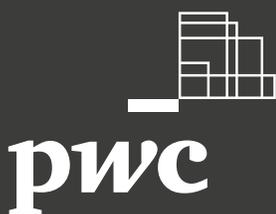


# PwC NextGen 2022

Connect. Learn. Lead.



Committed to supporting you in unlocking your full potential as a visionary leader, responsible shareholder, beneficiary or competent board member of your family business.

[www.pwc.com/nextgen](http://www.pwc.com/nextgen)





Be the  
inspiration.

Drive the change.

# Contents

- 5 Introduction
- 6 NextGen Movement
  
- 8 NextGen Education**
  - 8 Developing the leaders of tomorrow
  - 10 Leader Academy
  - 16 Accelerator Academy
  - 22 Customized programs
  
- 24 NextGen Reunion
- 26 NextGen Network leads and contacts
  
- 30 Terms and conditions
  
- 32 Contact



**Peter English**  
Global Family Business and  
EMEA Entrepreneurial and  
Private Business Leader, Partner,  
PwC Germany

# Introduction

These are no ordinary times. Our latest Global NextGen Survey reveals that the pandemic has accelerated succession planning and united family business generations around a common goal: to drive business growth for economic stability. However, the responsibilities you are facing today as a next-generation member of a business-owning family have never been more complex or more challenging. In a world that is facing pervasive uncertainties, economic disruption and climate change, business as usual is simply not an option. NextGens who want to take the lead in this complex and fast-moving business environment will need to have clarity both about what the new world will look like and also what their company's place in that world is going to be.

So, how to prepare yourself for your – and your business's – future role in the digital age? How to expose yourself to new thinking and global networks? And how to build trust and confidence as a next-generation member to enable you to deliver sustained outcomes for both business and society?

## Be the inspiration. Drive the change.

As you progress towards your future position as a leader, shareholder, beneficiary or board member, we at PwC are ready to support you on your journey – every step of the way. Our unique and holistic NextGen development concept of Connect. Learn. Lead. provides you with a broad range of exclusive and inclusive events and networks – both local and global. Become a part of our NextGen community and let us help you grow, develop and drive the change you're aiming to achieve. While this year has dawned with more uncertainty than we all had hoped, we have lined up several exciting learning and networking offerings that herald a brighter 2022, and which are outlined in this brochure.

I look forward to having you join our NextGen Movement – and to all the things we will accomplish together this year!

## Connect. Learn. Lead.

Our unique and holistic development concept to help you gain access to new thinking and global networks



### Connect.

PwC NextGen Network  
Connecting the leaders of tomorrow

Our NextGen Network currently has more than 2,500 members from 68 different countries and regions. Be a part of this exclusive community – both globally and locally – and connect with your peers, iconic family business leaders, successful business practitioners, entrepreneurs, and the people in our network you think will take you ahead of the game.

[pwc.com/nextgen/network](https://pwc.com/nextgen/network)



### Learn.

PwC NextGen Education  
Developing the leaders of tomorrow

Entrepreneurship is a mindset – meaning it goes beyond what is taught in a classroom. This is why our interactive learning and networking sessions – either in-person or live online – are geared toward experiential learning, inspiration and personal development. You can learn first-hand from renowned academics and business practitioners.

[pwc.com/nextgen/education](https://pwc.com/nextgen/education)



### Lead.

PwC NextGen Leader Insights  
Inspiring the leaders of tomorrow

Our unique NextGen Leader Insights series – which includes thought leadership as well as mentoring and matching programs – is designed to support your personal and business growth agenda. Every year we devise a unique calendar of virtual and in-person events covering a wide range of topics in some of the world's most exciting locations.

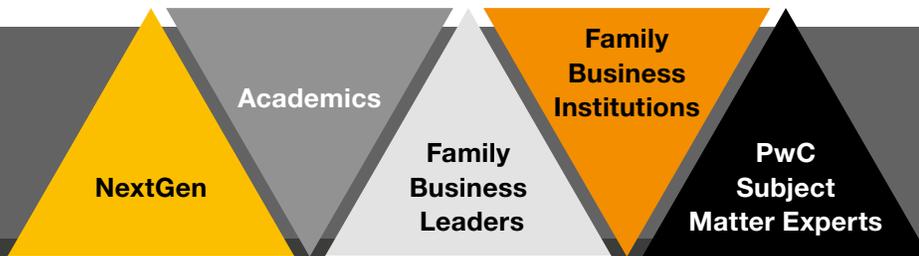
[pwc.com/nextgen/leader](https://pwc.com/nextgen/leader)

# NextGen Movement

The findings from our 2022 Global NextGen Survey show that most NextGens are now prioritizing business growth – but that they are also concerned about how to step up in these uncertain times. PwC’s NextGen Movement brings together our global commitment and collective efforts to prepare you

as a next-generation member for your future role in the digital age. Together with a group of selected NextGen Network members, we’ve built a community of solvers – a diverse group of peers, academics and practitioners – to help you build trust to deliver sustained outcomes for both business and society.

## NextGen community of solvers



We are here to help you tackle the most pressing challenges of the day – from navigating an uneven global economic recovery to preparing for a net-zero society.

- Charlie Rubin** UK
- Jamie Cooper** Canada
- Dr. Linda Trupp-Lehner** Austria
- Yinmeng Liu** China
- Nicole Gilbertson** US
- Jasper Yildirim** Turkey
- Hristo Hristov** Bulgaria
- Seun Jolayemi** Nigeria
- Cindy Karim** Singapore
- Gabriela Fabian** Brazil
- Elia Nuqul** Jordan
- Wongsakorn Sirimongkolkasem** Wongsakorn Thailand
- Lulwa Alsoudairy** Saudi Arabia
- Stasshani Jajawardena** Sri Lanka

# NextGen Gateway – where solvers connect

Are you a leader, shareholder, beneficiary or board member in a family business, aged between 16 and 38 years old, and eager to prepare for individual and business growth? Then become a part of PwC’s NextGen Movement and join our community of solvers interacting, innovating and collaborating online. PwC NextGen Gateway is our human-led and tech empowered platform which authentically connects you globally – and provides you with exclusive insights and guidance on some of today’s most relevant topics and individual challenges.



- Succession**
- Digital transformation**
- Personal development**
- Workforce**
- ESG**
- Wealth management**

Access to NextGen Gateway and our community of solvers is by invitation only! If you want to become a part of it and are committed to contributing to any of our 2022 NextGen Movement priorities, please reach out to your local PwC contact or email us at [de\\_nextgen@pwc.com](mailto:de_nextgen@pwc.com). We look forward to hearing from you!

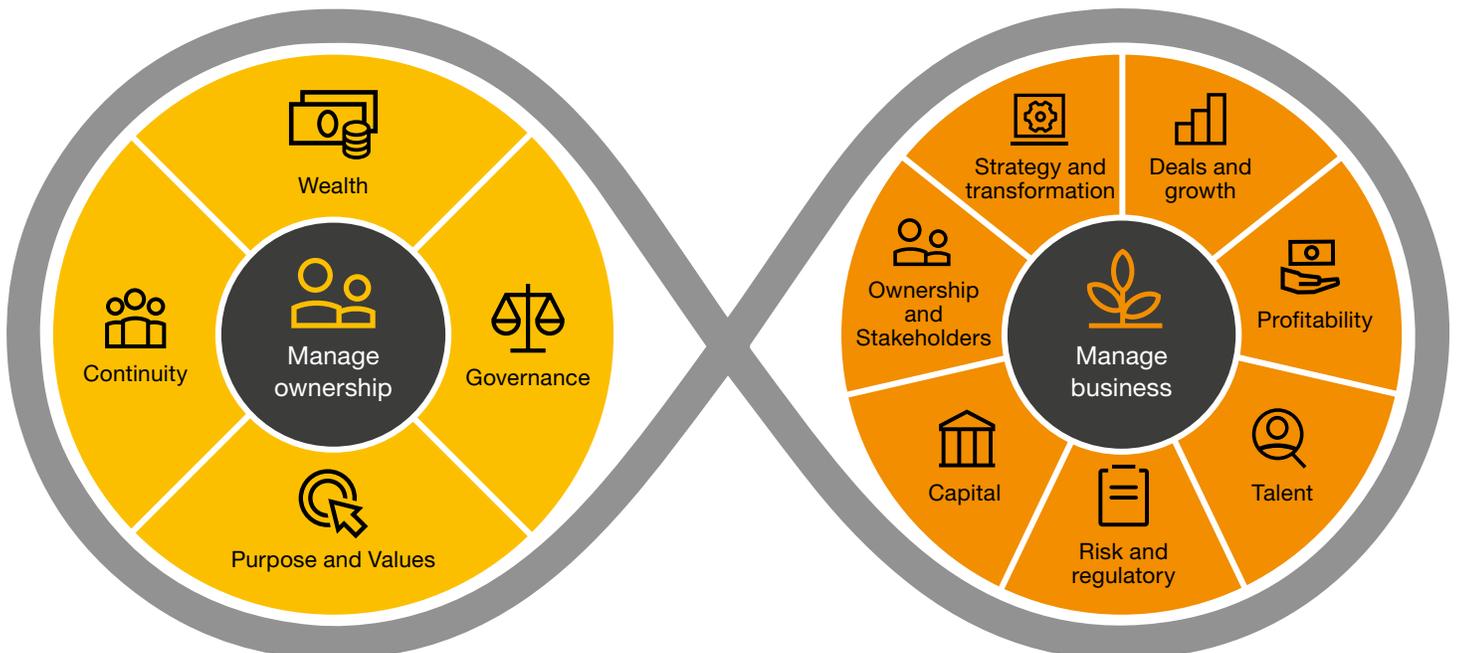
## Owner’s Agenda

While we aim to solve the most pressing issues collectively, PwC NextGen Movement will also provide you with an actionable, personalized approach to help you strengthen and customize your own individual growth plan.

Our Owner’s Agenda framework is the cornerstone of all our NextGen learning offerings, taking account of your needs both as an owner and a business leader and recognizing that

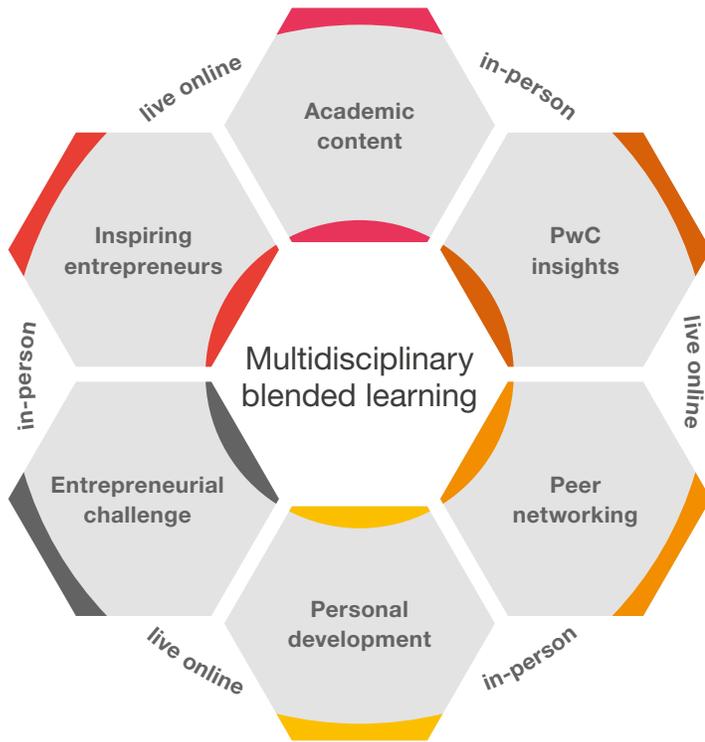
these are fundamentally linked. It is designed to provide you not only with a holistic learning experience but also with a solid foundation to build your individual roadmap for success.

Kick off your exciting professional Owner’s Agenda adventure in one of our NextGen Academies or arrange for a private session with us.



# NextGen Education

Developing the leaders of tomorrow



Entrepreneurship is a mindset – meaning it goes beyond what is taught in a classroom. This is why our interactive learning and networking sessions – either in-person or live online – are geared toward experiential learning, inspiration and personal development. You can learn first-hand from renowned academics and business practitioners.

Our NextGen Academy framework consists of a set of distinct and complementary learning opportunities. You can select the right program to suit your own unique needs, based on your age and your personal and business experience. You are also welcome to rejoin any of the program stages as often as you wish, in order to explore different business schools, cultures and topics. In addition, as a NextGen Academy applicant you will have complimentary access to an array of virtual training and networking opportunities.

## 2022 key dates and events



### Live online: Global NextGen Survey launch

29 March

Collective view of more than 1,000 NextGens from 68 countries and regions.



### Virtual Spaces: Leader Insights

5 April

Leading through networks. Leadership development session hosted by Gianluca Carnabuci, Professor of Organizational Behavior, ESMT Berlin



### Boston: Leader Academy

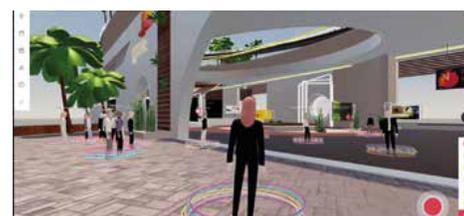
7–12 August

Successors and entrepreneurs transform their businesses and shape their family legacies. Recommended ages: 26–38 years.





## Virtual Spaces



## 2023 preview



### Berlin: Accelerator Academy

21–26 August

Leaders of tomorrow build on their knowledge and strengths. Recommended ages: 20–26 years.



### Mallorca: Global NextGen Reunion

6–7 October

Learning and networking event for our Academy alumni and selected network members.



### Explorer Academy

Young successors explore their own potential and develop their entrepreneurial skills. Recommended ages: 16–20 years

### Women's Leadership Academy

Female successors and entrepreneurs enhance their leadership style. Recommended ages: 21–30 years.

### Wealth Academy

Successors and beneficiaries use their wealth to make a positive impact on their own legacy and wider society. Recommended ages: 26–38 years.

# Leader Academy

7–12 August 2022, in cooperation with MIT  
Sloan School of Management, Cambridge, US



## Learn how to lead!

Are you between 26 and 38 years old, and eager to drive a surge in value for your (family) business while also building your own legacy? Then you should put our Leader Academy at the top of your private and business agenda.

We know that when it comes to your family business, it's never just about business. It's personal. Whether the company bears your name or not, leading it is both a privilege and a responsibility. The likelihood is that you are a capable, committed and ambitious agent of change for the digital world. However, leading teams and family members while staying firmly in control is not easy, especially in times of generational and business transition.

At the Leader Academy, you'll gain access to leading academics and business professionals who are dedicated to helping you manage ownership and growth to build trust, earn your license to operate and strengthen your family business' future. By reflecting on your personal and business aspirations with the group, you will gain new and inspiring insights that will encourage you to formulate a vision and commit to next steps by the end of the program week. We'll embrace an interactive learning experience that encompasses a 360° assessment, a personal and business presentation, and the introduction of new concepts and frameworks that are brought to life through immediate application and discussion via group exercises, simulations, and real-life case examples.



# Boston

Boston, the largest city in New England, is located on a hilly peninsula in the Massachusetts Bay area. The region had been inhabited since at least 2400 B.C. by the Massachusetts tribe of Native Americans. Part of what makes Boston so distinctive is the diversity of the many districts that make up the city. When not on the MIT campus in Cambridge to the north of Boston, you will be located in Boston's vibrant Seaport District, overlooking the harbor backed by beautiful city and water views. You may also enjoy a visit to Kendall Square in Cambridge, which is one of the most innovative square miles on this planet.



## Your week in Boston and Cambridge

### Sunday, 7 August

- Individual arrival
- Welcome reception

### Monday, 8 August PwC Boston

- Program opening
- Family business in times of uncertainty and disruption
- The Owner's Agenda
- Personal and business brand presentations
- Teambuilding afternoon
- Opening dinner

### Tuesday, 9 August MIT Cambridge

- The owner's mindset and new models of owner-driven value creation
- Technology, innovation and disruptive forces of change
- The rise and fall of family wealth and how families regenerate their success over generations
- Family social impact

### Wednesday, 10 August MIT Cambridge

- Leading organizational change
- The entrepreneurial mindset that leads to value creation
- The new model of leadership in family business
- Group report-outs



## About Sloan School of Management, Massachusetts Institute of Technology

The MIT Sloan School of Management, based in Cambridge, Massachusetts, is one of the world's leading business schools. MIT Sloan is devoted to its stated mission: to develop principled, innovative leaders who improve the world, and to generate ideas that advance management practice. The School strives to bring knowledge to bear on the world's great challenges. In all of its work and learning, it follows MIT's motto of "Mens et Manus", or "Mind and Hand", as it seeks practical solutions to real problems. Learning by doing is at the core of MIT Sloan's teaching philosophy.

Working at the intersection of management and technology, MIT Sloan is uniquely positioned to help family enterprises transform the present and envision the future that is being shaped by technological disruption and innovation.

## MIT teaching faculty



**John A. Davis**

Senior Lecturer, Family Enterprise Executive Programs, MIT Sloan School of Management



**Jason Jay**

Senior Lecturer, Director Sustainability Initiative, MIT Sloan School of Management

## Selected speakers



**Danielle Valkner**

Family Office Leader, PwC United States



**Paul Leinwand**

Global Managing Director, Capabilities Driven Strategy and Growth, PwC United States, Adjunct Professor of strategy at Northwestern University's Kellogg School of Management



### "The Second City" stage performers

Second City Works uses the improv methods pioneered on The Second City's stages to help you improve your performance in business. Two of the professional performers from their legendary shows will provide you with the tools and techniques needed to find and express your voice as a visionary leader. You'll learn how to stand out in the boardroom, read a room and improve your communication, collaboration, and innovation – all while going outside your comfort zone to embrace risk, change and new perspectives.

#### Thursday, 11 August PwC Boston

- Leadership and social style assessment
- Standing out in the boardroom: empowerment through the art of improv by "The Second City" stage performers
- Family office trends and technologies
- Networking dinner

#### Friday, 12 August PwC Boston

- Beyond digital – seven leadership imperatives for future success
- Transformation fair
- Five-step action plan
- Certificates
- Future self
- Farewell reception, program closing

#### Saturday, 13 August

- Individual departure



## How you can apply

Are you a member of a business-owning family, aged between 26 and 38, and eager to make your mark as a visionary leader? Then join us for this exclusive training event in Boston and Cambridge, Massachusetts, to co-develop an individualized five-step action plan to power your business forward. To request an application form, please reach out to your local PwC contact or email us at [de\\_nextgen@pwc.com](mailto:de_nextgen@pwc.com). Applications will be accepted on a strictly first-come, first-served basis. To ensure the event is as personal as possible, the number of participants is limited to 24.

Program details – such as the training curriculum, hotel recommendations, list of participants, speaker profiles, pre-work and other logistics – will be shared with you once your registration has been confirmed.

As part of our health and safety measures, all participants must be fully vaccinated against COVID-19, with a vaccine approved by the WHO. You must also agree to be tested daily for COVID-19, and to present your vaccination certificate together with your ID before entering the training facility.

## Fees and methods of payment

€6,300 net of tax (VAT) for new applicants  
€6,000 net of tax (VAT) for Academy alumni

The participation fee for the NextGen Leader Academy is payable upon receipt of the invoice in May 2022 and covers:

- Five days of training
- Training materials
- Daily coffee breaks and lunch, and two dinners
- Excursions

Please note that the participation fee does not include accommodation, travel or personal expenses. Moreover, participants are responsible for complying with entry requirements for the US, as well as any travel requirements affecting their return journey.

## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.

## Accommodations

We will provide you with a list of hotels in Boston's vibrant Seaport District, overlooking the harbor graced by beautiful city and water views. All the hotels are within walking distance of both the Convention Center and the World Trade Center as well as some of Boston's newest and trendiest restaurants. This will allow you to make the most of your time after class, and perhaps continue your peer networking in some very sociable environments away from the training facility.





# Leader Academy 2019 highlights

## China Europe International Business School (CEIBS) Shanghai, China

For the 2019 Leader Academy we partnered with CEIBS Shanghai, ranked by the Financial Times as the world's number five Global MBA business school in 2019.<sup>1</sup> The exclusive program included David Wei, former CEO of Alibaba, and Raymund Chao, PwC's Asia Pacific and China Chairman, as well as a range of site visits to destinations such as NIO House, the HEMA/Alibaba food market, and a tai chi masterclass. Key topics presented and discussed ranged from family governance and owner strategy development, business model innovation, value creation to China's unicorns and emerging tech business applications.

*"At the Leader Academy I discovered new cultures, other businesses and new ways of looking at our ownership role."*

Nina Østergaard Borris, NextGen, Denmark

*"Great Academy. Impressive, very educative and enlightening."*

Oyindun Jolayemi, NextGen, Nigeria

*"One of the best events I have ever attended. Great people, great staff, great topics."*

Anas Saeed, NextGen, Yemen



<sup>1</sup> [rankings.ft.com/businessschoolrankings/global-mba-ranking-2019](https://rankings.ft.com/businessschoolrankings/global-mba-ranking-2019)



# Accelerator Academy

21–26 August 2022, in cooperation with  
ESMT European School of Management and  
Technology, Berlin, Germany

## Learn your business!

Are you between 20 and 26 years old, and aiming to become either a responsible owner, competent board member or new leader in your family business? Or maybe you are looking to set up your own venture? Whichever of these situations applies, our Accelerator Academy is the place for you.

You have probably already acquired a sound knowledge of your field of study and created a vision of your own future. Having taken these steps successfully, you may now be wondering how to turn a focus on sustainability goals and use of smart technologies into competitive new business models for your family business or own venture.

At the Accelerator Academy we will provide you with an opportunity to build on your individual knowledge, talents and strengths while also learning from legacy family business leaders, unicorn founders, impact investors and other NextGens. Why should you seize this opportunity? Because while entrepreneurial talent and technical business skills are important, they are not enough on their own. To build on your family business values effectively, you must not only master business challenges but also develop the right interpersonal skills.

During the week, a combination of live case studies, team challenges, a 360° assessment and individual tasks will foster effective cooperation and equip you with new insights to apply to your own family business or venture.



# Berlin

The capital of Germany is one of the most visited cities in Europe and home to 44 theaters and stages, 128 museums and more than 400 art galleries. A population of about 3.7 million people makes Berlin the second most populous city in the European Union behind London.<sup>2</sup> You may know that the Berlin wall was a guarded concrete barrier that separated East and West Berlin both physically and ideologically from 1961 to 1989. During your program week you will get the chance not only to visit some of the city's historic sites but also to become part of one of the world's most vibrant startup scenes. Explore how new ideas, disruptive technologies and a focus on purpose and impact can sustain the entrepreneurial spirit in private businesses and keep the family legacy fit for the future.

<sup>2</sup> <https://about.visitberlin.de/en/press/press-releases/facts-about-berlin>

## Your week in Berlin

### Sunday, 21 August Hotel de Rome

- Individual arrival
- Welcome reception

### Monday, 22 August Campus

- Program opening
- Family business in times of uncertainty and disruption
- ESG strategy team challenge: regulation, efficiencies, business model
- Meet Niklas Adalberth
- Teambuilding afternoon
- Opening dinner

### Tuesday, 23 August Campus

- Reinventing your family business
- From ideas to business models
- Value proposition canvas for a value-driven and purpose-led family business
- Business model canvas
- Pitching and selling ideas

### Wednesday, 24 August Campus

- Managing family business dynamics and governance
- Family business frameworks and tools applied
- The Owner's Agenda
- Networking reception
- Leadership and social style assessment



## About ESMT Berlin

ESMT European School of Management and Technology in Berlin, which has a branch office in Shanghai, was founded in 2002 by 25 leading global companies and institutions.

The international private business school focuses on three main topics – leadership, innovation, and analytics – and is accredited by the German state, Association to Advance Collegiate Schools of Business (AACSB), Association of MBAs (AMBA), European Quality Improvement System (EQUIS), and Foundation for International Business Administration Accreditation (FIBAA).

ESMT provides an interdisciplinary platform for discourse between politics, business, and academia, and is placed number one in Germany and number seven in Europe in the 2021 Financial Times European Business School Ranking.<sup>3</sup>

<sup>3</sup> <https://rankings.ft.com/rankings/2869/european-business-school-rankings-2021>

## Teaching faculty and selected speakers



**Gianluca Carnabuci**  
Professor of Organizational Behavior and Ingrid and Manfred Gentz Chair in Business and Society, ESMT Berlin



**Linus Dahlander**  
Professor of Strategy, Lufthansa Group Chair in Innovation and Director of Research, ESMT Berlin



**Niklas Adalberth**  
Co-Founder of Klarna, Founder and Executive Chairman of Norrsken Foundation, Europe's largest impact tech co-working hub and impact-tech focused VC fund



**Lubomila Jordanova**  
Co-Founder and CEO of Plan A, enabling businesses to monitor and reduce their emissions, while improving their ESG performance



**Nancy Birkhölzer**  
Director, Sustainable Innovation, PwC Germany



**Simon Fahrenholz**  
Partner, ESG-Consulting Lead, PwC Germany

### Thursday, 25 August Campus

- How to succeed as a leader: operational and strategic networks
- Building a compelling leadership vision
- Peer coaching
- Visualize and evaluate your leadership network
- Personal network report

### Friday, 26 August PwC Experience Center

- Week recap
- Team presentations
- Sustainable innovation workshop
- Certificates
- Future self
- Program closing
- Farewell dinner

### Saturday, 27 August

- Individual departure



## How you can apply

Are you an entrepreneur or successor in a family business, aged between 20 and 26 years old, and interested in joining us for this exciting event in Berlin? Then please reach out to your local PwC contact or email us at [de\\_nextgen@pwc.com](mailto:de_nextgen@pwc.com) to request an application form. Applications will be accepted on a strictly first-come, first-served basis. To ensure the event is as personal as possible, the number of participants is limited to 24.

Program details such as the training curriculum, list of participants, speaker profiles, pre-work and other logistics will be shared with you once your registration has been confirmed.

As part of our health and safety measures, all participants must be fully vaccinated against COVID-19, with a vaccine approved by the WHO. You must also agree to be tested daily for COVID-19, and to present your vaccination certificate together with your ID before entering the training facility.

## Fees and methods of payment

€6,300 net of tax (VAT) for new applicants  
€6,000 net of tax (VAT) for Academy alumni

The participation fee for the NextGen Accelerator Academy is payable upon receipt of the invoice in May 2022 and covers:

- Five days of training
- Training materials
- Six days of single-room accommodation
- Daily breakfast, coffee breaks and lunch, and two dinners
- Excursions

Please note that the participation fee does not include travel or personal expenses. Moreover, participants are responsible for complying with entry requirements for Germany, as well as any travel requirements affecting their return journey.

## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.

## Accommodations

Hotel de Rome is part of the “Leading Hotels of the World” group. The hotel’s roof terrace offers fantastic views over the city, making it an ideal hideaway in Berlin’s Mitte district. With only 145 rooms and suites, and a unique location at the historic Bebelplatz, the hotel is an architectural gem in the heart of Berlin.





## Accelerator Academy 2019 highlights

### Stanford PACS, Palo Alto, US

This program took place at the world's number one Global MBA business school as ranked by the Financial Times in 2019.<sup>4</sup> Sessions on family business, digitalization transformation and leadership development were presented by a combination of Stanford faculty members and PwC subject matter experts. The Academy also featured a range of exciting site visits including teambuilding sailing in San Francisco Bay, a Facebook visit and presentations in Menlo Park. Additionally, the participants contributed to our 2019 NextGen Survey by presenting their recommendations for how the next generation can become agents of change in their family businesses.

*"I have learned more here in a week than what I learned in the past six months at university!"*

Antonia Hartwall, NextGen, Finland

*"A very well-structured and informative experience with an emotional touch that made me grow and feeling better prepared for starting something new."*

Yinmeng Liu, NextGen, China

*"The Accelerator Academy exceeded all my expectations. It has been a remarkable turning point in my career path because I learned not only more about family business frameworks, but myself. We spent a lot of time on our strengths, interests, and how we can positively impact our businesses, and even the world. I now have more tools to assist me in going forward, a clear idea of my goals and also an international network of friends."*

Sylvette Jacobs, NextGen, South Africa



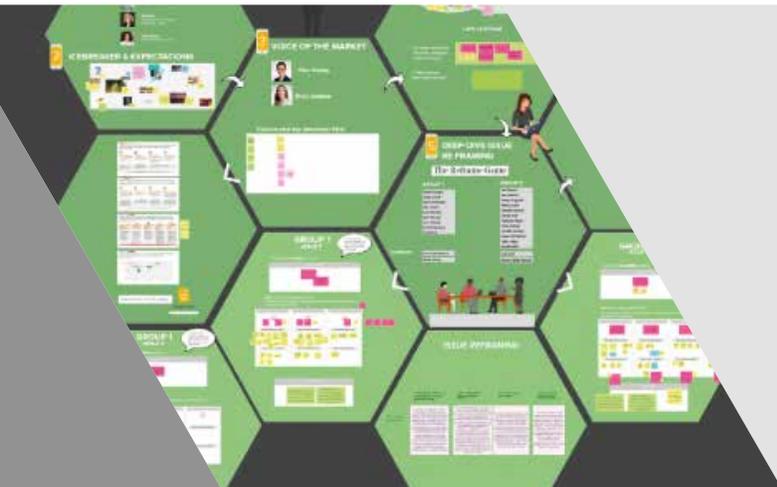
<sup>4</sup> [rankings.ft.com/businessschoolrankings/global-mba-ranking-2019](https://rankings.ft.com/businessschoolrankings/global-mba-ranking-2019)

# Customized programs

While our Academy offerings are geared toward experiential learning and international networking with your peers, you may sometimes feel the need for a more tailored approach to address specific topics and challenges. If this is the case, our range of customized NextGen programs will provide you with the focus you are seeking. We can accommodate workshops either as an in-person event, a virtual meeting, or a hybrid blend of the two. Simply reach out to [de\\_nextgen@pwc.com](mailto:de_nextgen@pwc.com) – and let us come together to create the best possible future for your family, your business and wider society, while also accelerating growth! Here are two examples to show what's on offer:

## Private Business Accelerator

Are you a new leader in your family business, and looking to implement long-term stability and growth while aligning all stakeholders? Our Private Business Accelerator will help you to build trust amongst your stakeholders, align their perspectives, and successfully manage the complexity of the changes and transformation required to create a future-ready legacy for your company. In a professionally facilitated workshop, we will bring together your most important stakeholders with subject matter experts from our global network to co-create and ideate around how to bring your vision to life. At the end of the workshop, you will leave with alignment and clarity around your next steps and an actionable roadmap in your hands.





## Owner Strategy Development

From membership to roles and people, our owner strategy development process will take you on a journey to learn, reflect or even rethink the cornerstones of your family business. The process is suitable for a single or group of next-generation members from one or more family branches, wanting to learn more about their family business or seeking closer alignment. The process has also proven to be of benefit for new leaders in family businesses aiming either to rethink their owner strategy or open up the dialogue on succession.



*“The Owner Strategy workshops provided us with the tools, knowledge, and structures that we needed to engage in a better and more advanced discussion with our parents, clarifying potential future roles and responsibilities. It also laid out the foundation for our joint values and vision, so that we can go forward united as individuals and future shareholders.”*

Pablo Ruiz Hernandez and Mateo Bertomeu Cubells,  
NextGen Council, RNB Cosméticos, Spain

# NextGen Reunion

At the end of your Academy week you will be invited to join our NextGen Academy Alumni Network. This is an exclusive and complimentary offering to help you enhance your professional and personal networking with peers, family business leaders, entrepreneurs, academics and PwC professionals. Along with quarterly learning and networking opportunities you will gain access to our annual NextGen Reunion, an exclusive in-person gathering hosted by local family businesses in some of the world's most exciting locations.



## Monte Carlo 2019

The 2019 NextGen Network Reunion took place over two days, starting with a wonderful evening on board of the Silver Spirit – part of a fleet owned by a business family – consisting of a welcome party followed by a gourmet dinner. The following day we reconvened for a full day of peer discussions, keynote presentations and further networking at the very exclusive and world-renowned Monaco Yacht Club.





## Mallorca 2022

Mallorca is the largest of Spain's Balearic Islands with a thriving local economy. While it boasts all the usual sun, sea and other tourist attractions, Mallorca is also an island that's taking a highly proactive approach to making its booming tourism industry as sustainable as possible. From October 5th to 7th we will be visiting an array of exciting places, and meet local family business leaders to discuss their plans for growing their businesses while also having an increasingly positive impact on the environment and society.



Photo: Puerto Portals



Photo: Puerto Portals



# NextGen Network leads and contacts



Let's connect! We are ready to support you on your journey as a leader, shareholder, beneficiary or board member – every step of the way



**PwC Albania**

Loreta Peci  
loreta.peci@pwc.com



**PwC Armenia**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Australia**

Glen Frost  
glen.frost@pwc.com



**PwC Austria**

Jürgen Kreindl  
juergen.kreindl@pwc.com



**PwC Azerbaijan**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Belgium**

Philippe Vyncke  
philippe.vyncke@pwc.com



**PwC Brazil**

Carlos Mendonca  
carlos.mendonca@pwc.com



**PwC Bulgaria**

Orlin Hadjiiski  
orlin.hadjiiski@pwc.com



**PwC Canada**

Chantal Copithorn  
chantal.s.copithorn@pwc.com



**PwC China**

Jean Sun  
jean.sun@cn.pwc.com



**PwC Colombia**

Wilson Herrera Robles  
wilson.herrera@co.pwc.com



**PwC Croatia**

John Gasparac  
john.m.gasparac@pwc.com



**PwC Cyprus**

Phryni Yiakoumetti Mina  
phryni.yiakoumetti@pwc.com



**PwC Czech Republic**

Jaroslav Rummmler  
jaroslav.rummmler@pwc.com



**PwC Denmark**

Karina Hejlesen Jensen  
karina.hejlesen.jensen@pwc.com



**PwC Ecuador**

Gonzalo Argandona  
gonzalo.argandona@ec.pwc.com



**PwC Egypt**

Maged EzzEldeen  
maged.ezzeldeen@pwc.com



**PwC Fiji**

Kaushick Chandra  
kaushick.xx.chandra@fj.pwc.com



**PwC Finland**

Turo Juhantalo  
turo.juhantalo@pwc.com



**PwC France**

Amélie Wattel  
amelie.wattel@pwc.com



**PwC Germany**

Catharina Prym  
catharina.prym@pwc.com



**PwC Georgia**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Ghana**

Kingsley Owusu-Ewli  
kingsley.owusu-ewli@pwc.com



**PwC Hong Kong**

Benson Wong  
benenson.wb.wong@hk.pwc.com



**PwC Iceland**

Arna G. Tryggvadottir  
arna.g.tryggvadottir@pwc.com



**PwC India**

Vinisha Lulla Sujay  
vinisha.lulla.sujay@pwc.com



**PwC Indonesia**

Marcel Irawan  
marcel.irawan@pwc.com



**PwC Ireland**

Mairead Harbron  
mairead.harbron@pwc.com



**PwC Italy**

Federico Mussi  
federico.mussi@pwc.com



**PwC Kazakhstan**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Kenya**

Michael Mugasa  
michael.mugasa@pwc.com



**PwC Korea**

Ena Yun  
ena.yun@pwc.com



**PwC Kosovo**

Loreta Peci  
loreta.peci@pwc.com

# NextGen Network leads and contacts



## **PwC Kyrgyzstan**

Movlan Pashayev  
movlan.pashayev@pwc.com



## **PwC Macedonia**

Petko Dimitrov  
petko.dimitrov@pwc.com



## **PwC Malaysia**

Loke Shu Kew  
shu.kew.loke@pwc.com



## **PwC Malta**

Francesca Fenech  
francesca.fenech@pwc.com



## **PwC Mauritius**

Julien Tyack  
julien.tyack@pwc.com



## **PwC Middle East**

Yasmine Ameera Patricia Omari  
yasmine.omari@pwc.com



## **PwC Moldova**

Mihai Anita  
mihai.anita@pwc.com



## **PwC Mongolia**

Movlan Pashayev  
movlan.pashayev@pwc.com



## **PwC Montenegro**

Branka Rajicic  
branka.rajicic@pwc.com



## **PwC Myanmar**

Hwee Seng Lim  
hwee.seng.lim@pwc.com



## **PwC Netherlands**

Niels Govers  
niels.govers@pwc.com



## **PwC New Zealand**

Louis McLennan  
louis.j.mclennan@pwc.com



## **PwC Nigeria**

Chioma Giwa-Amu  
chioma.giwa-amu@pwc.com



## **PwC Norway**

Geir Haglund  
geir.haglund@pwc.com



## **PwC Pakistan**

Asad Aleem Mirza  
asad.a.mirza@pk.pwc.com



## **PwC Papua New Guinea**

Michael Collins  
michael.j.collins@pg.pwc.com



## **PwC Philippines**

Allan M Cao  
allan.m.cao@pwc.com



## **PwC Poland**

Krzysztof Sieczkowski  
krzysztof.sieczkowski@pwc.com



## **PwC Portugal**

Rosa Areias  
rosa.areias@pwc.com



## **PwC Romania**

Mihai Anita  
mihai.anita@pwc.com



**PwC Serbia**

Branka Rajcic  
branka.rajcic@pwc.com



**PwC Singapore**

Hwee Seng Lim  
hwee.seng.lim@pwc.com



**PwC South Africa**

Andrea Benkenstein  
andrea.benkenstein@pwc.com



**PwC Spain**

Maria Sanchiz Suarez  
maria.sanchiz@pwc.com



**PwC Sri Lanka**

Ruvini Fernando  
ruvini.fernando@pwc.com



**PwC Sweden**

Oscar Warglo  
oscar.warglo@pwc.com



**PwC Switzerland**

Marco Tremonte  
marco.tremonte@pwc.ch



**PwC Taiwan**

Teresa Cheng  
teresa.cheng@tw.pwc.com



**PwC Tajikistan**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Thailand**

Niphan Srisukhumbowornchai  
niphan.srisukhumbowornchai@th.pwc.com



**PwC Turkey**

Burcu Canpolat  
burcu.canpolat@pwc.com



**PwC Turkmenistan**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC United Kingdom**

Hannah Harris  
hannah.harris@pwc.com



**PwC United States**

Belinda Sneddon  
belinda.sneddon@pwc.com



**PwC Uzbekistan**

Movlan Pashayev  
movlan.pashayev@pwc.com



**PwC Vietnam**

Johnathan Ooi Siew Loke  
johnathan.sl.ooi@pwc.com

For any other locations and general inquiries  
please email us at [de\\_nextgen@pwc.com](mailto:de_nextgen@pwc.com).

# Terms and conditions

## PwC NextGen 2022

### 1. General

PricewaterhouseCoopers Solutions GmbH, Friedrich- Ebert-Anlage 35–37, 60327 Frankfurt am Main, Germany (organizer), offers young people in family businesses (participants) the chance to participate in “PwC NextGen 2022” (program). By registering, the participant – as well as their legal guardian in the case of minors (i.e. participants younger than 18 on the first day of the program) – accepts the following terms and conditions:

### 2. Scope of services offered by the program

The scope of services is described in the PwC NextGen 2022 brochure.

The participant or their legal guardian is aware that the program also includes external events. The organizer may employ third parties to carry out some of these activities.

The participation fee does not include any special requests on the part of the participant. If the organizer accommodates special requests, these are billed separately.

The organizer reserves the right to modify the program or individual services of the program, or to cancel these completely, in the event of unforeseen circumstances (e.g., sickness or accident on the part of third parties, weather, safety risks, measures by the authorities or force majeure). Every effort is taken to offer equivalent replacement services. No claims may be made against the organizer on account of changes to the program or cancellation of services.

### 3. Registration

Participation in the program is binding upon receipt of written registration via fax or email. In the case of participants below the age of 18 years on the date of registration, their legal guardians must provide permission for them to take part in all activities of the program by signing at the bottom of the registration form.

### 4. Liability of the organizer

The organizer is liable for gross negligence or intent, as well as culpable injury to life, limb or health, according to the law.

In all other cases the organizer’s liability for culpable breach of duties is limited to three times the participant’s fee. This will not affect compulsory statutory liability.

The above limitations on liability also apply to the personal liability of employees, representatives, bodies and agents of the organizer.

The organizer is liable within the limits described above for diligently choosing and preparing the services, but not for impairments of the performance of such contractual or non-contractual relationships which can be identified by the participant as external services conveyed by the organizer (e.g. sport events, excursions). The organizer assumes no liability for breach of duty by third parties that are not agents of the organizer.

### 5. Insurance and additional duties of the participant or his legal guardian

The participant is not insured via the organizer. Participants should therefore arrange their own suitable insurance policies and protection. With their registration, the participant or their legal guardian certifies the participant’s coverage by adequate:

- accident insurance
- health insurance covering medical costs abroad as well as assistance/repatriation
- personal liability and property damage insurance.

The services offered by the organizer may include sporting activities and might take place in outdoor settings. The participant or their legal guardian is aware of the associated risks and confirms that they participate in the suggested activities voluntarily and at their own risk. The participant or their legal guardian is entitled to refuse participation in individual activities at any time, even if this is at short notice on location.

The risk of accident cannot be fully excluded, even though activities are conducted by expert and relevantly trained third parties.

Participants take part in these activities at their own risk. The participant or their legal guardian affirms that the participant is in good mental and physical health. They undertake to inform the organizer of health problems before the program commences.

Moreover, the participant or their legal guardian is responsible for their individual travel arrangements and any applicable visa requirements necessary to join the program on time.

For programs conducted in the United States of America, Business Schools are required by law to conduct a scan of relevant restrictions on transactions with international persons (e.g. check if the participant or their business is listed on the sanction list of the Office of Foreign Asset Control, “OFAC”).

The participant or their legal guardian are responsible for making themselves familiar with such restrictions and for assessing whether those restrictions apply to them.

They are also responsible for – and accordingly bear the risk of – being rejected by the Business School in the event that they do not pass the scan.

### 6. Code of conduct and exclusion

During the program, the participant is unconditionally obliged to follow the instructions of the organizer and any of its authorized third parties. Participants can be excluded from the program at any time if they fail to behave appropriately, continually disturb the running of the program, do not follow the instructions of the organizer or its authorized third parties, or jeopardize the safety of other participants. All costs incurred because of the exclusion from the program are borne by the participant. The participation fee will not be reimbursed.

### 7. Payment terms

The participation fee is payable upon receipt of invoice by either the participant or their legal guardian. The organizer reserves the right to deny participation in the program or in specific services offered by the program in the event of default on payment, as well as to give the place to a third party.

### 8. Cancellation by the organizer

The program will only take place if there are sufficient participants. If the minimum number of participants is not met, the organizer reserves the right to cancel the program no later than one month before it is due to commence. In this event, any payments already made toward the participation fee will be reimbursed to the participant or legal guardian. If there are too many registrations, the organizer reserves the right to refuse some of them, thereby preventing the participation of certain individuals.

### 9. Cancellation by the participant

In the event of cancellation on behalf of the participant, the organizer reserves the right to demand the following cancellation fees to cover the costs incurred:

- 60% of the fee between 12 and 8 weeks before the start of the program
- 100% of the fee less than 8 weeks before the start of the program.

Cancellation must be in writing. Cancellation fees will be calculated based on the postage date. Should the participant leave the program prematurely, they would have no claim to reimbursement of the participation fee. Any additional costs incurred or to be incurred are borne by the participant.

### 10. Rights to pictures

The participant or their legal guardian consents to the non-remunerable use of their image and voice in all present and future media, i.e. photographs and recordings (image and sound) taken and made by the organizer or its authorized third parties relating to the program. The consent of the participant or their legal guardian extends to the duplication and general and appropriate use of image or voice recordings of the participant. Both section 23 (2) of the KunstUrhG (Kunsturhebergesetz: German Artistic Creations Act) and specific data protection regulations remain unaffected. If the participant does not wish that the organizer publishes photographs and recordings of the participant, the participant will inform the photographer/film team during the program accordingly. The photographers/film team will be instructed by the organizer to obey such requests.

### 11. Applicable law and court of competent jurisdiction

German law is applicable to this agreement. The sole court of competent jurisdiction is Frankfurt am Main.

### 12. Miscellaneous

Should one or several provisions in these terms and conditions prove to be partly or wholly invalid, void or otherwise unenforceable, there is no infringement on the validity of all other provisions.

Only the German wording of these terms and conditions will be deemed legally binding. Any translations of the terms and conditions into a language other than German serve only to facilitate communication between the organizer and the participants and their legal guardians, and are therefore not legally binding.

## 1. Allgemeines

PricewaterhouseCoopers Solutions GmbH, Friedrich-Ebert-Anlage 35–37, 60327 Frankfurt am Main, Deutschland, (nachfolgend „der Veranstalter“) bietet Jugendlichen und jungen Erwachsenen aus Familienunternehmen (nachfolgend „die Teilnehmer“) das Programm „PwC NextGen 2022“ (nachfolgend „das Programm“) an. Mit seiner Anmeldung akzeptiert der Teilnehmer selbst, sowie im Fall seiner Minderjährigkeit (d. h. jünger als 18 Jahre am ersten Tag des Programms) dessen gesetzliche Vertreter, folgende Teilnahmebedingungen:

## 2. Leistungsumfang des Programms

Der Leistungsumfang ist in der Broschüre PwC NextGen 2022 beschrieben. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind sich bewusst, dass im Rahmen des Programms externe Anlässe stattfinden können. Der Veranstalter kann sich zur Durchführung einzelner Aktivitäten auch Dritter bedienen.

Sonderwünsche des Teilnehmers sind in der Teilnahmegebühr nicht enthalten. Sofern der Veranstalter Sonderwünsche erfüllt, werden diese gesondert in Rechnung gestellt.

Der Veranstalter behält sich vor, das Programm oder einzelne Leistungen des Programms zu ändern oder gänzlich zu streichen, wenn dies unvorhergesehene Umstände erfordern (z. B. Krankheit oder Unfall von Drittanbietern, Wetter, Sicherheitsrisiko, behördliche Maßnahmen, höhere Gewalt etc.). Er ist bemüht, gleichwertige Ersatzleistungen anzubieten. Wegen Programmänderungen oder der Streichung von Leistungen können keinerlei Ansprüche gegen den Veranstalter geltend gemacht werden.

## 3. Anmeldung zur Teilnahme am Programm

Die Teilnahme am Programm wird mit der schriftlichen Anmeldung per Telefax oder E-Mail verbindlich. Sofern der Teilnehmer im Zeitpunkt der Anmeldung das 18. Lebensjahr noch nicht vollendet haben sollte, erteilen seine gesetzlichen Vertreter mit Unterschrift unter das Anmeldeformular ihre Zustimmung zur Teilnahme des Minderjährigen an sämtlichen Aktivitäten des Programms.

## 4. Haftung des Veranstalters

Der Veranstalter haftet für vorsätzliches und grob fahrlässiges Handeln, sowie im Falle der schuldhafte Verletzung von Leben, Körper und Gesundheit nach den gesetzlichen Vorschriften.

In allen anderen Fällen ist die Haftung des Veranstalters für schuldhafte Pflichtverletzungen auf die dreifache Teilnahmegebühr beschränkt. Eine gesetzlich zwingende Haftung bleibt davon unberührt.

Die vorstehende Haftungsbeschränkung gilt auch für die persönliche Haftung der Mitarbeiter, Vertreter, Organe und Erfüllungsgehilfen des Veranstalters.

Der Veranstalter haftet im oben genannten Umfang für die gewissenhafte Vorbereitung und sorgfältige Auswahl der Leistungen, nicht aber für Leistungsstörungen in von ihm für den Teilnehmer erkennbar als Fremdleistungen vermittelten Leistungsverhältnissen (z. B. Sportveranstaltungen/-events, Ausflüge). Jegliche Haftung des Veranstalters für Pflichtverletzungen durch Dritte, die keine Erfüllungsgehilfen des Veranstalters sind, ist ausgeschlossen.

## 5. Versicherung und zusätzliche Verantwortung des Teilnehmers bzw. dessen gesetzlichen Vertreter

Der Teilnehmer ist durch den Veranstalter nicht versichert. Er hat daher eigenständig für entsprechenden Versicherungsschutz Sorge zu tragen. Mit der Anmeldung bestätigt der Teilnehmer bzw. dessen gesetzliche Vertreter, dass der Teilnehmer ausreichenden Versicherungsschutz abgeschlossen hat für:

- Unfallversicherung
- Krankenversicherung inklusiver Übernahme von Behandlungskosten und Rückführung im Ausland
- Private Haftpflichtversicherung

Die vom Veranstalter angebotenen Leistungen beinhalten sportliche Aktivitäten, die teilweise in der freien Natur stattfinden können. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind sich der damit verbundenen Risiken bewusst und erklären, dass der Teilnehmer freiwillig und auf eigene Gefahr an den vorgeschlagenen Aktivitäten teilnimmt. Die Teilnahme an einzelnen Aktivitäten kann jederzeit, auch noch kurzfristig vor Ort, von dem Teilnehmer selbst und im Falle von Minderjährigkeit auch von dessen gesetzlichen Vertretern verweigert werden.

Selbst bei Durchführung der Aktivitäten durch fachkundige und entsprechend geschulte Dritte können Unfälle nicht ausgeschlossen werden.

Der Teilnehmer bzw. dessen gesetzliche Vertreter versichern, dass der Teilnehmer psychisch und physisch gesund ist. Sie verpflichten sich, den Veranstalter auf gesundheitliche Probleme vor Beginn des Programms hinzuweisen.

Ferner ist der Teilnehmer bzw. dessen gesetzlicher Vertreter für die individuelle Anreise sowie etwaige Visum-Voraussetzungen verantwortlich, die für eine pünktliche Teilnahme am Programm erforderlich sind.

Für Programme, die in den Vereinigten Staaten von Amerika durchgeführt werden, sind die Business Schools gesetzlich dazu verpflichtet, eine Überprüfung auf eventuell bestehende relevanten Beschränkungen für Transaktionen mit internationalen Personen durchzuführen, wie z. B. Personen oder Unternehmen, die auf der Sanktionsliste des Office of Foreign Asset Control "OFAC" aufgeführt sind. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind dazu verpflichtet, sich über etwaige Einschränkungen zu informieren und das Risiko einer möglichen Ablehnung durch die Business School zu tragen.

## 6. Verhaltensvorschriften und Ausschluss

Der Teilnehmer verpflichtet sich, während des Programms den Anweisungen des Veranstalters und der von diesem autorisierten Dritten unbedingt Folge zu leisten. Teilnehmer, welche sich nicht ordentlich verhalten, die ordnungsgemäße Durchführung des Programms stören, den Anweisungen des Veranstalters oder der von diesem autorisierten Dritten keine Folge leisten oder die Sicherheit der übrigen Teilnehmer gefährden, können jederzeit vom Programm ausgeschlossen werden. Sämtliche sich aufgrund eines Ausschlusses entstehenden Kosten trägt der Teilnehmer. Ein Anspruch auf Rückerstattung der Teilnahmegebühr besteht nicht.

## 7. Zahlungsbedingungen

Die Teilnahmegebühr wird mit Zugang der Rechnung beim Teilnehmer bzw. dessen gesetzlichen Vertreter fällig. Der Veranstalter behält sich vor, bei Zahlungsverzug die Teilnahme an dem Programm bzw. an einzelnen Leistungen des Programms zu verweigern bzw. an Dritte weiterzugeben.

## 8. Absage durch den Veranstalter

Die Durchführung des Programms ist von einer Mindestteilnehmerzahl abhängig. Wird diese nicht erreicht, behält sich der Veranstalter vor, das Programm bis spätestens einen Monat vor dessen Beginn abzusagen. Bereits geleistete Zahlungen der Teilnahmegebühr werden in diesem Fall dem Teilnehmer bzw. dessen gesetzlichen Vertreter erstattet. Bei Eingang zu vieler Anmeldungen behält sich der Veranstalter vor, nach eigenem Ermessen einzelne Anmeldungen abzulehnen und damit die Teilnahme einzelner Jugendlicher oder junger Erwachsener an dem Programm zu versagen.

## 9. Absage durch den Teilnehmer

Im Falle der Absage durch den Teilnehmer ist der Veranstalter – zur Deckung der ihm entstandenen Kosten und Aufwendungen – berechtigt, folgende Stornierungskosten zu verlangen:

- 60 % der Teilnahmegebühr zwischen 12 und 8 Wochen vor Programmbeginn
- 100 % der Teilnahmegebühr ab 8 Wochen vor Programmbeginn

Die Absage muss schriftlich erfolgen. Maßgebend für die Berechnung der Stornierungskosten ist das Datum des Poststempels. Bricht der Teilnehmer das Programm vorzeitig ab, hat er keinen Anspruch auf Rückerstattung der Teilnahmegebühr. Gegebenenfalls angefallene und anfallende Zusatzkosten trägt der Teilnehmer.

## 10. Recht am eigenen Bild

Der Teilnehmer bzw. sein gesetzlicher Vertreter willigt mit der Anmeldung für alle gegenwärtigen und zukünftigen Medien in die unentgeltliche Verwendung seines Bildes und seiner Stimme für Fotografien und Aufzeichnungen von Bild und Ton, die vom Veranstalter oder von diesem autorisierten Dritten im Zusammenhang mit dem Programm erstellt werden, ein. Die Einwilligung des Teilnehmers bzw. dessen gesetzlichen Vertreters erstreckt sich auf die Vervielfältigung und Benutzung seines Bildes oder seiner Stimme in üblicher und angemessener Weise. § 23 Abs. 2 KunstUrhG sowie die gesonderten Regelungen zum Datenschutz bleiben unberührt. Sollte der Teilnehmer nicht wünschen, dass der Veranstalter Foto- und Tonaufnahmen von ihm veröffentlicht, wird er das dem Fotografen/ Filmteam vor Ort mitteilen. Die Fotografen sind angewiesen, solchen Wünschen selbstverständlich Folge zu leisten.

## 11. Anwendbares Recht und Gerichtsstand

Auf dieses Vertragsverhältnis ist deutsches Recht anwendbar. Ausschließlicher Gerichtsstand ist Frankfurt am Main.

## 12. Schlussbestimmungen

Sollte einzelne oder mehrere Bestimmungen dieser Teilnahmebedingungen teilweise oder vollständig unwirksam, nichtig oder in sonstiger Weise undurchführbar sein, so berührt dies die Wirksamkeit der übrigen Bestimmungen nicht.

Ausschließlich den in deutscher Sprache abgefassten Teilnahmebedingungen kommt eine rechtsverbindliche Wirkung zu. Etwaige Übersetzungen der Teilnahmebedingungen in eine andere als die deutsche Sprache dienen nur zur Vereinfachung der Kommunikation zwischen dem Veranstalter und den Teilnehmern sowie deren rechtlichen Vertreter und sind daher rechtlich nicht bindend.

# Contact



**Andrea Baars**  
NextGen Program Lead  
PwC Germany  
[andrea.baars@pwc.com](mailto:andrea.baars@pwc.com)



**Cydnee Griffin**  
NextGen Program Manager  
PwC United States  
[cydnee.griffin@pwc.com](mailto:cydnee.griffin@pwc.com)





