsables des ressources humaines de nos membres à une nouvelle session d'information le 4 juillet 2024 au cours de laquelle plusieurs sujets relatifs à la gestion des ressources humaines ont été abordés, dont notamment :

- **Nouveautés législatives**
 - ◊ Annonce de changements législatifs futurs en droit du travail
- **Interventions de représentants externes**
 - ◊ Présentation des plans de mobilité pour les entreprises (Ministère de la Mobilité et des Travaux publics)
 - ◊ Présentation du nouveau tableau de bord interactif « JobInsights » (Agence pour le développement de l'emploi (ADEM))
 - ◊ Résolution amiable des problèmes rencontrés par les entreprises dans la mise en œuvre du droit de l'Union européenne, cas du détachement de salariés (Solvit Luxembourg)
 - ◊ Traitement fiscal des véhicules de fonction (Deloitte et BDO)
 - ◊ Imposition des heures supplémentaires prestées par les salariés frontaliers allemands (Union des entreprises luxembourgeoises (UEL))

L'évènement s'est poursuivi avec une session « questions/reponses » portant essentiellement sur le traitement fiscal des véhicules de fonction. Le Cercle des chefs du personnel s'est clôturé avec un verre d'amitié où les participants ont eu l'occasion d'échanger et de continuer les débats. La FEDIL tient à remercier encore une fois les représentants externes ayant participé à cette édition.

Les présentations sont disponibles sur le site de l'évènement sur fedil.lu/events.



Bienvenue à nos nouveaux membres

BUREAUX DE CONSEIL

- Derisk Advisory S.à r.l. | www.derisk.lu
- DLA Piper Luxembourg S.à r.l. | www.dlapiper.com/en

CONSEIL EN INGÉNIERIE

- Phoenix Technologies S.A. | www.phoenix-technologies.eu

CONSTRUCTION DE MACHINES ET ÉQUIPEMENTS

- SAB S.à r.l. | www.sab.lu

CONSTRUCTION ET PARACHÈVEMENT

- Gemolux S.à r.l. | www.gemo-management.com/notre-partenaire
- Wako S.A. | www.wako.lu

GESTION DE PARTICIPATIONS

- Recyfina S.A.

INDUSTRIE AGRO-ALIMENTAIRE

- Nium S.A. | www.nium.io

NÉGOCE INTERNATIONAL

- Ai Mediq S.A. | www.aimediq.com

PRODUITS PHARMACEUTIQUES

- ClimateCamp S.à r.l. | www.climatecamp.io
- Prophac, Zirnheld & Cie S.à r.l., Produits Pharmaceutiques et Chimiques | www.prophac.lu

SÉCURITÉ ET SANTÉ AU TRAVAIL

- Ofsip S.à r.l. | www.ofsip.lu

SERVICES DIVERS AUX ENTREPRISES

- Doctena S.A. | www.doctena.com
- Vizionedge S.à r.l.-S | www.linkedin.com/in/brian-blessou/
- Voltcore S.à r.l. | www.voltcore.tech

TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION

- Actimage S.A. | www.actimage.com
- Arspectra S.à r.l. | www.arspectra.com
- Business Intelligence.lu S.à r.l.-S | www.businessintelligence.lu
- GomSpace Luxembourg S.à r.l. | www.gomspace.com
- Helical S.à r.l. | www.helical-ai.com
- InduStream S.A.

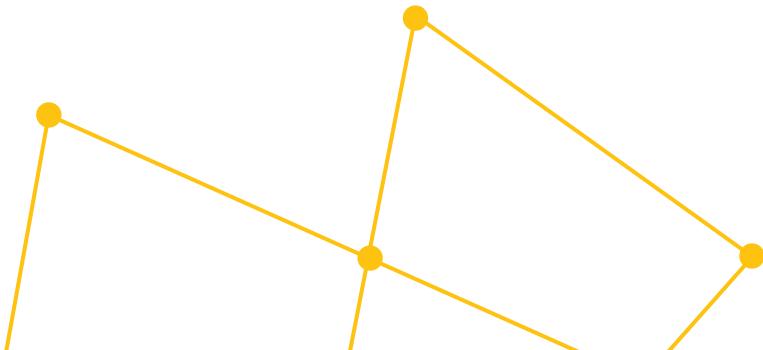
TECHNOLOGIES VERTES

- Clean Something For Nothing S.à r.l.-S | www.helical-ai.com
- Warmgine Tech S.à r.l.

TRAVAIL INTÉRIMAIRE

- Abalone TT Wiltz S.à r.l. | www.abalone-emploi.com

Consultez l'annuaire des membres :



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BOLD INNOVATION

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Your digital maturity on a scale of 0 to 100

How well do you think your company is leveraging digital tools and data to drive efficiency, innovation and customer satisfaction? Since 2023, the **Luxembourg Digital Innovation Hub (L-DIH)** proposes an initial digital maturity assessment to help manufacturing companies measure the digital maturity levels of their enterprises.

This baseline assessment is a first step in the digital transformation path, allowing manufacturers to analyse the existing condition of their organisation's digital capabilities. This allows them to assess how they compare to more than 4,000 other Luxembourg and European players, and it also helps to identify the strengths, weaknesses, opportunities, and gaps in their operations, laying the groundwork for informed decision-making and targeted interventions in the future.

"Essentially, the assessment consists of a series of questions based on a methodology developed by the European Commission. We chose this technique because it is sector-independent and provides a framework for standardising and comparing outcomes across sectors," explains Joachim Clemens-Stolbrink, Luxembourg Digital Innovation Hub Manager at LuxInnovation.

THE DIGITAL MATURITY ASSESSMENT PROCESS

Within the L-DIH consortium, which consists of five members, the University of Luxembourg is responsible for delivering this assessment with the support of LuxInnovation. "To kickstart the digital maturity assessment, companies can contact the L-DIH consortium. The process typically begins with a visit by the L-DIH team to get a first impression of the production facilities. Following this, the team conducts the assessment, usually lasting around two hours," indicates Mr Clemens-Stolbrink. "We also recommend that several colleagues representing the core functions of organisation are included as the companies deem appropriate".

The digital maturity assessment covers six dimensions of an organization such as digital business strategy, digital readiness, the human aspect, data, automation and intelligence as well as green digitalisation.

After the evaluation, the organisation receives a thorough benchmark report detailing the main results, with a score for each dimension ranging from 0 to 100%. "It is a great exercise to immediately discover low-hanging fruits that manufacturers can immediately improve as well as those that require some more time," points out Dr Sri Kolla, Research Project Officer at the University of Luxembourg.

"The related discussions when performing the Digital Maturity Assessment typically open the corridor for additional digital support services available through the L-DIH consortium" Mr Clemens-Stolbrink highlights. Those services range from deeper OT, cybersecurity, skills & training assessments, up to technology testing and workshops supporting companies in their development of a sustainable digital roadmap.

WHY DIGITALISATION MATTERS FOR MANUFACTURERS

For Dr Kolla, the answer is clear: "Relevance. Digitalisation ensures that you're relevant for today." He explains this in terms of convenience, operations, sustainability and energy efficiency. "You could track your energy data, sustainability indicators, workplace safety and security, and improve your productivity and efficiency. These are the things that make you relevant for today, and why companies should opt for digitalisation".

There are two primary drivers for companies adopting new digital technologies: industry push and market pull. Industry push occurs when a company recognises a clear need for technological advancement within its operations, such as upgrading outdated software or monitoring machine health. Market pull, on the other hand, is driven by the fear of being left behind if competitors adopt new technologies first. "This is where the L-DIH digital maturity evaluation comes into play. It helps to streamline ideas and identify key actions that will provide value to you and set your roadmap."

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A hydrogen valley to drive the use of green hydrogen in Luxembourg

Luxembourg has launched Luxembourg Hydrogen Valley (LuxHyVal), a project that targets the potential production of green hydrogen in Bascharage, south Luxembourg, in 2026. LuxHyVal is a collaborative effort of 17 partners from seven countries, with the University of Luxembourg as the main coordinator through Prof. Bradley Ladewig.

The hydrogen ecosystem of LuxHyVal is expected to make an important contribution to decarbonise the industrial hydrogen consumption of the country, using 100% renewable electricity to produce green hydrogen in Luxembourg.

Enovos and LuxEnergie, both subsidiaries of Encevo Group, intend to ensure the production of up to 1,750 kg of green hydrogen per day for use in industry and mobility by 2026, under implication of the engineering company Paul Wurth, headquartered in Luxembourg. The 6 MW electrolyser facility at the heart of the project is expected to be built in the industrial park of Bascharage.

The project will also have a direct positive impact for the economy through job creations, as well as for public mobility, as the bus companies Sales-Lentz and TICE will upgrade part of their fleet to fuel cell hydrogen (FCH) buses. Moreover, the green hydrogen produced in the electrolyser would enable industrial partner Ceratizit to replace its use of natural gas-derived hydrogen.

LuxHyVal is designed to be a sustainable and open ecosystem. With an overall budget of 39 million euros, LuxHyVal is expected to be funded through 8 million euros from the Clean Hydrogen Joint Undertaking, a European Union public-private partnership supporting research and innovation in hydrogen technologies, as well as contributions from the corporate partners, while pursuing further public and private funding opportunities. A final investment decision regarding the main capital investment for the project is expected at the beginning of 2025.

In a second stage, the expertise acquired by designing, building, and operating the first green hydrogen ecosystem in the Greater Region, should serve as a direct model for replicating valleys in Central (Czech Republic) and Eastern Europe (Ukraine), furthering EU's 'Fit for 55' emission targets (reducing the EU emissions by at least 55% by 2030) and helping Ukraine's reconstruction.

"We will need hydrogen to meet the EU emission targets, and with LuxHyVal, we are trying to make concrete advances towards a sustainable and cleaner future", says Prof. Bradley Ladewig, holder of the Paul Wurth Chair in Energy Process Engineering and coordinator of the project. "Building large industrial infrastructure takes time and effort: we need to start now."

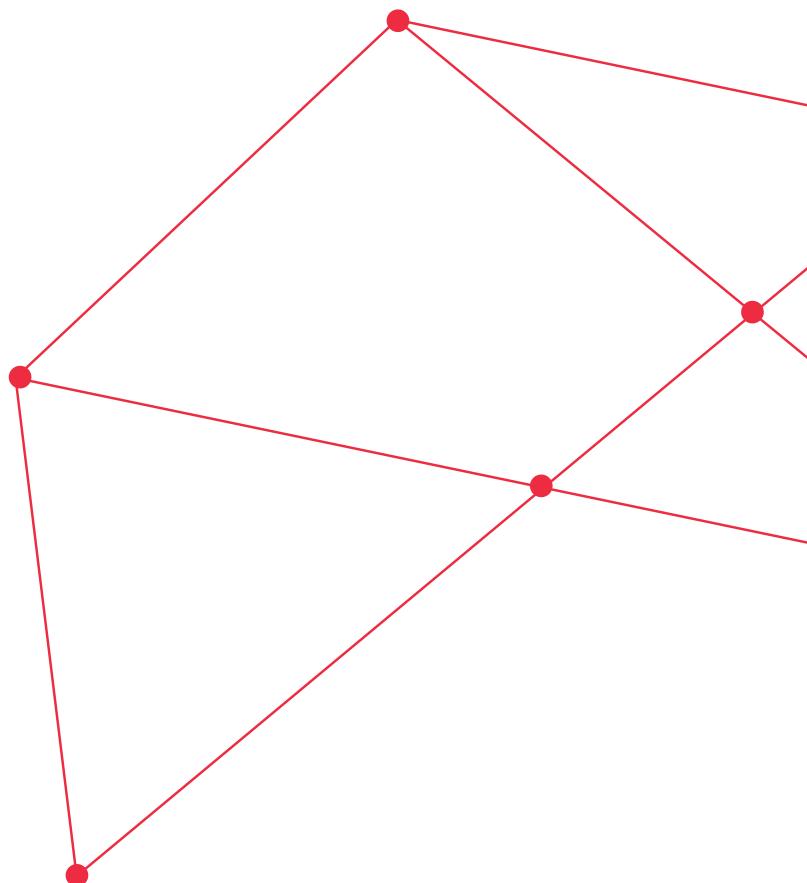
"This collaborative enterprise fits perfectly the University's mission to contribute to societal and sustainable development", adds Prof. Jens Kreisel, rector of the University of Luxembourg. "Luxembourg Hydrogen Valley reflects international collaboration, partnerships in research and industry and a clear outlook on impact for society, which are all features this University values. We are proud to coordinate this joint effort through Professor Ladewig's expertise."



Stéphanie Obertin, Minister for Digitalisation and Minister for Research and Higher Education comments: "I welcome this initiative because it is in line with the national research and innovation strategy. Indeed, this collaborative project involving the University of Luxembourg and the Luxembourg Institute of Science and Technology (LIST), to produce green hydrogen locally fits in perfectly with two of the country's four priority interdisciplinary research areas, industrial and service transformation, as well as sustainable and responsible development."

"The use of climate friendly and competitively priced hydrogen will be essential to decarbonise parts of our economy. It is one of my priorities to connect Luxembourg to a European hydrogen grid, in order to guarantee the access to competitive climate friendly hydrogen", adds Lex Delles, Minister of the Economy, SMEs, Energy and Tourism. "I congratulate the whole consortium for the successful launch of the LuxHyVal project."

Press release by
**UNIVERSITY OF LUXEMBOURG /
LUXEMBOURG HYDROGEN VALLEY**



Hungary's Presidency of the Council of the European Union

A (PERHAPS NEEDED) INTRODUCTION

And here we are again, with our bi-annual Opinion about the change of Presidency to the Council of the European Union. From July 1, 2024, to December 31, 2024, Hungary will hold the rotating Presidency, marking their second time since joining the EU in 2004.

As we know, the Council's Presidency involves critical responsibilities. Hungary will organise and chair meetings at every level within the Council, ensure legislative processes run smoothly, and represent the Council in its relations with other EU institutions, such as the Commission and the Parliament.

Legitimately, questions may arise regarding the political implications of this Presidency. Given Hungary's recent actions - such as its resistance to certain sanctions against Russia, hesitance in providing military aid to Ukraine, and controversial domestic policies - there may be understandable concerns about how Hungary will navigate its role. The choice of the slogan "Make Europe Great Again," echoing former U.S. President Donald Trump, adds to the speculation about Hungary's intentions and approach.

Despite these concerns, reports from Brussels indicate a concerted effort by Hungarian officials to ensure a smooth and effective Presidency and demonstrate its commitment to the EU. As a business organisation, we choose to trust these efforts and focus on the substance of Hungary's planned contributions and initiatives during its term.

HUNGARY'S POLITICAL PRIORITIES

According to the Presidency's programme, strengthening family policies to tackle demographic challenges will be emphasized, with a focus on family support over migration. EU enlargement is also a focus, with efforts aimed in particular at integrating the Western Balkans into the Union. The Presidency has also committed to driving economic cohesion

and competitiveness through innovation and green growth initiatives. Plans also include enhancing border protection while ensuring humanitarian responsibilities are upheld, striking a balance between security and compassion. In support of farmers and rural communities, the Presidency's agenda includes a focus on sustainable agriculture, alongside improvements in social security and healthcare systems across the EU. Lastly, the Presidency will advocate for renewable energy and energy efficiency, promoting stable and sustainable energy supplies.

FOCUSING ON THE COMPETITIVENESS AGENDA

Of course, what excites us the most is the renewed attention to our competitiveness. It cannot longer be hidden that our companies have been trailing behind their global competitors. Improving productivity and, consequently, the competitiveness of the EU, is long overdue. Addressing the impacts of recent economic challenges - high inflation, soaring energy prices, fragmented international supply chains, and lower productivity - is crucial to set the EU economy back on an upward trajectory.

The Hungarian Presidency is determined to prioritise competitiveness across all EU policies with a comprehensive approach. Key initiatives include developing a technology-neutral industrial strategy, enhancing productivity, fostering an open economy, boosting international economic cooperation and a flexible labour market.

A central priority of Hungary's term is the adoption of a New European Competitiveness Deal, aimed at restoring economic development and promoting sustainable growth. This Deal will focus on deepening the internal market, supporting SMEs, and advancing the green and digital transition.

Hungary will also follow up on the conclusions of Enrico Letta's report on the future of the internal market and actively engage with Mario Draghi's upcoming report on EU competitiveness.

Moreover, the Presidency will advocate for a new industrial strategy with broad industry involvement, targeting EU-level interventions to enhance business competitiveness.

WHAT WE NEED

This sounds great. And what do we need? Let's dive in.

First and foremost, our cherished Single Market. We never tire of repeating that it is the foundation for European industry to compete globally. To maintain this advantage, we need a comprehensive Single Market strategy that removes barriers impeding growth.

We call on the Presidency and Member States to unite for smarter regulation. This involves eliminating obstacles to the free movement of goods, services, capital, and data, while streamlining cross-border procedures. Tackling challenges in the EU standardization system with the private sector's help is essential. We also ask for consistent enforcement of Single Market rules to prevent uneven application. And, of course, let's finally reduce reporting requirements for companies by 25%, with clear timelines and regular updates.

Next, let's turn to our industries. The goal is to boost competitiveness and decarbonize Europe without sacrificing our industrial base. Pairing the Green Deal with an ambitious industrial strategy will allow companies to invest in necessary transformations, attract foreign investments, and tap into public and private resources for the twin transition.

The energy cost gap between the EU and global competitors is a significant hurdle. We need favourable conditions for investment in low-carbon and renewable energy, hydrogen, and electricity, supported by the necessary infrastructure. Ensuring the effectiveness of the CBAM and maintaining free allocations under the ETS system, alongside an efficient export compensation system, is part of this approach. Moreover, simplifying and speeding up industrial permitting processes, along with fostering an innovation-friendly

regulatory environment, will support the development of key technologies for decarbonization and ensure a steady supply of critical raw materials.

Finally, Europe cannot afford to turn inward when it comes to external relations and commercial partnerships. Strategic autonomy requires openness. We expect EU leaders to implement existing trade agreements, finalize deals with Mercosur and Mexico, and advance ongoing negotiations. Balancing economic security measures to address risks without harming competitiveness is essential. Strengthening cooperation between public and private sectors for intelligence sharing and ensuring the defence industry has access to finance will help ramp up production and meet European defence needs.

CONCLUSION

In conclusion, Hungary's Presidency is poised to be a significant period marked by both challenges and opportunities. Its success will hinge on Hungary's ability to foster collaboration at both EU and national levels and implement strategic priorities effectively. On our end, we are, as always, ready to collaborate and contribute as much as we can for the success of our companies. Allow us to close this opinion with a joke: let's MECAT! (Make Europe Competitive Again Together), pun intended.

FRANCESCO FIASCHI

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A portrait of a middle-aged woman with short, dark grey hair and glasses, smiling warmly at the camera. She is wearing a vibrant, patterned jacket with a mix of blue, green, yellow, and white. Her hands are resting on a dark wooden table in front of her. In the background, there's a plain, light-colored wall and a blurred green plant.

**Carte
blanche**

Recherche - Innovation - Industrie

Au cœur de l'Europe, le Luxembourg, bien que petit par sa taille, a un impact remarquable en matière d'innovation grâce à une économie ouverte et dynamique qui profite pleinement de la structure organisationnelle de l'État, notamment dans sa capacité de prendre de façon rapide et pertinente les décisions de politique générale qui sont nécessaires au regard du contexte international.

Le modèle de la triple hélice, qui implique une collaboration entre les institutions de recherche publiques, l'industrie et le secteur des services ainsi que le gouvernement, n'est certes pas nouveau, mais il a conduit à des réussites notables à l'international, que le Luxembourg pourrait utilement approfondir, en calibrant mieux les différents secteurs tout en assurant son adaptation à son contexte sociétal et organisationnel unique.

L'Université du Luxembourg, seule institution universitaire du pays, est un pivot central au sein d'un écosystème dynamique comprenant également les centres de recherche publics (LIST, LISER et LIH) et le Fonds National de la Recherche (FNR). Ensemble, ces institutions constituent une base solide pour la recherche et l'innovation, et il existe un potentiel pour une synergie encore plus grande.

En intégrant ces acteurs dans un cadre collaboratif élargi, le Luxembourg peut accélérer le développement de solutions innovantes dans des secteurs clés tels que, par exemple, la création et/ou la facilitation de hubs d'interface informatique/services, les secteurs relatifs aux sciences de la vie (médecine, pharmacologie, ingénierie médicale), la finance digitale, la logistique intelligente, les technologies environnementales et énergétiques, etc.

Le Luxembourg doit s'assurer d'avoir suffisamment de professionnels qualifiés dans des domaines tels que la technologie, la recherche et le développement, la gestion des interfaces multidisciplinaires et multisectorielles.

La collaboration entre l'Université du Luxembourg, l'industrie et les chambres professionnelles pour former et retenir ces talents est essentielle. L'élaboration de programmes de formation ciblés et l'intégration de stages pratiques sont cruciales pour attirer et former les professionnels nécessaires à l'essor économique du pays.

La mise en place d'une collaboration efficace entre la recherche publique, l'industrie et le gouvernement nécessite une coordination et une volonté de travailler ensemble. Surmonter les silos organisationnels et les intérêts divergents est un défi majeur. Il est crucial de créer des plateformes de dialogue et des projets conjoints pour faciliter cette coopération et aligner les objectifs stratégiques de chaque secteur.

Bien que le Luxembourg ait augmenté son investissement dans la recherche et le développement, il doit continuer à trouver des moyens de financer des projets innovants sans compromettre la stabilité budgétaire. Le développement de partenariats public-privé ainsi que des incitations pour les investissements privés dans la R&D peuvent jouer un rôle pivot dans ce processus.

Pour stimuler cette dynamique, le gouvernement luxembourgeois peut jouer un rôle déterminant en mettant en place des politiques incitatives. Des cadres réglementaires adaptatifs, associés à des incitations fiscales et à des subventions pour la recherche collaborative, réduiront les risques liés à l'innovation et encourageront les entreprises à investir dans la R&D. Ces mesures doivent être conçues pour faciliter l'expérimentation et l'adoption rapide de nouvelles technologies.

Une attention particulière doit également être accordée à la formation et au développement des compétences. L'Université du Luxembourg devrait continuer à collaborer étroitement avec l'industrie pour s'assurer que les programmes éducatifs sont bien alignés avec les besoins du marché. Des initiatives de formation continue permettront aux professionnels en activité de se tenir au courant des dernières technologies et méthodes. On pourrait imaginer un programme associant jeunes scientifiques et jeunes entrepreneurs.

Grâce à son environnement multiculturel et sa localisation stratégique, le Luxembourg est idéalement positionné pour établir et bénéficier de partenariats internationaux. Ces derniers ne sont pas seulement des canaux pour l'échange de connaissances, mais aussi des moyens d'attirer des investissements étrangers et d'ouvrir des marchés internationaux aux innovations développées localement.



En renforçant les collaborations entre la recherche publique, l'industrie, et le gouvernement, le Luxembourg peut non seulement répondre aux défis contemporains, mais également tracer la voie vers de futures réussites. Cette approche, loin d'être simplement une adoption de pratiques étrangères, est une adaptation réfléchie à la réalité luxembourgeoise, exploitant pleinement le potentiel unique du pays pour s'adapter, innover et prospérer, comme il l'a déjà fait à maintes reprises par le passé.

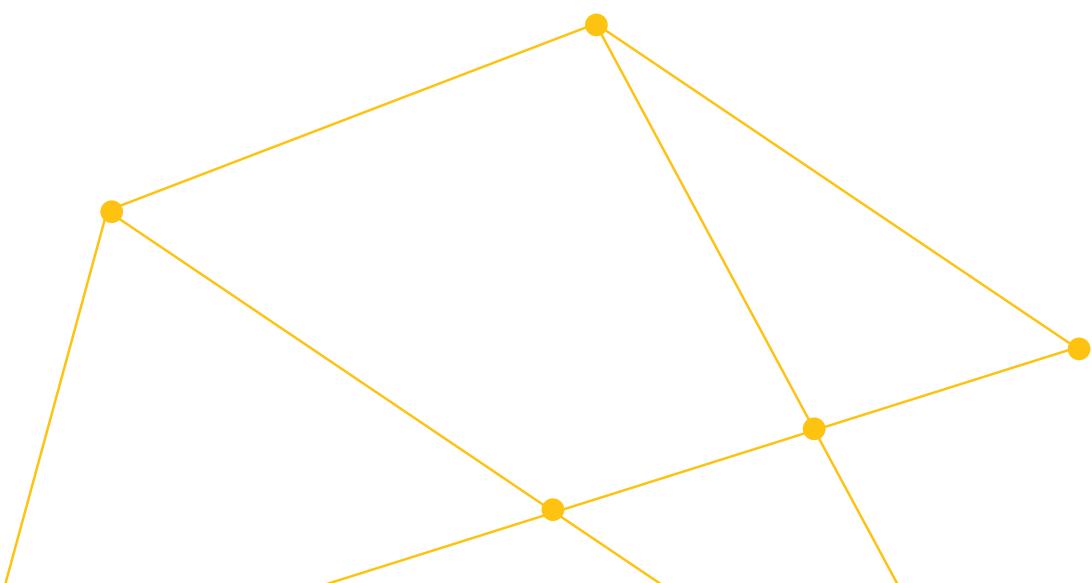
Article :

MARTINE REICHERTS

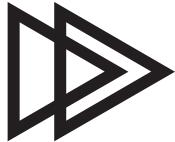
Présidente du Fonds National de la Recherche

Photo :

ANN SOPHIE LINDSTRÖM



HelloFuture - Recondution de l'initiative



HELLOFUTURE.LU
your job in industry

La FEDIL, ensemble avec ses partenaires, le gouvernement luxembourgeois et la Chambre de Commerce, relancera à la rentrée 2024 l'initiative HelloFuture, destinée à approcher les jeunes de l'industrie et de ses métiers.

Pour ceux qui auront connu les *Roadshows HelloFuture* qui ont fait la tournée des lycées dès 2017, sachez que nous avons adapté le format pour préconiser une approche plus ciblée.

Dorénavant, nous proposons aux lycées une action de sensibilisation aux métiers techniques et scientifiques, dont l'industrie a grandement besoin, à travers des présentations faites prioritairement aux classes de 4^e et 3^e de l'enseignement classique et général. Ces présentations comporteront une partie générale sur l'importance de l'industrie dans l'économie luxembourgeoise et une partie axée sur des expériences du terrain rapportées par des représentants d'entreprises industrielles. Ces derniers seront à l'écoute des élèves pour répondre à leurs questions sur les thématiques traitées par l'industrie, les spécificités des métiers et formations ainsi que sur les opportunités de carrière.

Afin de constituer un pool d'intervenants, la FEDIL lance un appel auprès de ses membres : si vous êtes intéressé(e) à participer au projet et à communiquer votre expérience du terrain à un jeune public, n'hésitez pas à nous contacter^(*). Aucun enseignement n'est plus inspirant qu'un témoignage venant directement du monde professionnel !

Dans un prochain temps, nous proposons aussi de faciliter des visites d'entreprises pour des classes de lycées à travers un catalogue d'entreprises disposées à accueillir des élèves et professeurs pour leur présenter leurs activités et/ou installations, ceci à partir de l'année scolaire 2025 - 2026.

Pour accompagner le projet, le site internet www.hellofuture.lu continue de fonctionner et d'être actualisé, mettant à disposition des informations utiles sur l'industrie au Luxembourg ainsi qu'un volet « Mon Stage » qui répertorie différents types de stages classés par secteurs, proposés par des entreprises membres de la FEDIL. Cet outil est aussi promu lors de foires d'étudiants ou d'autres manifestations destinées aux jeunes.

Si votre entreprise ne figure pas encore parmi les membres FEDIL répertoriés, rejoignez sans tarder cette plateforme de stages qui n'est pas seulement un outil précieux pour les jeunes, mais permet aussi de vous positionner comme employeur auprès des futurs talents. Vous souhaitez mettre en ligne des annonces de stages spécifiques ? Vous avez la possibilité de le faire ici :



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Le remboursement par le salarié des dépenses engagées par l'employeur

Dans une affaire très récente¹, un salarié engagé en qualité de « senior consultant » par contrat de travail à durée indéterminée avec effet au 15 mai 2019 a démissionné le 13 décembre 2019, soit sept mois après son embauche. Or une clause prévue au contrat de travail disposait que le salarié s'engagerait à rembourser à son employeur les frais liés à son déménagement au Luxembourg, en cas de non-accomplissement, pour quelque raison que ce soit, de trente-six mois de service. En effet, pour faciliter la venue du salarié de l'île Maurice au Luxembourg, l'employeur a effectué les démarches nécessaires à l'obtention de son permis de travail et s'est obligé à supporter les frais d'un logement temporaire pour une période de deux semaines après l'arrivée du salarié au Luxembourg et à lui accorder une indemnité pour les frais de déménagement d'un montant maximum de 2.000 €. Face au non-respect de ladite clause par le salarié, l'employeur a demandé la condamnation de ce dernier à la somme de 28.149 €, dont 3.149 € à titre de frais réellement engagés et 25.000 € à titre de montant forfaitaire pour les démarches administratives faites par l'employeur, en application de l'article 1134 du Code civil². À titre de rappel, toute clause qui restreint les droits du salarié ou qui aggrave ses obligations est nulle et de nul effet³. Une telle clause ne peut partant produire aucun effet.

En l'espèce, la Cour d'appel a retenu comme principe que « *Les clauses librement souscrites par un travailleur l'obligeant à rembourser des frais pris en charge par l'employeur à l'occasion de sa venue au Luxembourg sont, à l'instar de frais pris en charge par l'employeur pour assurer la formation de ses salariés, en principe licites et ne doivent pas être considérées comme portant atteinte à la liberté dont jouit tout salarié de choisir son emploi et d'y mettre fin à sa guise* ».

Or, la Cour d'appel a également précisé les limites d'une telle clause en disposant que « *L'illégalité de la clause peut résulter de la durée excessive du délai au cours duquel, en cas de démission, le salarié doit rembourser ces frais ou encore de la disproportion entre la rémunération touchée et les frais engagés, dès lors que dans ces hypothèses, pareille clause ferait obstacle indirectement au droit de démissionner du travailleur et ne saurait plus être considérée comme la contrepartie de l'avantage tiré par le salarié des frais d'installation payés par l'employeur. Le remboursement convenu doit encore correspondre à des dépenses effectives et ne pas être manifestement excessif. En tout état de cause, le salarié ne peut être obligé de rembourser à l'entreprise les dépenses réalisées à son profit que dans le cas d'une résiliation du contrat de travail à son initiative, à moins que cette résiliation ne soit intervenue à la suite d'une faute grave de l'employeur* ».

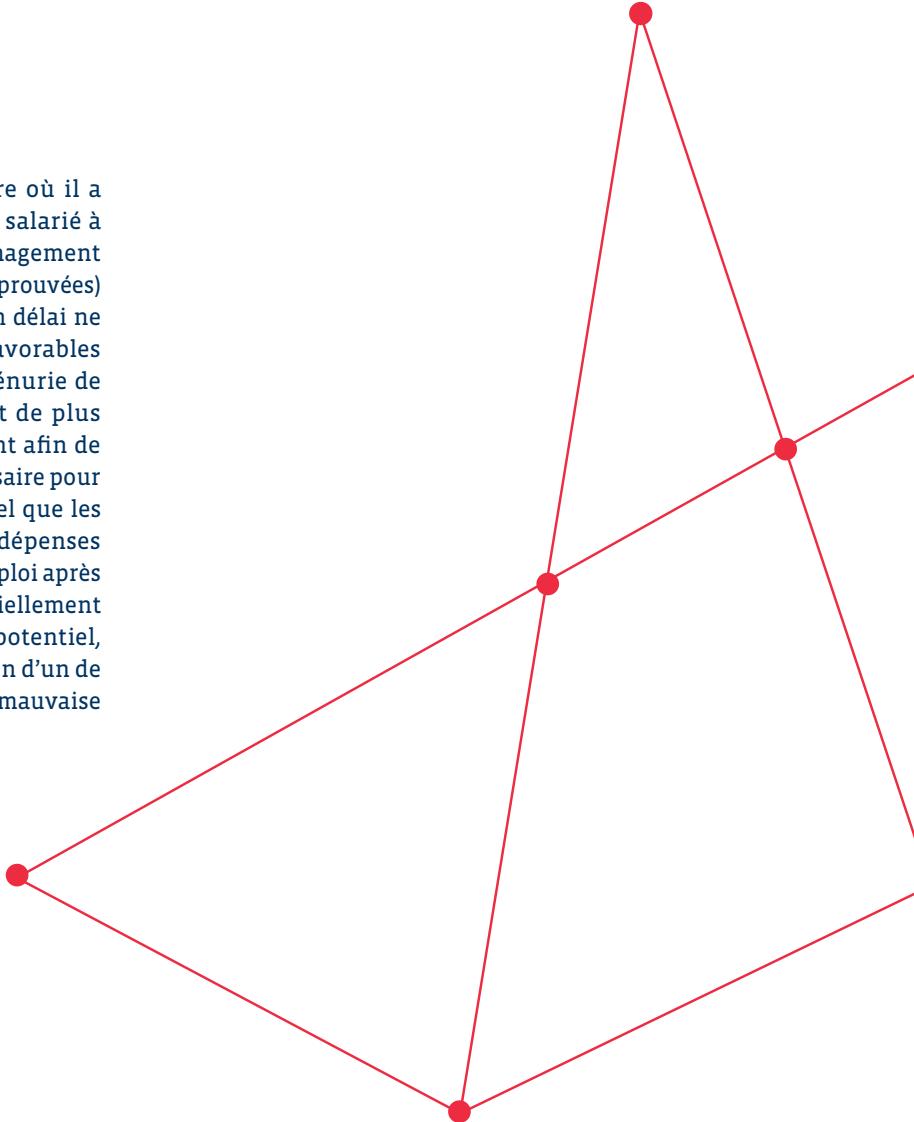
En l'espèce, il a été conclu que le simple fait que le salarié ait été obligé de rembourser les dépenses dûment établies en lien avec sa venue au Luxembourg que son employeur a prises en charge, et ce sans aucune obligation légale, ne saurait être considéré comme entrave à son droit de démissionner. La Cour d'appel a ainsi fait droit à la demande en remboursement de 3.149 € à titre de frais réellement engagés par l'employeur. En revanche, elle a rejeté la demande en remboursement du montant forfaitaire de 25.000 € pour les démarches administratives en lien avec le permis de travail au motif que la clause y relative a été contraire à l'article L. 121-3. du Code du travail (notamment en raison du caractère forfaitaire, du montant élevé et de la rémunération annuelle du salarié prévue (52.000 €)).

¹ Cour d'appel, 06.06.2024, n° CAL-2023-00615 du rôle

² « *Les conventions légalement formées tiennent lieu de loi à ceux qui les ont faites. Elles ne peuvent être révoquées que de leur consentement mutuel, ou pour les causes que la loi autorise. Elles doivent être exécutées de bonne foi* ».

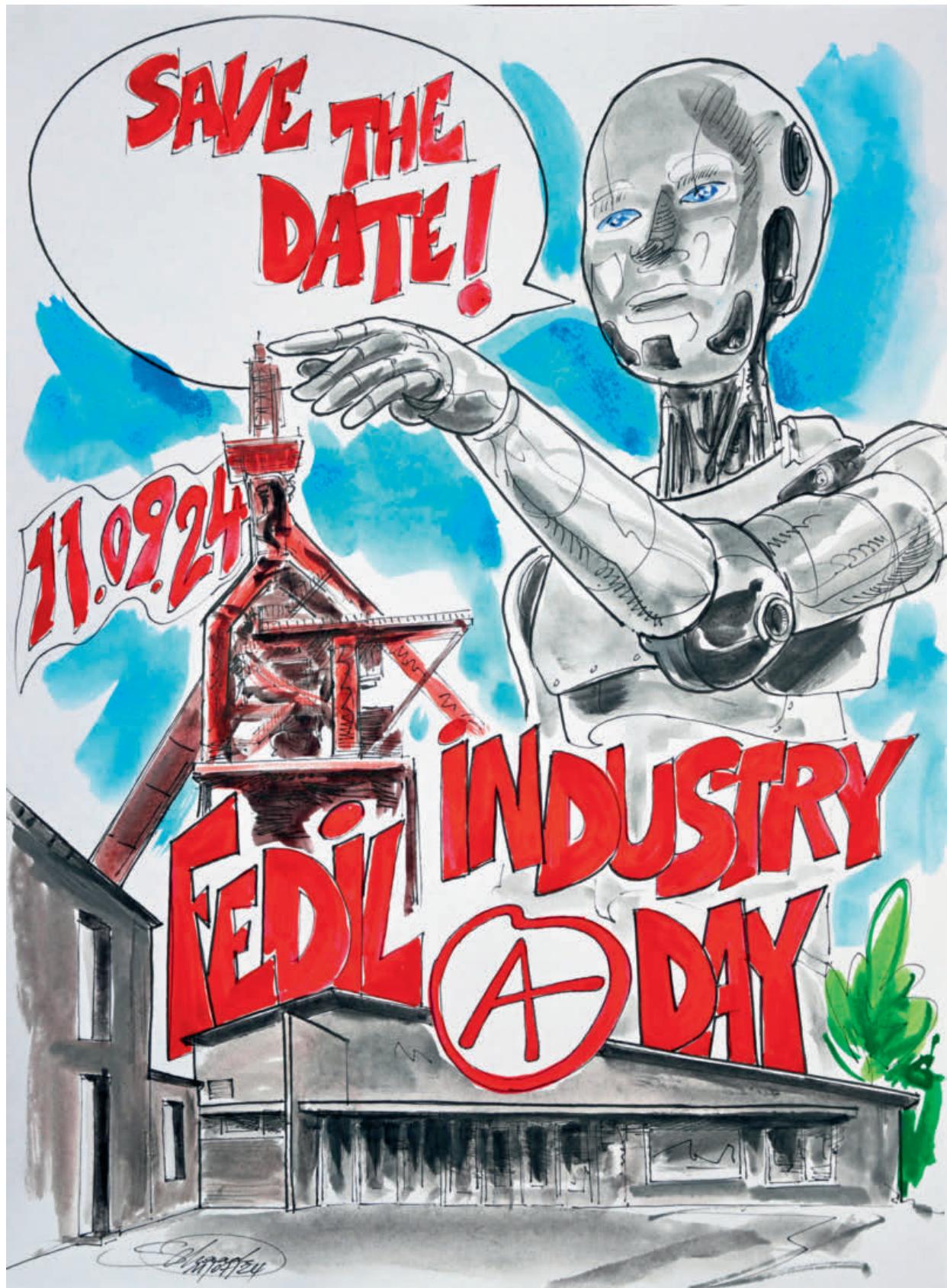
³ Article L. 121-3. du Code du travail

En général, la FEDIL salue l'arrêt dans la mesure où il a clairement retenu que les clauses qui obligent le salarié à rembourser à l'employeur les frais liés à son déménagement au Luxembourg (et dont les dépenses sont établies et prouvées) en cas de démission avant l'expiration d'un certain délai ne sauraient être considérées *ipso facto* comme défavorables au salarié. Effectivement, dans un contexte de pénurie de main-d'œuvre généralisée où les entreprises ont de plus en plus besoin d'élargir leur bassin de recrutement afin de pouvoir disposer de la main-d'œuvre qualifiée nécessaire pour le développement de leurs activités, il est essentiel que les entreprises aient la possibilité de faire valoir les dépenses liées à l'installation des salariés ayant quitté leur emploi après un certain délai. Vu que de telles clauses sont essentiellement négociées au moment de l'embauche d'un salarié potentiel, la FEDIL recommande à ses membres la consultation d'un de ses conseillers en droit du travail afin d'éviter toute mauvaise surprise.



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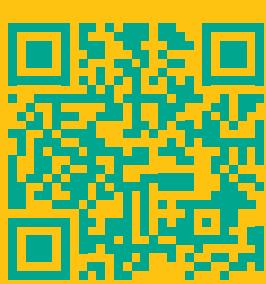


*La compétitivité européenne au cœur
de nos préoccupations*

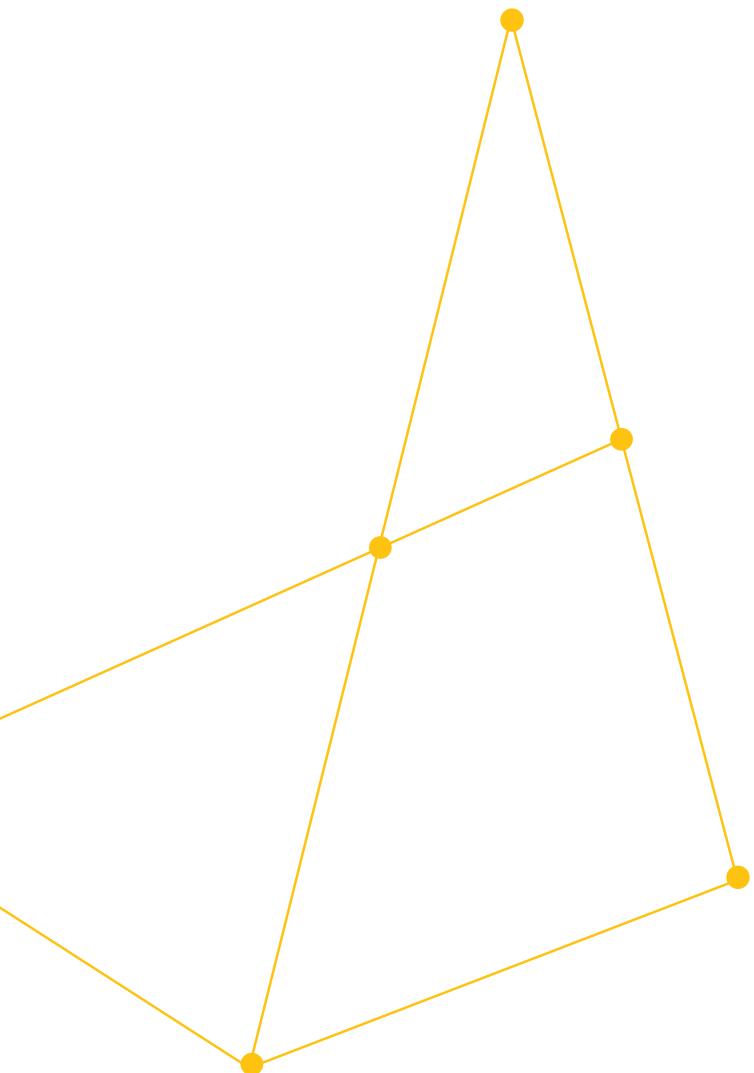


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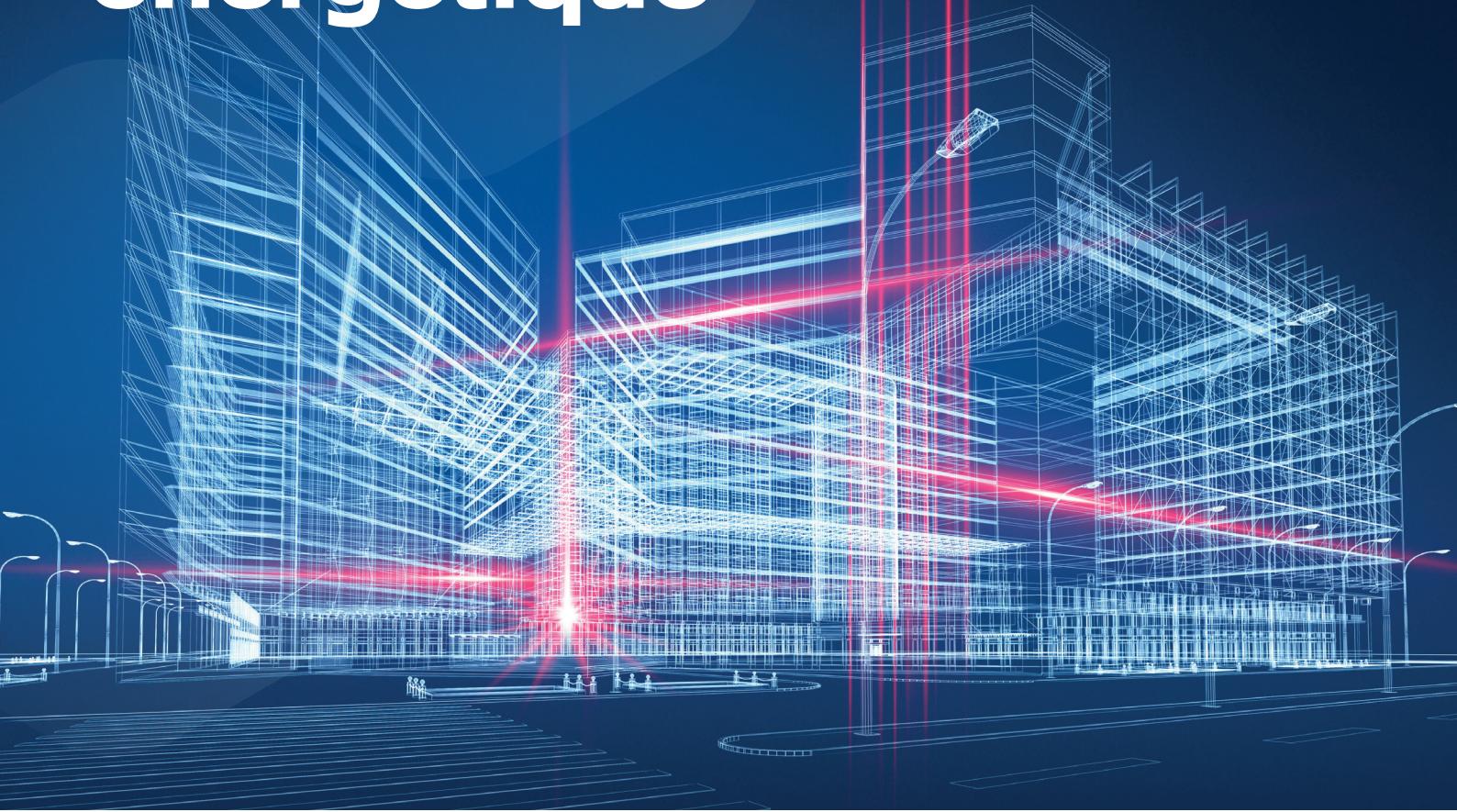
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AUTOMATISATION, RÉGULATION ET PILOTAGE DES INSTALLATIONS | CLIMATISATION | PROTECTION INCENDIE | VENTILATION |
CENTRALES D'ÉNERGIE | ÉLECTRICITÉ : BASSE TENSION, COURANTS FAIBLES | SANITAIRE ET TRAITEMENT DES EAUX |
INSTALLATIONS PHOTOVOLTAÏQUES | CHAUFFAGE | FROID | ÉNERGIES RENOUVELABLES | VAPEUR

La sophistication des installations techniques et leur interconnexion nécessitent aujourd'hui des connaissances multiples et un savoir-faire éprouvé dans tous les domaines du génie technique et énergétique. Chez a+p kieffer omnitec, nous maîtrisons l'ensemble des techniques du bâtiment. Nous installons, gérons, maintenons, transformons et rénovons les systèmes les plus complexes pour les infrastructures les plus variées : bâtiments industriels et administratifs, hôpitaux, piscines, aéroports et autres infrastructures d'envergure.