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QUARTERLY

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COVER STORY

UNITED WE STAND

*THE AMERICAN BUSINESS COMMUNITY IN POLAND
CELEBRATES HISTORIC DEVELOPMENTS AND
GETS SET FOR MORE, P 6*

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AMENTUM

ATMAN

AVERY DENNISON

CGI

GE VERNOVA

HILTON WARSAW CITY

EXPERTS

AICPA & CIMA

AON

ŁASZCZUK & PARTNERS

MANPOWER GROUP

FORVIS MAZARS

NEWMARK POLSKA

INSIDE: 50 PHOTOS FROM AMCHAM EVENTS

AmCham Advisory Council



Enterprise Investors



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The Advisory Council of the American Chamber of Commerce in Poland is engaged in shaping the AmCham advocacy for better investment, creating policies and working with key policy-makers to address important relevant issues. The crucial role of companies gathered in the Advisory Council is emphasized by the special client care AmCham provides to these premium members and the opportunity they have to cooperate at the highest level, including business-to-government dialogue, networking events as well as priority at other AmCham events.

IT'S YOUR AMCHAM



IT'S YOUR DEBATE

"The growing US investment in Poland makes the country more secure. The primary goal of our community should be to underscore this message and never nuance it".

Marta Poślad, AmCham Board Member (and AmCham Chairwoman since January), p 7

"There is a need to engage to make sure that we have a secure and prosperous Ukraine next door to Poland".

Tony Housh, AmCham Board Member, p 6

"The growing US investment in Poland makes the country more secure."

Marta Poślad, AmCham Board Member (and AmCham Chairwoman since January), 7

"President-elect Trump is a friend of Poland."
US Ambassador to Poland **Mark Brzezinski**, p. 8

"With the rising importance of American business in Poland and Europe, the role of AmCham is particularly relevant as a place where we can exchange ideas, views, discuss difficult topics and opportunities."

Elżbieta Czetwertyńska, AmCham Board Member, p. 8

"In its Presidency of the EU, Poland will try to play safe, focusing on the future of the European budget and the security situation in the CEE region."

Andrzej Bobiński, Managing Director of Polityka Insight, p. 12

AmCham.pl Quarterly is the official publication of the American Chamber of Commerce in Poland. It is a voice for foreign investors and the business community in Poland. The magazine strives to keep our members and other readers up to date by following chamber news and reporting on the leading trends in business and policy.

"If Ukraine is given firm guarantees of EU membership, then the reconstruction will be speeded-up—if not, the reconstruction will be much slower."

Raphael Minder, correspondent of the *Financial Times*, p 12

"Poland is a strategic hub for hyperscalers, enabling them to seamlessly operate across Central and Eastern Europe, including Poland, Ukraine, the Czech Republic, and Slovakia."

Sławomir Koszółko, CEO of Atman, p 16

"The Packaging and Packaging Waste Regulation marks a revolution in packaging. That is why Poland should intensify the implementation of this transition, starting with new legislation and consumer communication to build a deeper consumer awareness around this trend."

Małgorzata Zaniewska, Country Manager NEE at Avery Dennison Polska, p 18

"Poland is undergoing significant economic and technological transformations, driven by advancements in digitalization, sustainability, and innovation."

Bartłomiej Nieścierowicz, Senior VP CGI Polska, and Business Unit Leader at CGI Polska, p 20

"In terms of Polish legislation, we see areas to improve - especially in key regulations critical for the energy industry to develop."

Sławomir Żygowski, CEO GE Vernova in Poland, 22

"2024 was indeed a good year for Hilton Warsaw City. We saw an increasing national and international demand to host large meetings and events in Warsaw."

Matthias Herd, General Manager of Hilton Warsaw City, p 24

YOUR AMCHAM



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ADVOCACY

OF AMCHAM POLAND



AmCham Poland's position papers are
available at
amcham.pl/advocacy

Our top issues include:

AMCHAM POLAND ADVOCACY PRIORITIES 2025

AmCham Poland remains committed to fostering a competitive investment climate and supporting business growth. In 2025, we continue our advocacy efforts to ensure Poland remains an attractive destination for investors.

To provide a clear framework for our priorities, the AmCham Legal Team has developed a draft advocacy document outlining key areas of focus for the year. This working document is available on our website, and we invite our members to review it, share feedback, and contribute to shaping our efforts.

Our advocacy in 2025 focuses on key areas: New Technologies & Digitalization, Energy Sector, Stable & Predictable Legislation, Labor Market & Education, Healthcare, Defense Sector, Investment Development, and Industrial Transformation Program. By addressing these priorities, we aim to support long-term economic growth and strengthen Poland's position as a key business hub in the region.

FRAMEWORK FOR ARTIFICIAL INTELLIGENCE DIFFUSION

The administration of President Biden in its last days in office introduced Framework for Artificial Intelligence Diffusion. This regulation, announced by the White House on 13 January establishes new export control rules for advanced microprocessors. The restrictions are geographically based and leave only 18 countries, selected according to the very vague criteria of having "robust technology protection regimes and technology ecosystems aligned with the national security and foreign policy interests of the United States" outside of the scope of the tightened measures. Poland is not in this select category, despite being a key U.S. ally in Central and Eastern Europe and hosting a growing number of American investors, including leading technology companies.

AmCham has engaged in extensive consultation on the issue to ensure that the new rules do not negatively impact the ability to locate modern investments in artificial intelligence,

data storage and cloud services. In addition to contacts with the US Chamber of Commerce and the US Embassy, we also requested a meeting at the Prime Minister's Office to determine how to ensure uninterrupted access to the most advanced microchips in Poland and the development of a transatlantic technology partnership.

POLISH ENERGY AND CLIMATE POLICY PRIORITIES AFTER 2024 MANUFACTURERS' FORUM

During the AmCham Manufacturers' Forum 2024, we had the opportunity to hear diverse perspectives on the Polish manufacturing industry. Through keynote speeches, three intensive panel discussions, and numerous backstage conversations, key industry challenges emerged: balancing the green transition with competitiveness, rising energy and labor costs, and administrative burdens.

To amplify the voices heard during the forum, AmCham Poland has prepared a position paper outlining the manufacturing sector's key postulates for Polish public authorities. This document has been submitted to the Ministry of Development and Technology as well as the Ministry of Climate. Additionally, AmCham remains in ongoing dialogue with the Ministry of Development to help develop solutions that enhance the competitiveness of Polish industry.

The position paper focuses on five key areas:

1. Accelerating the development and diversification of clean energy sources,
2. Establishing long-term, stable, and publicly communicated plans for energy source support,
3. Streamlining spatial and environmental planning procedure
4. Enhancing consumer education and awareness,
5. Improving access to qualified personnel.

Our position paper is available on our website.

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AGENDA INTELLIGENCE FROM AMCHAM COMMITTEES**HUMAN RELATIONS**

In November, the committee met for a discussion entitled "Hybrid Pitfalls—How to Navigate the Complex Landscape of Distributed Work". The speakers were Zuzanna Karaś, Senior HR Manager at Intego Group; and Dorota Osiecka, Partner at People & Places Advisory, Colliers Define.

In her presentation, Dorota Osiecka talked about the results of 2024 research on how employees approach hybrid work.

She noted that in 2024, 96 percent of companies in Poland offered some form of hybrid work to their employees. Hybrid work—and its work-from-home part—is becoming increasingly popular. In 2022, the standard hybrid work model assumed 50 percent of work time to be devoted to working from home and 50 percent to working at the office. Two years later the standard hybrid work model means that employees work from home most of the time, working at the office only occasionally. This translated into new hiring strategies. Before the COVID-19 pandemic, 75 percent of companies would hire individuals who lived not too far from the office, allowing for up to two hours to commute to work one way. However, it is no longer the norm. Today, most employees do not need to live close to the office as they expect to work remotely. "It is a permanent change of employee attitudes which will be difficult to reverse", Osiecka noted.

She said that approximately 60 percent of companies would like to see their employees come to the office more frequently. However, research showed that the more they insist on it, the more resistance they meet on the part of the employees. In 2022, some 66 percent of employees opposed that they should work at the office; in 2024 the opposition grew to 88 percent.

Facing a call to return to the office, employees have two types of responses. Some use "passive resistance"—if they are supposed to work, say, 3 days a week at the office, they use every opportunity and excuse not to show up as often as possible. In practice, their average weekly office work is usually one day fewer than what the employer requires. Other employees resort to "active resistance". They threaten the employer, that if they are forced to "return to the office" they will simply find a new remote job. However, Osiecka said that there are adequate motivators for employees to come to work at the office. She showcased some of them explaining why some would be effective at some companies while others will not.

Zuzanna Karaś discussed how employers can make "distance work" efficient for the company and productive for the employer. She showcased different methods such as setting clear expectations, creating flexible

work structures, encouraging collaboration between team members, providing the right tools for work at a distance and optimizing remote work environments as well as ways to boost individual employee's morale.

In January, the committee met to discuss planned changes in Labor Law and anticipated hiring trends in 2025 that will impact job seekers, employers, and the general workforce. The speakers were Małgorzata Grzelak and Piotr Zygmunt—both in double roles as speakers and Co-Chairs of the committee.

In their presentations, the speakers discussed how HR experts are likely to address talent shortages, cross-generational communication, climate change, and cybersecurity. They noted that HR experts will focus on these trends to meet the business needs of their clients.

The speakers also focused on legislation essential for businesses to stay compliant. These include supplementary maternity leave and additional days off, relationships with trade unions and employee representatives, and the State Labor Inspection, among others.

MARKETING AND COMMUNICATIONS

In December, the committee met with Aleksandra Karasińska, journalist and Director of the Ringier Axel Springer Foundation, to discuss how artificial intelligence (AI) enables anonymous actors to spread info bias and disinformation across social media to influence the electorate to shift politics.

She said that the use of social media in political campaigning is not a new phenomenon. Cambridge Analytica, a British political consulting firm, successfully used its data on Facebook to target a huge portion of the British electorate with a message to leave the EU. Today, four years after Brexit took place on February 1, 2020, British economic experts count the Brexit-related losses to the British economy.

In 2024, some 3 billion people the world over were entitled to vote. They had access to social media.

According to Reuter Digital News Report 2024, social media are the most important source of information for 29 percent of the global population, followed by search engine results (25 percent) and reading the content of traditional media websites (22 percent). It transpires, therefore, that social media may have a huge impact on people's political choices.

Karasińska showcased the 2024 presidential election campaign in Romania and the surprising win of Călin Georgescu to prove her point, underlining the role AI played in it.

The elections Călin Georgescu was an obscure politician whose anti-EU, anti-NATO and pro-Russia

views were too radical to be taken as a serious runner for the Romanian presidency by political analysts. With no political party behind him, he was at the bottom of the opinion polls averaging some 3-4 percent of general backing.

Yet, he came first in the first round of the election, beating all popular Romanian politicians who took part in the race.

All thanks to TikTok, a social media platform that is used by the overwhelming 10 million Romanians (the population of Romania was nearly 20 million in 2023) including in this number a huge part of Romanians living in Diaspora.

Most TikTok users are young people who lack solidified political views and are prone to manipulations. A few weeks before the first round of election, they were exposed to a "frequency boosting" campaign on TikTok. Popular Romanian influencers were hired to discuss how important it is to take part in the elections and elaborated on "the ideal candidate" for Romanian President. The campaign's hashtag in Romanian translated to "balance and stability". It led to the TikTok site of Călin Georgescu. In the 30 days before the first round of the elections the number of TikTok users who observed his site jumped from 290,000 to 540,000. Between November 11 and November 18, the Georgescu-related content was viewed 93 million times. The elections were held on November 24.

Following the Georgescu win, the Constitutional Tribunal of Romania declared the elections null and void, on the basis that the election campaign was rigged by a disinformation campaign which is a crime. An investigation was motioned but so far the culprit has not been found. It is assumed, however, that it must have been either Russia or China.

What is known, however, is that the misinformation campaign must have been prepared in advance, and the real culprit behind the rigging was an AI algorithm.

The TikTok policy in Europe prohibits running political campaigns on its service. Consumer promo campaigns are allowed. It transpired that someone had made the TikTok algorithm servicing promo campaigns (or fed their own algorithm into the TikTok system) to recognize the "balance and stability" hashtag as a commercial promo campaign and targeted it to young users and those living in rural areas. To amplify the efficiency in the last days before the elections, thousands of fake TikTok accounts were used, all serviced by AI to make an impression that they were real.

As a result of an investigation, TikTok closed 66,000 fake accounts.

According to Aleksandra Karasińska, AI enables almost anybody to spread low-quality content on social media. Such content,

however, by its ridiculousness and extremity is appealing and exciting to the target group. Karasińska proved her point by giving an example of a radio show aired in Poland, which was a live interview with the famous Polish poet Wisława Szymborska (who died in 2012) conducted by a radio host who never lived as "her" voice was created by AI. "AI raises questions about the future of the media, protecting real information, and the role and responsibility of global technological concerns in it all," Karasińska said. The presentation was followed by a Q&A session and discussion.

SUSTAINABILITY

In January, the committee met to discuss the challenges for businesses stemming from the rising cost of electricity. The speakers were Arkadiusz Sekściński, Chief Business Development Officer from Energix, an AmCham member company; Szymon Kowalski, Vice President of Re-source Poland, a platform for cooperation between producers and consumers of energy from renewable sources. Mariusz Wawer, AmCham Board Member and the Co-Chair of the AmCham Sustainability Committee, moderated the discussion.

In their presentations, the speakers discussed how companies may lower electricity costs.

Considering energy cost optimization, decarbonization methods, and ESG reporting, businesses need to focus also on the benefits offered by Corporate Power Purchase Agreements (cPPAs). They are long-term electricity contracts between power producers and energy suppliers who then sell them to end users. Despite the huge potential of cPPAs, concerns remain around the risk of electricity prices and supplies covered by the contract during the whole term. With this, it is important to understand the complexity of the process and the challenges it involves.

TRAVEL AND TOURISM

The committee met in January to discuss travel experts' best practices in optimizing the costs of implementing sustainable travel strategies. The speakers were Emilia Majewska, Senior Manager, Deloitte; and Magdalena Elias, General Manager of Bristol Hotel.

In their presentations, the speakers showcased sustainability as an investment in the sound future of businesses. With CSRD re-

porting requirements becoming increasingly complicated, the hospitality sector aims to become carbon neutral by 2050. While it is an ambitious goal, there are widely-known solutions such as exploring and installing new technologies such as energy saving, creating green teams, or upgrading transportation offerings and services with sustainability in mind. However, the most important aspect of a successful sustainability strategy is creating awareness, properly educating people, and allowing the guests to be part of the experience by asking for their ideas and feedback. The speakers underlined, that the hospitality sector will not do much good for long if it does not make money. It would certainly help if all companies had the same understanding of the challenges. However, it is a fact that the hotel industry needs to care about different customers' experiences, including those which are not very sustainable.

Speaking about hotels and businesses' cooperation towards more sustainable travel experiences, the speakers stressed the role of travel managers whose expectations will drive hotels' performance.

The image shows a screenshot of the AmCham Poland YouTube channel page. At the top, there is a banner with the American flag and a QR code. Below the banner, the channel name "AmChamPoland" is displayed along with its subscriber count (160) and video count (216). The channel description reads: "The American Chamber of Commerce in Poland, Kraków, the leading organization in...". There are links to "amcham.pl" and "4 more links". A "Subscribed" button is visible. The page shows a grid of video thumbnails with titles and view counts:

- American Networking Breakfast Rzeszów, arch 18,2024** (1:58, 1 month ago)
- Industry and Energy Committee - Industry 4.0 meets the 5G** (2:02, 1 month ago)
- AmCham Kraków: Foreigner Employment – Best Practices Workshop** (1:47, 2 months ago)
- What to Expect in 2024? The year-opening meeting with KPMG and the AmCham Advocacy team in Kraków** (2:33, 2 months ago)

Overlaid on the screenshot is the text: **Visit AmCham Poland on Youtube and watch videos from our events!**

UNITED WE STAND

THE AMERICAN BUSINESS COMMUNITY IN POLAND CELEBRATES HISTORIC DEVELOPMENTS AND GETS SET FOR MORE

In December, AmCham held its Annual General Meeting and Christmas Reception at the Radisson Collection Hotel Warsaw to manage the chamber's business, including voting on the Chairman's Annual Report and the Auditor's Report on the AmCham financials. AmCham members also elected new Board of Directors for the 2025-26 term: Elżbieta Czetwertyńska (Citi/Citi Handlowy); Dorota Dąbrowska-Winterscheid (CEC Group), C. David DeBenedetti, (DeBenedetti Majewski Szczeciński), Honorata Hencel (Boeing), Tony Housh (CGC Advisors), Agnieszka Jankowska (T-Mobile Polska), Jolanta Jaworska (IBM Poland), Mariusz Mielczarek (Amazon), Marta Poślad (Google), Małgorzata Skonieczna (PepsiCo), Mariusz Wawer (3M), Marta Życińska, (Mastercard). For the first time in the chambers' history, votes were cast with an electronic system designed for mobile devices. Marta Pawlak, AmCham Legal & Public Policy Director, conducted the voting, with technical assistance from Mateusz Jurczyk, AmCham Kraków & Katowice Director. Tim Hyland, Chair of the AmCham Travel & Tourism Committee, whose company FCM Travel Express has been a longtime AmCham member, supervised the voting process.

Five companies that have been AmCham members for 30 years received certificates of recognition. They were GE Aerospace (GE Poland International), Greenberg Traurig, Heidrick & Struggles, Mars, and the Walt Disney Company. Among the keynote speakers of the evening were Tony Housh, the incumbent AmCham Chairman; Mark Brzeziński, US

Ambassador to Poland; Marta Poślad, the incumbent AmCham Vice-Chair, and Elżbieta Czetwertyńska, AmCham Board Member who represented Citi Handlowy—AmCham's Partner for the Christmas Reception.

The Sponsors-in-Kind were Stock Polska, PepsiCo, Gallo Winery, and Perta, while the sponsors of the Raffle included Air France/KLM/Delta, Call&Fly, Casino Poland at the Presidential Hotel, Coca-Cola, PepsiCo, Estée Lauder, Forever Living Products, Mary Kay, Mars Wrigley, and Radisson Collection Hotel.

WORD FROM THE CHAIRMAN

The AGM marked the last time Tony Housh addressed the chamber as its chair, having served in this position continuously for the last decade.

He reviewed AmCham's activities in 2024 and talked about some of the challenges the chamber will face in 2025 and beyond.

Housh noted that last year, fulfilling its core function of advocating on behalf of its members, the chamber presented 32 policy papers and held 41 high-impact stakeholder meetings, focusing on various areas, including digital transformation and legislation for AI systems and the national cybersecurity system.

AmCham also advocated for more affordable renewable energy and the reduction of administrative barriers to investment, arguing for simpler regulations governing private procurement, the reimbursement law, electronic communications and the global minimum tax.

The chamber held 47 Committee meetings, nine monthly meetings, five business



Tony Housh said that American companies in Poland should engage in helping Ukraine so Poland borders with a prosperous and secure country.

mixers in Warsaw, and 51 events out in the regions. "We have expanded our engagement out in the regions because there is business and investment going on across Poland, and we aim to be as close to the membership and decision-makers as we can," Housh said.

Last year, AmCham also held the Manufacturers' Forum, focusing on competitiveness in manufacturing and highlighting the technological aspects of the Industry 5.0 revolution, in which many AmCham member companies are deeply involved. The chamber's keynote events in the public space were AmCham Dinners, held at the 16th Economic Congress in Katowice in May, and at the 33rd Economic

Forum in Karpacz in September. "They were very successful rounds of discussions about how we solve problems," Housh said, adding: "We look forward to continuing AmCham Dinners in 2025". Throughout 2024, AmCham was involved in the Poland-US economic dialogue and supported member companies on individual initiatives.

The chamber also hosted a delegation from AmCham EU visiting Warsaw ahead of the Polish Presidency of the Council of the European Union, with executives from financial services, chemicals, aerospace, and technology industries. Chairman Housh noted that AmCham continued to work within the Rebuild Ukraine working group. "Since the beginning of the invasion of Ukraine in February 2022, American investors have been working to support Ukraine and displaced people on different levels," Housh said, adding that the chamber will continue to focus on Ukraine. "There is a need to engage to make sure that we have a secure and prosperous Ukraine next door to Poland," Housh said.

The outgoing AmCham Chairman also discussed the intensive cooperation between the chamber and the US Embassy in Warsaw, particularly the embassy's Economic Mission, which led to many meetings "not just with the US Economic Mission in Warsaw and Kraków but with senior representatives of the US government. I would like to thank Commercial Counselor Jim Lindley and the Team at the Embassy for working with us closely," Housh said.

Housh thanked Ambassador Mark Brzezinski for his leading role in promoting the economic interests of American investors in Poland and helping AmCham amplify its advocacy efforts across stakeholder and diplomatic platforms.

Housh concluded his speech by saying that the chamber was sound financially "with a healthy financial reserve which allows the chamber to serve the membership in a difficult time" and it continues to grow, "ending in 2024 with 405 members, a record high number," he said.

LEADING BUSINESS AHEAD

Expanding on the address by Tony Housh, Marta Poślad talked about AmCham's role in the future and its weight on Poland-US relations taking into account the challenges and opportunities of the years ahead.

She said that both Poland and the US have created a dynamic alliance "forged in shared values and driven by ambition." With the new US Administration, a new European Commission, and a new nation's president in Poland come May, a

new opportunity will open up for businesses to embrace.

Poślad underlined that the growing US investment in Poland makes the country more secure. "The primary goal of our community should be to underscore this message and never nuance it," she said. Talking about business opportunities, she talked about the transition to clean energy, which is led by "American ingenuity", she said.

Beyond energy, there are ample investment opportunities in innovation and IT sectors in which American companies are already tapping into the talented skilled workforce in Poland. "Together we will forge a digital alliance that will drive the industries of tomorrow", Poślad said. She also noted that business opportunities exist for American companies in enhancing the role of Poland as a stabilizing country in the region. "As an ally, Poland has become a lifeline for Ukraine, and the US stands with Poland in this noble effort not only to rebuild Ukraine but secure a long-lasting peace in the region," Poślad said, adding that American commitment to Poland's defense is unwavering. "Let us seize this moment and rise to the challenges and opportunities of our time," she said adding that "By recognizing this incredible potential, AmCham will continue to lead business development and utilize the vast economic potential between Poland and the US".

HISTORIC IMPACT

For Ambassador Brzezinski, the AGM was the last occasion to address the AmCham membership. Following the change of the US Administration, his mission was about to end.

Speaking to the membership, he said that serving as US Ambassador in his father's homeland was a deeply emotional experience. When he visited Poland 32 years back as a Fulbright scholar, he was profoundly impressed by the determination of the Polish people to change and modernize their country as it left its communist past behind. As US Ambassador to Poland, he could see firsthand the wide contribution of American companies—the second largest group of foreign investors in the country—in making the Polish economy a success story over the last three and a half decades. "American companies are intrinsically a part of that story and their impact goes far beyond dollars and zlotys," Ambassador Brzezinski said, noting that as they bring capital to the country they promote innovation, and create new jobs and opportunities, investing in the community and the future of the country's prosperity.

He singled out Google Polska for its work



Marta Poślad said that each new US investment in Poland makes the country more secure.

to promote women's entrepreneurship, including among Ukrainian women refugees. For this, among other accomplishments, the company received the Department of State's Award for Corporate Excellence in 2023. According to the ambassador, the Google Polska case shows "how Polish business can do well while doing good."

The ambassador talked about Amazon Polska which celebrated its 10th anniversary in Poland last year. By 2024, Amazon, according to the company's data, created over 70,000 direct and indirect jobs in Poland and invested approximately USD 7 billion in the Polish economy. Along with this investment, the company has brought its impactful footprint in local environmental protection and conservation. Through Amazon's Girls Do Engineering program, the company has championed technology education for girls in Polish high schools.

The ambassador noted that Boeing had



Ambassador Brzezinski noted that American companies have been a huge part of the story of Poland's successful economic transformation in the last 30 years.

AMCHAM ANNUAL GENERAL MEETING, BOARD ELECTIONS & CHRISTMAS RECEPTION

just launched a new engineering site significantly expanding the company's advanced engineering capabilities in Poland. "As Poland continues to grow as a key player in Europe, US companies are increasingly recognizing the tremendous potential in the country," the ambassador said. "From manufacturing to advanced technology to higher education to renewable energy and digital transformation, American businesses are not only expanding their presence in Poland but are actively contributing to the country's economic evolution in moving Poland up the value chain."

2024 made even more history for Poland-US economic relations with the launch of the construction of Poland's first nuclear power plant—a project undertaken by Poland in partnership with two gold-standard American companies Westinghouse and Bechtel. "This is an important strategic deal that had direct personal involvement of President Biden and Vice President Harris," the ambassador said.

PARTNERSHIP IN TECHNOLOGY AND DEFENSE

The ambassador noted that Poland together with American partners is expanding in the field of innovation and technology to respond to the rapidly evolving cyber security landscape. In August, the Polish police signed an agreement with Cisco to work on digital transformation. US companies such as Microsoft, HP and Dell have joined the PW-Cyber—Polish program that helps expand national security, enhance cyber defense, and increase public awareness of the growing threat landscape in the digital era. The ambassador added that Polish security experts bring significant expertise and

knowledge to the program. "Top US officials many times expressed their surprise about how resilient Poland has been to cyber attacks and cyber threats," Ambassador Brzezinski said.

Ambassador Brzezinski also talked about Poland's program of modernizing its defense, which, he said, has been conducted "at lightening-fast speed". A significant amount of the program's budget is earmarked for US military equipment.

Last year, Poland purchased more US military equipment than Saudi Arabia. "Just this past August, Poland signed the contract for 96 Boeing Apache helicopters," the ambassador said, adding that "Poland is becoming the largest Apache operator outside of the US and it sends a powerful message—we trust each other, and we are committed to mutual safety and security."

HELPING UKRAINE

Ambassador Brzezinski underlined that, from the very beginning of the war in Ukraine, the US business community in Poland stepped up its support for Ukraine and Ukrainian refugees. AmCham's Corporate Aid for Ukraine has provided humanitarian relief for refugees demonstrating the power of corporate social responsibility in times of crisis. "Never before has a set of businesses like Amazon, Uber, Hilton Hotels, Google, and others, jumped in on the same day of the invasion to help people," Ambassador Brzezinski said, adding that "there has never been such a powerful combination of the American corporate footprint abroad and the collective effort to address the critical humanitarian need. This public-private partnership is a model for how business can lead in times of crisis."

The ambassador said that President-elect Trump has made clear that the end of the war in Ukraine could not come a moment too soon, and that he wants to be very proactive in seeing this through. In this context, it is essential for AmCham to think through what Poland can do in the rebuilding of Ukraine, drawing ideas from the Polish experience in the 1990s when the country began its economic and political transformation.

LOOKING FORWARD

Ambassador Brzezinski said that with the new US Administration, the special relationship between Poland and the US will not change because President-elect Trump has an understanding of Polish history and the determination of the Polish people to have an independent country and freedom. "President-elect Trump is a friend of Poland," the ambassador said.

He urged the American business community in Poland to waste no time in forging links with the new administration because "There is an incredible opportunity during the upcoming Trump administration to do big things between America and Poland," he said.

The ambassador added that over the last 20 years, the US government has learned about "the overlay between this strategic context and the commercial context—how American business and commerce overseas can advance values and the vision of America."

He added that whenever there is a new administration coming in, a brand new blueprint for America's role in the world is created to reflect the vision of the incoming president. It articulates what America wants to do with the world, and what it expects from the world. "This will be an important opportunity for Polish leaders—not only government leaders but for business leaders as well, who have the ear of those who make decisions".

FAREWELL TO AMCHAM

The ambassador thanked AmCham for representing the interest of American companies in Poland, and the AmCham Board of Directors and AmCham Chairman Tony Housh for their work and dedication to positioning US companies that work alongside their Polish partners. "Your leadership of AmCham is impactful; your legacy in advancing the American business community in Poland is clear," he said, adding that "It has been an honor and privilege to work alongside you and the entire AmCham Board of Directors."

STRONGER TOGETHER

The last speaker of the evening was Elżbieta Czetwertyńska. She said that with the rising importance of American business in Poland and Europe, the role of AmCham is particularly relevant as a place "where we can exchange ideas, views, discuss difficult topics and opportunities."

She said that Poland is expected to develop its economy at a pace that exceeds Poland's peers in Europe. "While there will be challenges for business, there is a bright future ahead of us in Poland and I hope we will be able to navigate that together," she said.

Czetwertyńska thanked Ambassador Brzezinski for his work in forging strong Poland-US relations, and Tony Housh for his impactful decade as AmCham Chairman.



According to Elżbieta Czetwertyńska, AmCham is particularly relevant for US investors as a place where they can exchange ideas and views, and discuss difficult topics and opportunities.



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AMCHAM ANNUAL GENERAL MEETING, BOARD ELECTIONS & CHRISTMAS RECEPTION

IN DECEMBER, NEARLY 200 MEMBERS ATTENDED THE AMCHAM ANNUAL GENERAL MEETING, BOARD ELECTIONS & CHRISTMAS RECEPTION. THE VENUE WAS THE RADISSON COLLECTION HOTEL, WARSAW. IN PICTURES: 1. TONY HOUSH, AMCHAM CHAIRMAN. 2. MARK BRZEZINSKI, US AMBASSADOR TO POLAND. 3. MARTA POŚLAD, AMCHAM VICE-CHAIR (GOOGLE). 4. MARTA PAWLAK, LEGAL AND POLICY DIRECTOR, AMCHAM. 5. ELŻBIETA CZETWERTYŃSKA, AMCHAM BOARD MEMBER, CITI HANDLOWY. 6. AGATA FOKS, GE AEROSPACE; JOLANTA NOWAKOWSKA ZIMOCH, GREENBERG TRAURIG; ŁUKASZ KINIEWICZ HEIDRICK & STRUGGLERS; MARK BRZEZINSKI; EWA ŁAPIŃSKA, MARS, TONY HOUSH. 7. MARTA ŻYCIŃSKA, MASTERCARD; MARIUSZ WAWER, 3M; MAŁGORZATA SKONIECZNA, PEPSICO; MARTA POŚLAD, GOOGLE; MARTA PAWLAK, AMCHAM; MARIUSZ MIELCZAREK, AMAZON; TONY HOUSH; HONORATA HENCEL, BOEING; JOLANTA JAWORSKA, IBM; ELŻBIETA CZETWERTYŃSKA, CITI HANDLOWY; C. DAVID DEBENEDETTI, DEBENEDETTI MAJEWSKI SZCZĘŚNIAK & PARTNERS. 8. MAŁGORZATA SKONIECZNA; DAGMARA PIASECKA RAMOS, PEPSICO. 9. JAMES LINDLEY, COMMERCIAL SERVICE OF THE US EMBASSY IN POLAND; MIROŚLAW KOWALIK, WESTINGHOUSE ELECTRIC POLAND; MARIUSZ MIELCZAREK, AMAZON. 10. TOMASZ ZAKRZEWSKI, RTX CORPORATION; JYRKI KUJANSUU, SAAB TECHNOLOGIES. 11. AMBASSADOR BRZEZINSKI ADDRESSES AMCHAM POLAND. 12. THE CITI CHOR IN ACTION. 13. MARTA ŻYCIŃSKA; MARIUSZ MIELCZAREK. 14. KATARZYNA OBUCHOWICZ, BROWN FORMAN; MAREK ŻÓŁTOWSKI, BAT. 15. MARIUSZ PASZKIEL, SHERATON SOPOT HOTEL; MAŁGORZATA SKONIECZNA; MARTA BŁAZIK, HOTEL BRISTOL WARSAW. 16. JOANNA GODZISZEWSKA, AIR FRANCE; MICHAŁ KOZALSKI, CEC. 17. KATARZYNA CHOJECKA, CISCO; KATARZYNA BORUCKA, RUZA TOMIC-FONTANA, COCA COLA HBC; MARTA PAWLAK. 18. THE KASIA NOVA TRIO. 19. MEMBERS OF THE AMCHAM BOARD OF DIRECTORS AND THE MEMBERS OF THE AMCHAM TEAM.





CHANGING POLITICAL LANDSCAPE

AMCHAM IS SET TO ADVANCE THE ECONOMIC GOALS OF US INVESTORS IN POLAND AND BEYOND

The AmCham Monthly Meeting in January attracted over 120 representatives of member companies who came to the Westin Warsaw Hotel to discuss opportunities and challenges for business in 2025. The speakers were Raphael Minder, correspondent of the *Financial Times*; Andrzej Bobiński, Managing Director of Polityka Insight; and Marta Poślad from Google who is the newly-appointed Chair of the AmCham Board of Directors. Tony Housh, an AmCham Board Member, moderated the discussion.

With the Polish Presidency of the European Union starting in January, the panelists focused on the presidency's goals and how they may align with advancing the EU economy.

PLAYING IT SAFE

According to Andrzej Bobiński, the presidency will mark a time of framing discussions rather than taking decisions and starting new ambitious policies. In his view, "Poland will try to play safe, focusing on the future of the European budget and the security situation in the CEE region. Poland will also focus on what can be done in the EU to prevent the centrifugal tendencies of some of its member states. Raphael Minder said that Poland will be able to make an impact on EU policymakers because it stands out in Europe as politically stable with a growing economy, while "the traditional European growth-engines, France and Germany, are experiencing political turmoil", he said.

With this, Poland will be able to set the EU agenda for at least until March and maybe longer—longer, depending on how the political scene will develop in Germany after parliamentary elections. Poland will have opportunities to push the EU agenda towards security, including food security, the provision of drugs, cybersecurity, and other areas, such as having European bonds to finance defense and setting the terms for an EU policy on migration.

Marta Poślad said that during its EU presidency, Poland will host thousands of meetings and fora. "It does matter what will be said at those meetings and what the tone of those conversations will be,"

she said.

In her opinion, the Polish presidency has progressive ideas about EU competitiveness that align with the Draghi Report—a 2024 report addressing European competitiveness and the future of the European Union, authored by former President of the European Central Bank and former Prime Minister of Italy Mario Draghi.

She noted that having been a strong advocate for American business in Europe for the last three decades, AmCham is in a position to impact those conversations.

RELATIONS WITH THE US

Looking at the potential impacts of the new US Administration on international trade and economy, the panelists agreed that they may be significant and disruptive. With this, the Polish presidency will focus on making all EU member states respond in unison to potential trade restrictions and tariffs on EU exports to the US that the Trump Administration may impose. "A lot of the job of Poland will be to make sure that different countries do not go into opposite directions," Minder said. Bobiński noted, however, that as a strong European ally of the US, Poland will avoid having a confrontational attitude towards the US. "Poland will be driven by its own interests as most EU member states are," he said.

Poślad noted that technology is high on the agenda of the new US Administration. In her view, as US technology companies in the EU are driving progress in strategic areas for the union's economy, the Trump administration may offer opportunities for the EU to boost its economic competitiveness, especially since many recommendations made in the Draghi report align with the expectations of tech companies in Europe.

BEYOND THE WAR IN UKRAINE

The ongoing war in Ukraine was another focus area for the panelists, who agreed that there are more question marks than answers about when it may end, on what conditions, and how the reconstruction of Ukraine may proceed.

According to Rafael, investors in the re-

construction process will need to wait and see how the situation will unfold after the ceasefire. He noted that after the Maidan Uprising in 2013, many Polish investors rushed to Ukraine, hoping it was a good moment to invest in the country. However, they found "a very weak rule of law and many other difficult issues to solve," he said.

Rafael added that for foreign investors in Ukraine, it will be crucial that the country is eventually admitted to the EU. "If Ukraine is given firm guarantees of EU membership, then the reconstruction will be speeded-up—if not, the reconstruction will be much slower," he said.

Rafael said that a successful and speedy post-war recovery in Ukraine is in Poland's interest. "Poland is best-placed to be the hub and the platform for the reconstruction of Ukraine," he said.

According to Bobiński, the Polish government is increasingly interested in forging economic links with Ukraine. With this, while focusing on European affairs during its EU Presidency, Poland will look at the opportunities in Ukraine. "Poland needs a systemic approach to Ukraine and how Poland can plug into the reconstruction process and where opportunities may be for Poland and Polish companies," he said. Marta Poślad said, "Poland needs to translate that political language into business opportunity because there are opportunities for Polish companies in being part of the reconstruction of Ukraine."

She noted that investors can be more efficient when collaborating with US partners.

With this, she said that the US headquarters of American companies in Poland should introduce Poland to the coming US administration, explaining that Poland is a safe country despite the war at its eastern border. It is also well-positioned as a place where companies interested in the Ukrainian reconstruction may set up their operations quicker and safer than in Ukraine. "This is something we are going to work on in the next few months, hoping that we will be ready to go as soon as the real reconstruction process starts," Poślad said.

SILVER SPONSOR ARTICLE SANTANDER BANK POLSKA

SUPPORTING IMPORTS FROM THE US

By Grzegorz Pojnar, Export Finance Director, Santander Bank Polska

ECA-backed financing is a helpful tool when investing in Poland.

Santander Bank Polska, part of the global Santander Group, has unique experience structuring and financing exports from the US to Poland with support from export credit agencies (ECAs). As the largest Mandated Lead Arranger worldwide, in Europe, and specifically in Poland, Santander is using various ECAs to provide clients with tailored solutions.

What is an ECA?

Export Credit Agency (ECA) is a specialist, typically government-backed financial institution that offers cover in the form of a policy or guarantee for commercial banks financing export-related transactions. Santander Bank Polska cooperates with over 20 ECAs from different countries. In the US, it includes the US Export-Import Bank (US EXIM); in Poland, it is Korporacja Ubezpieczeń Kredytów Eksportowych S.A. (KUKE).

Why is it useful?

If a company is considering a large investment in Poland and prefers to stick to bilateral financing or a small club deal of two or three banks since the process should be smoother and less complex, such support is the right choice. Thanks to

an ECA, a significant part of the risk will be recognized under this institution to free the company's credit limits in banks allocated, making room for your other needs. ECAs are backed by the State Treasury, therefore banks can consider the highest quality security of the transaction provided by an A+/AAA-rated institution. Usage of this solution will allow the company to finance large volumes with a longer repayment tenure and attractive pricing.

Obtaining financing

There are several ways in which a company can tap into ECA-backed financing when exporting or investing in Poland. First, your export from the US to Poland can be supported by US EXIM. In such a case, the ECA can support financing for the Poland-based buyer, which will help your company establish greater cooperation, and maybe allow you to sign a larger commercial contract or start a long-term program with this client. Such importers can receive financing for up to 85 percent of the commercial contract value.

The second option is that one of the ECAs in the country you import from can support your investments in Poland. If you need to import e.g. machinery

and equipment, production lines, and hardware, your import is a solid ground for ECA-backed financing which can cover up to 85 percent of the commercial contract value. The third option is for the KUKE to support your investment in Poland. This ECA has a strong domestic program supporting new investments in Poland as long as they are either related to export in the future or are viewed to have a positive impact on energy or climate transition in Poland. In this case, approximately 80 percent of the whole financing for the project may be a subject for the ECA cover.

Practical examples

US EXIM and US International Development Finance Corporation (IDFC) provide great examples of supporting exports from the US to Poland. They expressed their readiness to provide coverage for the nuclear energy project led by Polskie Elektrownie Jądrowe Sp. z o.o.; EXIM to the tune of PLN 70 billion, and IDFC to the tune of PLN 4 billion.

From Santander's recent experience with companies owned by US investors, we see ECA as offering useful aid in financing the acquisition of automated warehouse equipment.



We have closed two similar transactions for clients from the convenience retail and pharmaceutical sectors. Thanks to the ECA support a longer tenure of financing was available, which is a key factor, because automation provides savings in the future but costs more at the beginning.

The ECA-backed financing can be used in various sectors. As Santander, we have used it in project finance for onshore and offshore wind farms, as well as in corporate lending in retail, capital goods production (busses, cables, trains), automotive, defense, shipbuilding, cargo, T&T, and many more. We believe that investors should consider this additional form of financing in their liquidity analysis, considering the possibility of securing large volumes under a single process, competitive pricing and long tenures. Given the number of investments in Poland that will compete for external financing simultaneously, it is worth checking for another source of liquidity that—as in the case of the ECA-backed financing—is very stable and solid.

According to **Katarzyna Kowalska, Vice-President of the Management Board, KUKE**, since the introduction of the comprehensive export support system to the KUKE's offer in 2021, Polish banks have been actively using its solutions, providing clients domiciled in Poland—including foreign in-

vestors—with instruments to finance their operations on attractive terms. Companies greatly appreciate the fact that the KUKE's collateral allows them to increase their debt limits.

The most popular products in this package are guarantees for exporters to repay loans for in-

vestments located in Poland and working capital loans. In 2023, we concluded transactions worth more than PLN 3 billion in medium- and long-term instruments. Guarantees to loans granted by a bank to an exporter to finance an investment generating exports and based in Poland, apply both to companies

that are already exporting and those that are just planning to do so.

Polish businesses are increasingly eager to take advantage of market opportunities and make acquisitions of foreign entities. KUKE is open to guaranteeing the repayment of financing provided for M&A activities.

GREAT FACILITATOR



*AmCham.pl Quarterly Editor Tom Ćwiok talks to **Natalia Kunowska**, Country Lead Poland, at Amentum, a provider of advanced engineering and innovative technology solutions, about how the company develops its business in Poland.*

Established in 2020, Amentum is a relatively new company, which serves various clients, including the US Department of Defense (DoD), federal government agencies, and international organizations. What can you tell us about the company's history in Poland?

Although the Amentum brand-name is only a few years old, our heritage dates back 120 years and we have been at the forefront of many new developments in the energy and defense industries in that time.

We have been supporting Poland's nuclear programs since 2014, acting as technical advisers to our client, Polskie Elektrownie Jądrowe, and its predecessors. In the defense sector, Amentum provides support services to the US Army in Poland.

What is driving the company's business in Poland?

It is the clean energy transition, and in particular, the proposals for new nuclear facilities as a source of baseload electricity to support the transition away from fossil fuels. We are fully prepared to support other big-scale clean energy projects in Poland by leveraging our extensive capabilities and expertise. We are working for developers on several key projects. In the defense and cyber security sectors, the geopolitical situation is creating additional demand for our support services.

What services do you offer to the private sector?

We provide full lifecycle, advanced engineering and technology solutions across five key markets: environment, space, intelligence, defense and civilian. Amentum has

extensive scale and global reach, supported by a highly skilled and diverse workforce of more than 53,000 people in approximately 80 countries.

How do you use the international experience to enhance your business efficiency in local markets?

Our approach is to draw on our global experience but apply it locally, developing skilled teams in the countries where we operate. That is why we are creating a Centre of Excellence in Poland, collaborating with major universities and recruiting project managers and engineering teams capable of supporting key projects in the markets where we operate.

What areas is the company especially active in?

Amentum operates in such sec-

tors, where innovation and application of new technologies are critical to success. In particular, we are active in the design and development of new types of nuclear power reactors and in research to develop fusion power seeking to replicate on Earth the reaction that powers the Sun and stars.

Another specialty is robotics. We are taking the lessons learned from remotely operated and robotic equipment that we have developed for use in nuclear power stations and we apply them to other hazardous or hard-to-access environments.

Based in Poland, Amentum experts advised Ukrainian maintenance specialists on fixing the US-donated equipment, offering near-instantaneous support. What can you tell us about the tele-mainte-

nance services offered by the company?

Working with the US military, the Amentum team uses encrypted programs and translators to chat with the Ukrainians, advising them

radioactive waste management. Program and project managers, and project controllers, plan and keep our projects on track. Skilled craftspeople deliver hands-on support on our clients' sites, in-

We have a well-established, long-term relationship with the local supply chain. As we continue to explore the market, we are eager to forge new partnerships with local companies in the growth

As we continue to explore the market, we are eager to forge new partnerships with local companies in the growth sectors of clean energy, defense, and cybersecurity.

on maintenance solutions in real time. Amentum also has proprietary technology—augmented reality headsets fully calibrated for hands-free use so that the front-line workers can easily connect with remote experts in real time, from anywhere, using secure optimized video collaboration applications.

What type of professionals does the company hire?

We employ engineers in all disciplines including mechanical, electrical, process, civil and structural, software and digital. Our laboratories and research facilities employ physicists, chemists, material scientists and specialists in other fields, such as non-destructive testing, equipment qualification, cybersecurity, robotics and ra-

cluding at some of the world's most challenging nuclear clean-ups.

What is your corporate culture like?

Our culture is best summarized by the following statements, of which each one is of equal importance:

We realize breakthroughs by continuously reinventing.

We deliver on goals by meeting commitments.

We take on challenges with courage.

We embrace diversity and collaboration.

We believe safety and well-being are integral to success.

sectors of clean energy, defense, and cybersecurity. We welcome contacts from companies that may recognize potential synergies and collaborative opportunities with us.

Do you expect a steady business in the years to come?

Our global reachback combined with our presence on the ground in Poland means we are well-positioned to support key initiatives in defense, cybersecurity, and clean energy, particularly in the nuclear sector and also wind power. There is certainly enough work to keep us busy in 2025 and the foreseeable future.

Do you engage local businesses in Poland?

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No matter where you are in Poland, AmCham is nearby looking out for your business needs.

AT THE HEART OF THE DIGITAL ECONOMY

AmCham.pl Quarterly Tom Ćwiok talks with **Sławomir Koszołko**, CEO of Atman, a data center operator, about the company's performance in the current market dynamics. Mr. Koszołko is also Chairman of the Polish Data Center Association PLDCA.



What can you tell us about the services Atman offers?

Since the beginning of this century, Atman has focused on data center services. Our main business is colocation, but we have been also successfully developing our IaaS or Infrastructure as a Service offering for years. We have a rich portfolio of dedicated servers and cloud services based on our infrastructure.

Atman also offers telecommunications services, which are available practically all over Poland. We have an extensive fiber optic network, especially in the Warsaw and Silesian metropolitan areas.

Atman has three data centers in Poland, and the fourth one—an investment project estimated at PLN 1.5 billion—is under construction in Duchnice, 30 minutes west of Warsaw. How is it going?

Despite the challenges of long equipment delivery times due to high demand, driven by digital transformation, cloud development, and AI, our latest investment in a data center is progressing without delays. The first building of the WAW-3 campus in Duchnice, with an IT capacity of 14.4 MW, will be ready for the first customers at the end of the first quarter or the beginning of the second quarter, when we should receive a permit for its use. The total investment, including three colocation buildings, will exceed PLN 2 billion.

What is driving the data center market in Poland?

In Poland, as in the rest of the world, the growth of the data center market is linked to digital transformation in the broadest sense. The development of digital services requires more and more computing and storage infrastructure, which has to be located and maintained somewhere—and this is where data centers come in.

Historically, the primary driving force has been the development of cloud services, while the emergence of AI models in the market has led to a surge in demand for data center services due to the significant demand for computing power and the electricity required to generate it. Clearly, the AI revolution would not have been possible without data centers.

As a result, it is not surprising that a significant part of the development of the data center market in Poland has progressed thanks to the investments of so-called hyperscalers—leading providers of cloud and AI services—who have chosen our country in recent years as their next location for their extensive infrastructure. These are primarily companies from the US, as there are many and growing reasons to provide services based on data centers located relatively close to the end user.

Poland is a strategic hub for hyperscalers, enabling them to seamlessly operate across Central and Eastern Europe, including Poland,

Ukraine, Slovakia and the Czech Republic. A thorough evaluation of the Polish economy and IT market, including its size, stability, potential, investment security, and the availability of qualified staff, triggered their decisions to base their operations in our country.

Energy prices in Poland are among the highest in the EU. How do you see the problem from the perspective of the data center business?

The cost of electricity is undoubtedly a significant component of data center services, particularly in the context of colocation. Other critical factors include security, quality and availability of services. As I previously mentioned, there are situations where the location of the data center is the determining factor, and in such cases the price of energy is irrelevant. In this regard, Poland's strategic location frequently is advantageous.

It is also important to note that the perception of energy prices in Poland may not fully align with reality. While they are not as low as in some Scandinavian countries or France, there are European countries with comparable prices, and in some cases, higher. It is also crucial to recognize that energy prices for households or companies do not apply to data centers, at least

not to our data centers, as we do not use the day-ahead market.

At Atman, we prioritize minimizing energy costs for our customers by contracting energy in advance, typically a minimum of a year in advance. This approach ensures that the wholesale price we negotiate is consistently lower than the cost of direct purchasing from utility companies.

Additionally, we invest in enhancing energy efficiency ratios, ensuring that we utilize most of the energy to power our customers' infrastructure rather than cooling systems and also other supporting functions.

According to the EU energy efficiency and climate change regulatory framework, future data centers have to have net zero emissions. Poland's energy system relies on fossil fuels in more than 50 percent of its generation capacity. Is that a problem?

Poland is rapidly catching up with Western Europe in this respect. However, it remains challenging to identify a reliable partner in the Polish market who can consistently provide green energy on a 24/7

basis. Most suppliers are prepared to offer such energy on a “deliver as produced” basis which complicates the sole use of sources such as wind or photovoltaic farms.

However, a balanced ecosystem that integrates production based on fossil fuels, wind, solar panels, or other sources can achieve efficiencies of 80 percent or even 90 percent of renewable energy consumption.

We look forward to an opportunity to utilize small nuclear reactors, which we anticipate will address our concerns. Poland has announced the commencement of this type of investment shortly, with plans to develop a large nuclear power plant in the long term. As an industry, we are strong proponents of this technology.

In light of the market trends, how do you evaluate the government strategy for the digitization of the Polish economy by 2035, unveiled in 2024 by the Ministry of Digitization?

The data center market in Poland is growing rapidly, creating a demand for engineers to manage the infrastructure of such facilities.

This is the inaugural strategy to digitalize the Polish economy, and it is commendable that it has been developed. The document addresses a wide range of potential applications for digital solutions. It emphasizes the significance of cloud computing and AI development, although its primary focus is on the application layer. The issue of data centers, as a hardware base necessary for the implementation of digitization plans, is mentioned minimally, only in the context of government-funded data centers. In my opinion, and I believe I represent the Polish Data Center Association here, this is far from sufficient.

The government's ambitious goals, especially those related to AI, necessitate the stimulation of data center infrastructure development and the integration of public and private facilities. To this end, removing the barriers investors currently face in Poland would be key. This includes, in particular, streamlining administrative procedures related to construction and environmental permits, as well as

facilitating access to energy connections and low-carbon electricity sources. It would also be advantageous to allocate areas designated for data centers in local zoning plans.

According to data center operators in Poland, the national data center infrastructure should be recognized as a key and critical infrastructure for our economy, similar to the telecommunications infrastructure, following the example of the UK, Norway, or the Netherlands.

Business people often say Poland is an IT and innovation hub in Central and Eastern Europe. Do you share this view?

Polish companies are experiencing significant growth in the IT sector, including domestic start-ups that are attracting foreign investors for their innovative ideas. Poland's success in overcoming the challenges of years under Communism and achieving rapid technological progress is noteworthy. Poland boasts a highly educated work-

force. While it may be challenging for us to compete directly with the US, we can leverage our status as a substantial and robust market, both financially and as consumers. It is important to note that the IT business sector is not universally dependent on cloud technology as some services require local presence and proximity to the end user. This is an area in which Europe will have an advantage: the ability to create new solutions locally and deliver them to Europeans and beyond. This is why companies are investing in data centers in different countries and continents all along—to be closer to the end user.

Undoubtedly, Stargate will be a significant challenge for Europe as a whole, and the EU will need to change its perception and adapt to the new political, economic, and environmental perspective of the US. However, we hope the project will contribute to cooperation, as it has been for many years, rather than competition between the US and the EU.

Security is a vast and complex subject that merits a thorough discussion. In summary, our data centers deliver customers comprehensive protection of their IT infrastructure, including physical, energy, and operational security. This commitment to excellence is validated by numerous certifications, such as ISO 9001, ISO/IEC 27001, PCI DSS, and EPI-DCOS, which attest to our adherence to rigorous industry standards.

Also, Atman's facilities exceed the requirements of the global Tier 3 standard for data centers because we have eliminated any points of failure in the power architecture, among other features. Both primary and backup power systems in our data centers are designed with redundancy, ensuring a 99.999 percent guarantee for power supply.

Looking at physical security, Atman data centers are fenced and equipped with CCTV and intrusion detection systems. In addition, our campuses are divided into several access zones and monitored by security personnel around the clock. All visitors must be registered in advance and are escorted inside the buildings. Our employees receive regular training on physical and digital security.

As for the IT equipment, we have implemented an extensive monitoring system in the data halls that supervises and records multiple environmental conditions, power continuity, and events such as the opening and closing of server racks.

What are the company's plans in Poland and CEE for 2025 and beyond?

Our primary objective for the current year is to equip and commercialize the inaugural colocation building within the data center WAW-3 campus in Duchnice. In the coming years, we will continue this investment by constructing buildings #2 and #3 of WAW-3, as well as modernizing and expanding our main data center campus WAW-1 at 21a Grochowska Street in Warsaw, where Atman is also headquartered.

We are also looking for suitable land to build our next data center campuses in or around Warsaw. At the same time, our American owners are also exploring investment opportunities in other markets, including Romania, the Czech Republic, and other countries.

IT relies on energy sources, brain power and the experience of its engineers. How do you source the talent you need in Poland?

The data center market in Poland is growing rapidly, creating a demand for engineers to manage the infrastructure of such facilities. Conversely, there is a shortage of professionals prepared to immediately join data centers upon graduation due to a lack of relevant coursework in our educational system. Consequently, the industry itself is responsible for supplying these specialists. Data center operators frequently recruit and train university or technical school graduates early in their careers, enabling them to develop and gain experience in this dynamic and promising field.

The security of the physical infrastructure as well as data is a must for the development of the IT-based economy. How do you ensure you have the best solutions available?

force, and its technical universities and scientists in the field of natural sciences have consistently demonstrated a high level of excellence.

The resources of the Ukrainian and Belarusian diasporas, which have been arriving in our country in large numbers in recent years due to geopolitical reasons, are also significant. Among them are highly qualified engineers and scientists, who contribute to the growth of large and successful companies in Poland.

In January, President Trump announced Stargate—a USD 500 billion investment in private sector AI infrastructure, including data centers. Also, he said his intentions are to bring energy prices down in the US. Overall, what are your thoughts about the competitiveness of the EU versus the US?

Europe has always had its advantages. The EU's population of nearly 450 million has the potential to create new technologies, as demonstrated on numerous occa-

ACHIEVING THE EXTRAORDINARY



AmCham.pl Quarterly Tom Ćwiok talks to **Małgorzata Zaniewska**, Country Manager NEE at Avery Dennison Polska, about the company's goals and business philosophy.

Avery Dennison has been in business in Poland since 1996. What can you tell us about the company's milestones in Poland?

Avery Dennison is a global materials science and digital identification solutions company that provides a wide range of branding and information solutions that optimize labor and supply chain efficiency, reduce waste, advance sustainability, circularity and transparency, and better connect brands and consumers.

At Avery Dennison, everything we do starts with a simple but powerful question: "What if?" Those two words push our thinking and accelerate our creative power to reach limitless possibilities and unlock additional value for our customers. They also help us address some of the most complex challenges of the industries we serve.

Since the beginning of our presence in Poland, we set ambitious targets. We have come a long way over the years. Starting as a small site with 20 people on board, we mostly did manual work on the production site and had a small office.

Over the years, we changed our location a few times to increase our capacity, efficiency and operations on the market. The biggest mile-

stone took place in 2018 when we moved to our current location in Moszna Parcela

near Pruszków, where we have 13,000 square meters of warehouse space and an automatic packaging assembly line, and where we work 24/5.

Our distribution center is now the biggest Avery Dennison distribution center globally, with 130 people on-board. We are very proud of it because it manifests how, over the years, we have developed our presence in Eastern Europe.

What is driving the market today in Poland? What are the challenges?

The challenge is opportunity. Today, opportunity in the packaging industry is created by sustainability and digitalization. This is how our packaging is changing.

Smart packaging is a growing trend globally with the potential to revolutionize the consumer packaged goods industry by improving efficiency, safety, and consumer engagement. This is what we do in Poland.

Specifically in the food segment, intelligent packaging can educate consumers about proper storage and handling practices. Digitalization can make a difference. Taking into account that every year food contributes 30 percent to global food

waste every year. According to the targets developed by the United Nations Sustainable Development Goals in 2015, we need to reduce food waste worldwide by 50 percent. That includes retail and consumer waste levels and the waste generated along the production and supply chains, including post-harvest losses.

What is the impact of the new PET recycling regulations in Poland?

From the perspective of individual companies, recycling associations, manufacturers, suppliers, and brands, the Packaging and Packaging Waste Regulation (PPWR) is expected to bring about major changes across the entire packaging ecosystem. Among the immediate changes, the industry will have to deal with requirements for recyclability, recycled content, and ambitious reuse targets. Even though they are meant to be fully implemented by 2030, early adoption should be the key to the success of this transition. PPWR marks a revolution in packaging. That is why Poland should intensify the implementation of this transition, starting with new legislation and consumer communication to build a deeper consumer awareness around this trend.

PPWR aims to create consistency in packaging recyclability through the mandatory Design for Recycling

(DfR) guidelines. These will include rules on label face stocks and adhesives, which can enable the recycling of packaging made from materials like plastic, cardboard, and glass. Packaging recyclability will be assessed at the level of the packaging unit, based on the DfR criteria, and will be expressed in performance grades A, B and C. In 2030, only packaging that is at least 70 percent recyclable by weight will be allowed on the EU market. Labeling solutions can support the recycling of PET packaging by washing off applied during the recycling process. While these changes might seem overwhelming, they also offer great opportunities for the packaging sector. By rethinking and optimizing existing processes, companies can develop solutions that not only adhere to the regulatory framework but also reinforce their positioning as innovative sustainability leaders. Ultimately, we are here to guide and support our clients through this transition, ensuring that we exceed the new standards and set new benchmarks in sustainability. Having experts in every packaging format, such as PET, high-density polyethylene, paper, and others, you can rest assured that we have the right team to meet your specific needs.

How about the application of Radio Frequency Identification technology and digital identities?

Radio Frequency Identification (RFID) is a technology for wireless, automatic transfer of data and data reading from electronic tags. It serves the purpose of tracking products in a store, warehouse and supply chains. It allows you to authenticate the history of a product, provide solutions that facilitate its tracking and inventory, and enrich the consumer experience. RFID is an intelligent label that connects physical products with the digital world. Across various industries, RFID creates a unique digital identity that streamlines manufacturing and delivers brand messaging through the internet. Various extended-content solutions can expand the physical label. Product labels have many functions—to be eye-catching and attract attention on the shelf is one, but perhaps the most important function is to inform consumers. Not only is it about not telling a brand story about the product but about offering facts that help consumers make informed decisions about their purchases.

In recent years, data on labels have left much to be desired. Almost half of consumers—precisely 40 percent—feel they do not know enough about the product despite reading the label. So, how can labeling data be made more robust in this area?

In 2018, 75 percent of consumers said they would be prone to switch brands if another brand offered them more in-depth product information beyond the label. In other words, consumers are starting to demand much more information, particularly with regard to food safety and animal welfare and the expectation is for this trend to grow.

The company pledged to reach net zero emissions by 2050 including the supply chain. How do you implement the strategy in Poland?

As we look to the future, one thing is clear—we have to remain proactive and engaged.

Avery Dennison is committed to contributing to the struggle against climate change and the creation of a circular economy. We have concrete and ambitious sustainability targets which we are well on our way to achieving, including reaching net zero emissions by 2050 and reducing our Scope 1 and 2 greenhouse gas emissions by 70 percent

by 2030.

To help achieve these targets and reduce the environmental impact of our operations, we continuously work to improve our energy efficiency, reduce waste, recycle where possible, source responsibly, and reduce our emissions. Increasing collaboration and sharing knowledge and best practices between sites is a big part of how we have been able to make huge improvements. We constantly review our assets, keep them up-to-date, and invest in new and better technologies. In recent years, we have accelerated our efforts and brought more hands on deck. Sustainability has moved beyond a topic for a handful of engineers and project managers to something that everybody on the site can contribute to and be ambassadors for. It is fully embedded in our strategy and our culture.

Currently, the top sustainability focus area is reducing our gas intensity—our gas consumption per square meter of labeling material produced. The site has been on a gas reduction journey since 2015, but we recently started a rapid reduction project to add some extra momentum.

We put our heads together, focusing on three key areas: Step One is to measure consumption. We used to monitor our consumption on a quarterly basis. Now we look at it weekly and we are developing data acquisition tools so that we can look at it daily. If we measure our consumption every day we can challenge it every day.

Step two is to maintain our equipment. We make sure everything that consumes gas is in good operational condition and working perfectly well.

Step three is to maximize efficiency. We have perfected our set-up to maximize efficiency and we make sure that we do not use more energy than is needed. We use the LEAN methodology at the site.

Another great result of these sustainability activities is the enthusiasm and engagement that we see in our colleagues. People are happy to have the opportunity to contribute to making our site more sustainable and do something a bit different from what they usually do.

But beyond that, they also expect us to undertake these kinds of activities. We see the mentality of our workforce changing. Acting sustainably is becoming more and more

something that people expect from the plant, from the leadership, and from each other.

These efforts have been noticed. Recently, Avery Dennison has been awarded the prestigious EcoVadis Platinum Medal for its exceptional sustainability performance. This outstanding achievement places us among the top one percent of companies assessed by EcoVadis globally.

This recognition is a direct result of the incredible efforts we have been making. Our collective dedication to integrating sustainability into the ecosystem has been instrumental in securing this prestigious award.

This award validates our commitment to responsible sourcing, supplier engagement, and building a sustainable value chain. It positions Avery Dennison as a sustainability leader in the marketplace. EcoVadis indicates our results in key areas: work and human rights as well as ethics.

High energy costs are one of the main challenges for production companies in Poland. How do you cope?

To achieve our long-term sustainability goals, we will keep innovating and adopting the best available technologies. For example, a new technology we are implementing at our site in Turnhout, Belgium, uses parabolic mirrors to concentrate solar energy to heat fluids we use in our processes. It could reduce our energy usage at the site by an additional 10 percent, and if it is successful, we will use it at our other sites.

As a short-term investment, we concentrate on the standard implementation of LED hall lighting, new insulation technology, and room automatic temperature controls. Operationally, we gradually replace our forklifts containing lead-acid batteries with lithium-ion forklifts. We will also keep tapping into our people's ideas. While many companies are waking up to the issue of sustainability, they often still treat it like something they would rather have someone else deal with. We see sustainability as something that we should embrace and deal with ourselves. Involving our people in it is helping us make great progress.

What can you tell us about the company's corporate culture?

Diversity and inclusion are impor-

tant parts of our commitment to foster a fair, inclusive, ethical culture, in which all voices are heard and everyone can make their mark. We are committed to diversity and inclusion because it is the right thing to do and it drives stronger results. Promoting diversity and inclusion is an important part of becoming a sustainable company.

We are a global company, with employees who live and work in more than 58 countries and speak more than 36 languages. With that, geographic diversity comes a rich diversity of viewpoints, experiences and ideas. In Poland, we employ people of eight different nationalities.

For a number of years, we have worked to increase the number of women in leadership positions in our company. More recently, we have broadened our efforts to reach beyond gender diversity and ingrain inclusion as a value. We are helping our teams worldwide to explore how they can acknowledge and embrace the differences among the employees.

As an international company present in 50 markets worldwide, what career opportunities do you offer?

At Avery Dennison, our vision is not only about what we create but also about unlocking the potential in our people. Individual growth enhances team innovation and enables organizations to achieve the extraordinary. We offer career development locally but our employees can follow vacancies in other locations via our internal career opportunity portal.

What is the company philosophy for 2025 and beyond?

Avery Dennison celebrates its 90th anniversary in 2025. Over the past nine decades, we have been guided by our "Making Possible" philosophy through our innovation, customer service, employee experience and philanthropy.

Now, across the departments of our global organization—from HR to Engineering, Manufacturing to Commercial—we continue to be inspired by asking, "What if?". Together, we are making possible the products and solutions that connect the physical and digital, enable sustainability and help drive our customers' businesses forward. This is our commitment for 2025 and beyond.

BUILDING TRUST WITH BUSINESS PARTNERS



AmCham.pl Quarterly Editor Tom Ćwiok talks with **Bartłomiej Nieścierowicz**, Senior VP CGI Polska, and Business Unit Leader at CGI Polska, a part of one of the largest independent IT and business consulting services firms in the world, about how the company grows its business in Poland.

You oversee the company's business in Poland, Lithuania, Latvia and Estonia. What can you tell us about the company's history in Poland and the Baltic States region?

CGI has been present in Poland since 1996, marking nearly 30 years of commitment to the local market. Its journey in Poland began with the acquisition of American Management Systems (AMS), which led to a significant project: launching Polkomtel, one of the country's leading telecommunications providers. This partnership established CGI as a trusted partner in delivering innovative IT and business consulting solutions tailored to Poland's needs.

In the Baltic States, CGI strengthened its presence through strategic acquisitions, including Affecto in 2017, which brought expertise in analytics and business intelligence, and Acando in 2019, enhancing digital transformation and consulting capabilities.

Today, CGI employs nearly 900 professionals across Poland, Lithuania, Latvia, and Estonia. We are focused on energy, space, and defense while supporting the region's broader digital transformation goals such as energy, utilities and digitalization of manufacturing sector.

It seems that the financial sector and telecommunications

are your main focus areas in Poland. What services do you offer for those industries in Poland?

CGI provides extensive services to Poland's financial and telecommunications sectors, offering tailored solutions that address industry-specific challenges and drive operational efficiency.

In the telecommunications sector, CGI began working with Polkomtel as part of the company's entry into the Polish market in 1996. Over the years, CGI has expanded its presence in this sector and now collaborates with three of Poland's largest operators. CGI delivers advanced IT systems that enhance service quality, streamline processes, and improve customer experiences. By supporting the modernization of core systems and implementing innovative digital platforms, CGI helps telecom companies adapt to evolving market demands and technologies. These projects demonstrate CGI's ability to handle complex and large-scale initiatives in a competitive environment.

In the financial sector, CGI partners with leading banks and insurance companies to navigate the complexities of risk management, regulatory compliance, and digital transformation. A flagship solution in this space is CGI Risk360°, a comprehensive tool designed to help financial insti-

tutions manage risks effectively and meet International Financial Reporting Standards, including IFRS9. CGI Risk360° offers advanced analytics and automation capabilities, enabling financial institutions to monitor credit portfolio quality, classify exposures, calculate expected credit losses, and maintain accurate records for reporting purposes. The system integrates data from multiple transactional sources to create a unified platform that simplifies operations and ensures compliance with regulatory frameworks such as BASEL II and BASEL III.

CGI's expertise in risk management extends to anti-money laundering, fraud prevention, and debt collection solutions. These systems streamline processes, enhance security, and support organizations in maintaining compliance with stringent regulations. By providing innovative tools and strategies, CGI enables financial institutions to mitigate risks, optimize workflows, and foster customer trust.

With its strong focus on regulatory compliance and operational resilience, CGI combines global expertise with a deep understanding of the Polish market. Its solutions are not only technologically advanced but also aligned with the unique needs of local financial and telecom organizations. This approach ensures CGI remains a trusted partner in

driving digital transformation and long-term success for its clients in Poland.

What are other areas of the economy that you focus at in Poland?

Our strategic focus in Poland spans four critical sectors: energy, manufacturing, space, and defense. These areas align with the country's long-term goals for innovation, sustainability, and national security.

In the energy sector, CGI plays a pivotal role in driving digital transformation and supporting the modernization of Poland's energy infrastructure. The company collaborates with two of Poland's largest energy groups, delivering advanced IT solutions that enhance operational efficiency, resource management, and sustainability. A flagship initiative is the Central Information System for the Energy Market (CSIRE), a comprehensive project aimed at centralizing energy market data to improve transparency, efficiency, and integration with renewable energy sources. By enabling better data management and decision-making, CSIRE supports the development of a sustainable and efficient energy system across Poland.

In the manufacturing sector, we are providing an extensive support through expertise in Enterprise Resource Planning (ERP) systems. We

are working closely with our technological partners and Polish manufacturing firms over the implementation of ERP solutions that optimize production processes, improve supply chain management, and enhance overall operational efficiency—the goal is to support savings and increase demand of the market and investors. We are integrating leaders with the modern ERP platforms. I hope we will support the competitive model of Polish companies.

In the space sector, we have over 45 years of global experience. It includes collaborations with organizations such as NASA and the European Space Agency (ESA). CGI operates on different levels such as software development for satellite's systems, ground control, and data analytics. In Poland, we are just starting but I have a strong belief that our knowledge transfer will be attractive to many local space sector players.

The defense sector is another priority. We have supported many global partnerships and a deep understanding of many solutions that are priority to Poland's evolving defense landscape.

We have to remember about CGI's local proximity model and global insights. We are global in terms of knowledge and experience, but we are always working hard in the local environment delivering expected solutions with the local experts, contributing to the country's technological and economic growth.

What is driving the market in Poland?

Poland is undergoing significant economic and technological transformations, driven by advancements in digitalization, sustainability, and innovation. Compared to other markets, Poland exhibits stable growth, supported by strong economic foundations and strategic investments in critical sectors. This is a visible trend over the last few decades.

In the energy sector, Poland is advancing both renewable and nuclear energy initiatives. The government's plans to develop nuclear power plants represent a major step toward enhancing energy security and reducing emissions. Simultaneously, digitalization in energy management is becoming a priority, hence our involvement in the CSIRE project.

In the telecommunications sector we see continued investment in advanced IT systems. Connectivity and service quality are new goals. Meanwhile, the financial sector is rapidly

adopting AI and data-driven solutions to enhance customer experiences, streamline regulatory compliance, and optimize operations.

In what ways is the market in Poland specific as compared to Western Europe and the US?

The Polish market is very innovative. We are creative and enterprising. There are different expectations from each market. Western Europe is the most developed in terms of economy and clients scale of working, while US and Canada have a different approach. Our market is extremely competitive in terms of talents, projects and innovation. I believe that we should take top 5 position in Europe, maybe even a higher one. In the upcoming years the knowledge transfer might change the direction, and we shall export locally developed IP's to the other markets. Still we need to do the homework and deliver good strategy for the government's digitalization roadmap, we need to digitalize our manufacturing sector so it can be more competitive. In one sentence I can say that Poland has huge potential and it is clearly visible in the digital sector; other parts of our economy should follow it and we will grow much faster.

From our internal perspective, I can say that the biggest difference between our business units is probably in the percentage of contractors in the proportion of all employees — businesses in Poland need a better tax system that can support true companies and create true workplaces.

What can you tell us about the company's corporate culture?

CGI's corporate culture is built on the principles of partnership, ownership, and accountability. Employees are treated as co-owners, fostering a sense of responsibility and dedication to delivering high-quality results. This approach has contributed to CGI's exceptional project delivery record, with 95 percent of projects completed on time and within budget.

We are promoting a culture of collaboration and innovation. That makes us different, and very Canadian. Well-being is an important aspect of our actions. Respect, listed as the last one, might be in fact the most important —with respects comes the hard work and trust—the most important value in every company.

How about CGI's initiatives focused on sustainability and CSR?

Sustainability and corporate social responsibility are deeply embedded in everything we do, both globally and locally. We are fully committed to achieving net-zero CO₂ emissions, and we actively support initiatives like the United Nations Global Compact. The ESG principles—environmental, social, and governance—are central to our projects, so we are making a tangible, positive impact on society and the planet.

In Poland, we are particularly focused on contributing to local communities. For example, we donate IT equipment to schools and NGOs to help underserved communities access technology. A project I am especially proud of is our work with the Auschwitz Foundation—we implemented the Salesforce technology for the foundation, which helps preserve historical records and maintain their operations. It is a great example of how we support cultural heritage while also advancing education.

Overall, CGI's sustainability efforts and CSR initiatives are all about creating long-term value—not just for our clients, but also for our employees and the local communities we are parts of.

In 2023, CGI announced plans to invest approximately USD 1 billion in the development of AI-based tools. What are the opportunities and challenges involved in developing AI?

CGI's USD 1 billion global investment in AI reflects commitment to help clients harness the potential of this transformative technology. Our AI solutions, internally developed by CGI, empower our client's businesses in processes automation, optimization of workflows, and enhance decision-making. For example, AI-driven solutions are being used to optimize energy consumption, improve financial risk assessments, and enhance network management in telecommunications.

However, the development and deployment of AI come with challenges, such as ensuring ethical usage, integrating AI into legacy systems, and addressing workforce adaptation.

Internally, we have prioritized responsible AI practices.

To prepare our CGI Partners for AI adoption, We have launched an in-

tensive global AI training program for its employees. This program ensures that CGI professionals understand the opportunities and risks associated with AI, promoting informed and ethical use of AI tools. By prioritizing education and ethical practices, we enable our clients to unlock the transformative potential of AI while mitigating associated risks.

CGI's focus on responsible AI development ensures that its solutions deliver measurable value while addressing the ethical and operational challenges of this rapidly evolving field.

What are the company's plans for Poland and the Baltic States in 2025 and beyond?

We are concentrating on expanding our expertise in energy, space, and defense, while continuing to strengthen our support for Poland's financial and telecommunications sectors.

In the energy sector, we are driving digital transformation by collaborating with two of Poland's largest energy groups and leading the implementation of CSIRE. We are also drawing on our global experience, including work with the US Nuclear Regulatory Commission, to support Poland's energy development. These efforts align closely with the country's goals to enhance energy security and transition to more sustainable energy sources.

When it comes to space and defense, as I mentioned earlier, we are leveraging our global partnerships with organizations like NASA and ESA to deliver innovative solutions tailored to Poland's growing ambitions in these areas. Our aim is to contribute to national security initiatives and help expand the country's capabilities in knowledge transfer, building ground segment, support local programs and local companies in their next, space exploration stage.

We are equally committed to the financial and telecommunications sectors. CGI helps organizations modernize their systems, adopt AI, and navigate their digital transformation journeys. With nearly 30 years of experience in Poland, we have a deep understanding of the local landscape and are passionate about fostering economic growth, driving innovation, and shaping the future of technology and business here.

TRANSFORMING INTO THE FUTURE



AmCham.pl Quarterly Editor Tom Ćwiok talks with **Sławomir Żygowski**, CEO GE Vernova in Poland, about how the company transforms to meet the changing market needs.

GE has been present in Poland for three decades. What were the milestones in business development in the country?

GE has been present in Poland for more than 30 years and GE Vernova, a newly formed energy company, is building on GE's legacy in Poland and looking forward to contributing to the economy, delivering long-term growth and creating value for customers, investors and employees. Not only do we deliver the technology and solutions, but we also work on innovations in our Warsaw Engineering Design Center and manufacture in our Polish factories in Elbląg, Goleniów and Wrocław. Our factories produce for the global market and export the

products all over the world.

Our goal is to support Poland in the energy transition with our technology and we do it in various ways starting with the projects we are implementing nowadays in the gas area: the Dolna Odra and Ostrołęka power plants, in the hydro area: the modernization of the Porąbka Żar pumped storage power plant, or in the area of power transmission from the Baltic Power and Baltica offshore wind farms to the grid. In Poland we also implement the BWRX-300 small nuclear reactor technology, which will help the country to achieve zero-carbon. SMR technology is becoming more and more important, and it is the most advanced SMR project in Europe. Our mission as GE Vernova is to

electrify and decarbonize the world and we plan to continue supporting the global economy with various solutions from our portfolio.

GE Vernova is part of the global energy transformation. What are the areas in which GE has solutions for its clients?

At GE Vernova, we are accelerating the path to more reliable, affordable, and sustainable energy, while helping our customers power economies and deliver the electricity that is vital to health, safety, security, and improves the quality of life.

The company is divided into three segments to provide products and services to the electric power in-

dustry as we work to meet the growing power demands of economies.

The Power businesses provides essential solutions for power plants in gas, hydro, nuclear and steams sectors, for example turbines and generators but also modernization services.

In turn, our Wind business makes us one of the world's leading in offshore and onshore wind energy and services providers. We have an installed base of approximately 55,000 onshore turbines around the world. Besides a high-tech product portfolio of turbines, the RePower program upgrades existing turbines to be more efficient and reliable.

In case of the Electrification Systems GEV offers solutions that are

essential such as advanced grid technologies and systems for the power transmission and distribution. It also provides technology for energy conversion, solar energy, battery energy storage, power plant controls, intelligent applications and software.

Experts say that a further development of gas technology may lead to the creation of hydrogen-based sustainable energy sources. What are the main challenges to make hydrogen-based energy solutions truly sustainable and how GE Vernova is approaching them?

Hydrogen-based sustainable energy sources are already here. GE Vernova gas turbines have experience in operating on fuels with hydrogen content ranging from 5% (by volume) up to 100%. To be precise, according to the latest McCoy Power Report, GE Vernova has more experience running gas turbines on hydrogen than any other OEM. In total, GE Vernova has 120+ gas turbines supporting power generation with hydrogen and associated fuels around the world.

We often debate on natural gas being a transitional fuel, but it's important to comment that the technology itself is not transitional. These are mature solutions and it is worth ensuring that gas turbines can wait for the time when it is possible to co-fire and burn hydrogen on a large scale. GE Vernova's latest turbines are hydrogen-ready. The only challenge in this matter is the availability of the fuel directly connected to lack of infrastructure, storage and large-scale production.

The increasing adoption of renewable energy sources such as solar and wind power requires the integration of intermittent energy sources into the grid, which poses technical and operational challenges. What can you tell us about GE Vernova's solutions in this area?

In GE Vernova we equip power utilities and industries worldwide to bring power reliably and efficiently from the point of generation to end power consumers – despite the source of energy. Among the solutions there are high voltage/low voltage equip-

ment, substation automation, monitoring and diagnosis, low voltage/medium voltage instrument transformers and also software solutions and the whole systems like Electrical Balance of the Plant. We also work with our customers to design and deploy tailored Microgrid and Distributed Energy Resource (DER) Management solutions.

As power systems become increasingly interconnected and complex, utilities need solutions that optimize energy transmission and management while improving reliability and it is exactly what we as GEV can help with.

Power grids are increasingly vulnerable to cyber threats, which can compromise grid reliability and security. How does GE Vernova deal with that problem?

In this dynamic environment, there is no one-size-fits-all solution especially in case of cyber threats. GE Vernova envisions an accelerated approach to day-to-day cybersecurity to help ensure operational continuity. Security and readiness for rapid incident remediation are pivotal in building operational intelligence to help mitigate risk in the face of increasingly sophisticated cyber threats like rapid acceleration of intelligent digital viruses, robotic process automation (RPA), or web-enabled AI "bots".

Industry must adapt to new technologies like artificial intelligence, blockchain, and the Internet of Things to remain competitive and efficient. What solutions can GE Vernova offer?

In our ever-changing world, customers around the globe are constantly demanding less and less outage time from their providers. These customers are not concerned with circumstances, or logistics but they want to see the results. In GE Vernova we specialize in various technologies – also in emissions management software designed to facilitate complex scenario planning. This entails envisioning different strategies, such as incorporating wind or solar energy sources, to ascertain their effects on energy generation capacity and resulting emissions. The heart of this modeling lies in Digital Twin technology, driven by Arti-

cial Intelligence (AI) and Machine Learning (ML), which employ real-time and historical data to establish more accurate baselines.

Grid is a complicated topic related also to many environmental challenges which need to be taken care of. One of the possibilities for this is our Visual Intelligence Platform (VIP). Driven by Artificial Intelligence and guided by humans, VIP creates a 3D visualization of the utility's territory data, factoring in legacy statistics, growth rates, and weather patterns to predict problem areas six months or more in advance. GE Digital's VIP helps manage vegetation inspection and maintenance and reduces outage response time.

Is nuclear a safe sustainable technology?

Small nuclear reactors are safe, sustainable and essential for the energy transition process of the global economy. In Poland, they would mainly fit to decarbonize the industry and district heating being perfectly complementing big nuclear project. Speaking of our GEV solution - SMR BWRX-300 - it represents 60 years of experience and more than 60 reactors already built using water-boiling reactor technology. BWRX-300 responds to market demand. The market needs distributed sources that are cheaper, more flexible and faster to build. This is a solution not only for the electricity, industrial and district heating sectors, but also for all other energy-intensive industries, such as IT.

In Poland, we are working on an exclusive basis with Orlen Synthos Green Energy—our partner responsible for the deployment of the BWRX-300 small nuclear reactors here. We will deliver the first such reactor for Ontario Power Generation at the Darlington nuclear power plant in Canada. The next one is to be built in Poland.

How do you evaluate the regulatory environment in Poland vis-a-vis energy transition goals and challenges?

In terms of Polish legislation, we see areas to improve - especially in key regulations critical for the energy industry to develop. We hope to see a coherent vision for Poland's energy transition soon. An important signpost for investors will be the country's new

energy strategy and the National Energy and Climate Plan submitted to Brussels.

Defining a direction for the Polish energy transition is essential for its development. Legislative updates are needed not only for the energy sector in general but also for specific technologies. In case of nuclear we need entirely new legislation and the creation of a system of procedures necessary to build a local supply chain. We see the potential in international knowledge transfer within nuclear sector as we have common goals. Launching an Industrial Alliance in 2024 dedicated to SMR by The European Commission is an example of industry cooperation and a proof of nuclear technology being one of the cornerstones for Europe's decarbonization.

What are the company's plans in Poland?

GEV has been supporting Poland's energy transformation with its wide portfolio of technologies for more than 30 years now. We have just completed the Dolna Odra gas project for Polska Grupa Energetyczna. We constructed two units there, each with a capacity of 670 MW in our latest technology with H-class gas turbines. Both units have already been included in the power market. The formal handover of the first unit took place on August 14th and the second unit on October 29th. For the next 12 years GEV will also provide the maintenance services for both units, which will be a very important part of the country's energy mix and will help maintain the stability of the system for decades. We see potential in many Polish energy segments, not only in gas, but also in pumped storage being a valuable solution for system stabilization and energy storage. We are interested in participating in this process as well as in the onshore and offshore wind, where we are present in the first phase of projects at Baltic Sea with contracts for onshore power connection. We are also looking forward to the next phases of Polish offshore projects.

GEV has high hopes for Poland. Here, for the first time in Europe, our BWRX-300 small nuclear reactors will be built.

SPREADING THE LIGHT AND WARMTH OF HOSPITALITY



AmCham.pl Quarterly Tom Ćwiok talks with **Matthias Herd**, General Manager of Hilton Warsaw City, about what makes Warsaw a great tourist destination and how the hotel adds value to it.

The Warsaw International Airport Okęcie processed 21.3 million passengers in 2024 — a record-high number in the airport's history. Was 2024 equally successful for Hilton Warsaw City?

2024 was indeed a good year for Hilton Warsaw City. We saw an increasing national and international demand to host large meetings and events in Warsaw. In addition, the city managed to secure a couple of outstanding big events in town—Taylor Swift, Metallica, and the UEFA Supercup, to name some highlights—that generated additional traffic from the domestic and also international markets.

In the business segment, what is driving the hospitality sector in Warsaw for international tourism in terms of trends, new customer behavior and expectations?

On a global scale, we can observe a trend of sustainable and eco-friendly travel. Particularly younger

generations are increasingly conscious of the environmental impact of their journey. This has led to a rise in demand for sustainable travel options, such as eco-friendly accommodations. Another trend is

certainly technological integration. The use of artificial intelligence to support companies to enhance the customer experience has only started. Travelers use it to personalize their travel plans and can gather information about a destination that traditionally they would source from the concierge.

Warsaw's appeal as an international travel destination lies in its dynamic blend of history, business, and modern urban landscape. The city's rich historical heritage, combined with a vibrant calendar of major events, creates a compelling draw for leisure travelers seeking both depth and excitement. At the same time, Warsaw has established itself as an international business hub, with the office presence of global giants like Google, Samsung and Netflix. Additionally, the city is experiencing significant urban development, particularly around the Rondo Daszyńskiego area, where projects like the soon-to-be-opened Bridge skyscraper are reshaping the skyline. On top of that, we are seeing in-

creased travel from government officials linked to the Polish Presidency of the EU.

But beyond its role as a business and political hub, Warsaw can also offer simply an exciting and entertaining city break.

What is the hotel's offer for domestic tourists?

The hotel is a great gateway to the city with various options to enjoy the time, either by staying in the hotel or exploring the city.

We offer free access for our guests to the Stellar—the largest and most prestigious sports club in town. There is also the option to treat yourself at the spa or relax in the sauna or jacuzzi.

In recent years, the area in which the Hilton Warsaw City is located has become very popular and attractive for going out. New top-notch hangouts, such as Browary Warszawskie and Fabryka Norblina, have opened across the street—just a three-minute walk away from our hotel. If you do not feel like going out, we got you covered with the option to stream your own Netflix program on the large in-room TV and enjoy some room service.

How about the hotel's offer for the MICE sector?

We have the largest meeting facilities in the Warsaw city center. We have become experts in the MICE field, regularly hosting meetings and

events for up to 1,500 participants and gala dinners for up to 800 guests in our ballroom.

Our team of event professionals engages with the customer every step of the way, from selling to planning to executing the event. What is most important to us is the personalized experience we provide. Regardless of whether it is a meeting for 2 or 1,000 people, it should always feel like you have a team member at your side, providing a personal and engaged experience.

As Poland's capital, Warsaw is an attractive tourist destination, but there is competition. Do you think that Warsaw City authorities do a good job promoting Warsaw as a tourist destination?

It is a shared goal and responsibility to promote Warsaw as an attractive destination. We regularly team up with the City's Tourism Office and Convention Bureau to host international delegations from the travel sector to introduce them to what the city has to offer.

We also leverage the global power of the Hilton sales force and make sure Warsaw is presented as a destination at travel and tourism fairs as well as international client events around the globe. Big events of international interest work as a powerful promotion for Warsaw and I hope we will see more of the likes of a Supercup Final or a Taylor Swift concert in the future.

In recent years, there has been a growing emphasis on sustainability within the hospitality industry. What programs and policies does Hilton Warsaw City have in place?

ESG initiatives are part of the company culture at Hilton and our Travel With Purpose program sets clear targets for the future on cutting down the usage of resources as well as reducing carbon emissions and waste. Every Hilton hotel is held responsible for improving its operation and reaching the saving targets year on year.

We are approaching this important topic from two angles. One is an investment in new technology and the other is a change in human behavior. Investments are costly but deliver proven returns over time. For instance, new and very efficient machinery or intelligent building management systems that regulate the effort automatically according to the needs. Those may be kitchen hoods that automatically adjust to the air quality in the room, or waste management tools which use AI to help us understand opportunities to reduce food waste by adjusting portions and products. When it comes to behavioral change, we are not only training our team members to use energy-efficient processes but also how they can encourage customers to participate. For example, we do it by encouraging our guests to use a towel more than once or we select a 50-mile menu meaning

that the ingredients are sourced locally and not far away from the hotel. This also extends into our supply chain. Hilton Supply Management promotes responsible, sustainable and inclusive sourcing through the Source with Purpose—our global strategy to advance positive impact across supply chains as we are aligning with manufacturers, distributors and suppliers that are equally committed to this mission.

The Covid-19 pandemic accelerated digital transformation in the hospitality industry. What can you tell us about the "digital side" of Hilton Warsaw City?

We offer digital check-in solutions with an option to select your room on the hotel map, a digital key for seamless, contactless room access, and a chat function that connects guests directly with our team for personalized assistance. For dining, we recommend our immersive dining experience, Le Petit Chef, which features captivating 3D animations projected onto the table. Out in-room entertainment has also been upgraded with new TVs and systems, allowing guests to stream their personal Netflix or YouTube content. Looking ahead, we are developing two solutions: an AI-driven food waste management to optimize portion sizes and reduce waste, and an app-based Room Service system, eliminating the need to call for your order.

Apart from technology, hospitality is about people. How does Hilton Warsaw City make sure it has the right talent?

Yes, hospitality is about people serving people. Therefore our team members are at the core of our company culture. We strive to provide a workplace where everyone feels appreciated for their contribution, and foremostly for who they are. We are offering a range of industry-leading benefits and driving a range of actions locally to achieve our goals. We see the benefit in a very stable and loyal workforce. We have been named the Best Hospitality Company to Work For by Forbes and came overall as number four in the Forbes list of best employers in Poland, and number six in the Great Place to Work in Poland category.

It is important to introduce our industry to the young generation as a potential career path which is why we cooperate with 10 different hotel schools and have welcomed 86 local and international trainees only in 2024. We are also working with local organizations to provide job opportunities for pensioners and people with disabilities as we strive for an inclusive workforce that is a reflection of our society.

What can you tell us about Hilton Warsaw City restaurants and catering?

With dining, we proudly invite lo-

icals and hotel guests to an immersive culinary experience. At "Le Petit Chef," every guest can look forward to an enchanting, animated show that transforms the dining table into a captivating screen. We believe dining out is not just about great food and drinks these days, but about creating an overall exciting experience.

However, the most important aspect of our catering is the breakfast, simply because it is the meal enjoyed by the vast majority of our guests. Therefore, we strive for excellence in the overall breakfast experience, not only offering a wide range of products and live cooking stations but also ensuring reliable and friendly service through our dedicated team.

What are the hotel's plans going forward?

In essence, we will continue our mission to make a positive impact in people's lives. That goes for our customers, our team members but also for the communities in which we operate.

In the spirit and vision of our founder Conrad Hilton, we see our duty in spreading the light and warmth of hospitality in Warsaw.

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602 458 235 ★

Warsaw
22 520 59 99

Wrocław
665 299 910

★ **Kraków & Katowice**
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LINKING RISK WITH LONG-TERM SUCCESS

ANDREW HARDING, FCMA, CGMA, CHIEF EXECUTIVE-MANAGEMENT ACCOUNTING AT AICPA & CIMA, TOGETHER AS THE ASSOCIATION OF INTERNATIONAL CERTIFIED PROFESSIONAL ACCOUNTANTS, WRITES ABOUT GRAPPLING WITH CHANGE, NAVIGATING UNCERTAINTY AND BUILDING RESILIENCE.

It feels like the world is once again standing at a crossroads, grappling with a mix of challenges and opportunities that will define the global landscape for the rest of 2025.

There is hope that a certain degree of normality will finally return to the global economic cycle. However, the acceleration of interconnected risks—geopolitical and economic disruption, cyber threats, technology including AI, regulatory compliance, and talent—continues to put increased pressure on businesses and, in turn, their finance teams to look beyond financial reporting. And, as a result, there are increasing demands placed on the accounting and finance profession to have competencies beyond traditional accounting and finance knowledge.

RISK OVERSIGHT

This is supported by the findings of the *2024 Global State of Enterprise Risk Oversight* report from AICPA & CIMA and North Carolina State University's Enterprise Risk Management (ERM) Initiative, where 66 percent of global senior finance and business leaders surveyed sense the volume and complexities of risk have increased in the past five years. Paradoxically, it also reveals that businesses may not be sufficiently investing in their risk oversight and management approach.

About 48 percent of respondents said that their organization has faced a significant operational surprise in the past five years, which suggests a potential breakdown in their organization's risk management strategy and processes. What's more concerning is that only 32 percent of respondents described their organization's risk oversight practices as "mature" or "robust" and only 47 percent said their risk oversight processes are "systematic, robust, and repeatable with regular reporting of top risk exposures to the board".

Our study report also shows that there continues to be a struggle in linking risk oversight with strategic implementation. According to most respondents, the output from ERM processes is not providing strategic insights that lead to a competitive advantage for their organization. Interestingly, many organizations still focus on traditional risks like IT, operations, and compliance, rather than emerging strategic risks such as cybercrime, supply chain challenges, and climate crises.

This would suggest that risk oversight and management practices in organizations around the world are not keeping pace with the true scale and complexity of risks in today's business environment. And to truly be value-adding, we also need to find ways to seamlessly integrate the practices into the organization's business strategy.

FINANCE TEAM'S ROLE

The very term "risk" often makes people feel uncomfortable, and although risk management primarily focuses on managing downside risk, it is important to appreciate that risk also has an upside. This upside involves seizing new opportunities that can arise from disruption or uncertainty, such as opportunities to enter new markets or create new product lines. This may be obvious to accounting and finance professionals, but it is something that some colleagues and business partners may need to be reminded of.

Accounting and finance professionals play a pivotal role in providing non-financial and financial management information to drive business performance, develop strategies, and influence decision-making. Having such a rich understanding of what drives their organizations, and their future strategic initiatives is the first step towards becoming an effective participant in broader, more strategic organization-wide risk over-

sight and management processes.

MUST HAVE SKILLS

To successfully contribute to the risk oversight and management approach within their organizations, accounting and finance professionals need to develop a diverse set of skills.

- **Analytical skills:** The ability to analyze complex data sets and identify trends will be crucial for effective risk oversight and management. This not only includes understanding financial statements but also economic indicators as well as industry and market trends to anticipate risks, their probabilities, their causes, and the impact they would have on the organization.

- **Strategic thinking:** Accounting and finance professionals must develop and demonstrate the ability to look beyond the numbers, beyond finance, and understand the broader business landscape. This notably involves aligning risk management strategies with the organization's overall goals and objectives, understanding both its current position and future direction.

- **Communication skills:** Clear and effective communication skills are essential both for gathering risk-related information across the organization and delivering high-quality counsel to senior leaders, board members, and internal and external audit committees. This includes presenting complex data in an understandable way and making persuasive arguments for risk mitigation strategies.

- **Technological skills:** To do a better job, accounting and finance professionals should be familiar with risk management software and data analytics tools, which can enhance their ability to monitor and manage risks. This includes technologies

such as big data, machine learning, and artificial intelligence, which can help save time, reduce errors, and support strategic thinking.

- **Regulatory knowledge:** Understanding the regulatory environment and compliance requirements is a critical component of risk oversight and management. This helps in identifying legal risks and ensuring that the organization follows all relevant laws and regulations. Accounting and finance professionals will need to dedicate time to stay up to date with the latest regulatory developments and understand how this impacts their organization.

- **Adaptability:** As the risk landscape is constantly evolving, accounting and finance professionals will need to be able to pivot quickly and adjust strategies accordingly to both efficiently mitigate current risks and stay ahead of emerging risks.

SEIZING OPPORTUNITY

Today, mega shocks keep emerging, and disruption and volatility are constant. Organizations must think differently about mitigating and navigating risk. Accounting and finance professionals have a great foundation of skills and competencies that can be applied to strategic risk management. Their expertise in financial and non-financial analysis and reporting, positions them to help transform their organization's risk oversight and management from a reactive process to a proactive strategy, ensuring that it can withstand the most unexpected of circumstances.

The key to success will be linking risk thinking to what drives long-term success. The opportunity is there; the challenge will be grabbing hold of it.

THE CHALLENGES OF GREEN TRANSFORMATION



Paul Armstrong, Chief Operating Officer, TSL Poland, talks about how the European Green Deal impacts the manufacturing sector in Poland

The European Green Deal impacts business. What negative impacts of it do you see for the manufacturing sector?

Poland's manufacturing sector developed in concert with Poland's natural energy resource, primarily hard coal, and lignite. Twenty years ago, almost 95 percent of the electricity produced in Poland came from burning coal. The Polish economy was built on coal power, and much of Poland's success in catching up with the West was also built around this natural domestic asset.

Poland has taken huge steps since 2004 towards Renewable Energy Sources (RES), however coal still accounts for almost 60 percent of Poland's electricity generation. Therefore, without public, private and EU funding, Poland is at a huge disadvantage to modernise and expand its high voltage network, especially compared to Germany, France and the Nordics. Not to mention China and the US. The negative impacts of the EU Green Deal for the Polish manufacturing sector will be felt during the transition period to meet Net Zero. We live in a global economy and Polish industry is already becoming less competitive due to the higher energy prices we have experienced since 2022. The danger is that this trend exacerbates as Polish manufacturing strives to achieve EU climate targets. The Green Deal is well intentioned, however the EU only accounts for around 8 percent of global CO₂ emis-

sions and the whole discourse that saving the planet relies on the EU achieving climate neutrality by 2050 is misguided. The Polish economy has spent the past two decades catching up with the West by an enormous margin and this is to Poland's credit. Western European countries started investing in green technologies much earlier because they could afford it. For us, in Poland, the green transformation will likely mean higher prices. It is unlikely that we will earn more than we spend. The risk is that Polish manufacturing will become sacrificed on the altar of the Green Deal with little meaningful benefit to global CO₂ reductions.

Does the European Green Deal create any business opportunities for investors in manufacturing in Poland?

The success of the European Green Deal is largely dependent on the mass adoption and rollout of Renewable Energy Sources (RES) across the Polish economy. There will be continuing investment in the Wind, Solar and Bioenergy sectors. Presently, we cannot capture all the green energy from RES. There is no point building more Photovoltaic farms and Wind turbines if we cannot effectively store the energy. Therefore, we will see new business opportunities in Battery Energy Storage Systems (BESS) and technologies. We will also see wider adoption of sustainable technologies in production

and processing in heavy industry, such as Steel and Cement Production. Most recently we have seen the Polish steel industry modernising existing facilities and investing in hydrogen production plants for galvanising. In the cement industry, we are seeing new investment projects utilising Alternative Fuels for heating the rotary kilns. Moving away from coal as part of their decarbonization strategy.

According to experts, the prices of energy in Poland are among the highest across all EU countries. Why?

Poland has some of the highest wholesale electricity prices in Europe, averaging EUR 90 per MWh in 2024. In comparison, countries like Norway and Sweden have significantly lower prices, ranging from EUR 32 to EUR 39 per MWh.

These elevated energy costs are putting pressure on Polish industries, potentially leading to the relocation of manufacturing operations and job losses. Moreover, the high energy prices are dampening the interest of new investors in the Polish market.

The ongoing geopolitical events surrounding Poland further exacerbate the situation, making the country vulnerable to significant fluctuations in energy prices. While the government may implement temporary measures, such as capping or freezing electricity prices, these solutions are short-term. Without a long-term energy transformation plan and concrete steps toward sustainable energy sources, Poland's energy challenges are likely to persist.

Overall, is Poland a friendly country to foreign investors?

Poland's transition to a market economy over the past 30 years has led to significant progress, but challenges remain for new investors. One of the most pressing issues is the permitting process, which can often be slow, unpredictable, and complex.

The permitting procedures in Poland are not always straightforward. Investors frequently encounter lengthy processing times and delays, with approvals that can be difficult to secure. The regulatory landscape is also con-

tinuously evolving, with rapidly changing legislation that can make it challenging for businesses to stay compliant.

In addition, the requirement for official translations of documents and information adds another layer of complexity to the process. Issues related to digitization and the lack of integration between systems only amplify delays and inefficiencies, further hindering the permitting process.

Despite these challenges, it is worth noting that Poland is actively working to streamline its regulatory framework and improve the overall business environment.

What are your company's plans in Poland for 2025?

TSL is a leading technical contractor with a proven track record of successful projects worldwide, now bringing its expertise to Poland. Specializing in Data Centres, Advanced Manufacturing, Food, Logistics, and Pharmaceuticals, we leverage our international team's technical capabilities and deep local market insights to drive the next industrial revolution in Poland.

As TSL continues to expand and explore opportunities in emerging markets, the company owners have decided to strengthen our presence in Poland. We are particularly focused on data centre projects in the region and are eager to collaborate with our international clients on local developments.

We also understand the rapidly evolving manufacturing landscape and are ready to support projects with expert construction and project management services. TSL is equipped to build modern facilities that not only enhance production capabilities but also ensure full compliance with environmental regulations.

In conclusion, while the current geopolitical landscape presents challenges, Poland remains a market of significant growth potential. By focusing on relationship-building, sector-specific strategies, supply chain resilience, and leveraging local resources, we are confident in positioning our business for long-term success in this vital market.



IMPACTING COMPANY'S SUCCESS

KAROLINA HERNIK, EMPLOYEE BENEFIT PRACTICE LEADER AT **AON**, WRITES ABOUT STRATEGIC APPROACHES TO MANAGING EMPLOYEE BENEFIT PROGRAMS.

In 2024, Aon Poland conducted a Benefit Survey focused on employee benefit structure in the Polish market. According to the survey, 91 percent of companies offer additional employee benefits such as sports cards, educational benefits, personal development and Employee Assistance Programs (EAPs) programs. It is not surprising. Numerous employee surveys show that non-monetary benefits are crucial and influence the choice of employer.

BALANCING PROGRAMS

The main challenge is to keep employees satisfied with their benefits and connect them to the employer's strategic goals so the money invested in hiring employees is well-spent.

There is a view among employers that offering employees specific products and leaving the choice to them is a whole concept of benefit. Popular benefit platforms provide such opportunities. It seems a theoretically great idea that all employees can choose what interests them most.

However, this approach has two main drawbacks. With employees deciding what they choose, many companies fail to create a well-thought-out wellbeing strategy.

Also, one should not assume that the employees always know what is good for them.

Many employees appreciate the benefits they can enjoy here and now. The best example is medical care. It is applied extensively and considered a must-have among employees. But how do we manage other programs that undeniably have measurable

value to our workers but are not so tangible?

LIFE INSURANCE

Take life insurance. Common wisdom tells us that life insurance should be equally important to the organization and employees. However, as the Aon Benefit Report shows, only 84 percent of companies offer such programs, while only 58 percent fund the premium.

Going deeper into life insurance: The employer must create a provision for death gratuity, which is required by Polish law. Depending on the company's size, it can be a significant liability in the financial statements. We know that it can be partly mitigated by the financing of premium death benefits through the employee's life policy. Therefore, the employer can waive or reduce the death gratuity reserve by sponsoring life insurance. A simple solution can translate into significant savings on reserves but is not widely used by Polish companies.

From Aon's experience as a broker, we know that young people consider life insurance unnecessary. They do not know other protection they can get from life policy, besides solely death cover.

Without proper information and widespread knowledge sharing, can we expect employees to appreciate such sponsored insurance? It is crucial to make employees aware of the content of benefits provided by their employer and make these programs attractive. We do not want to show salary as an unimportant benefit but underline that a sponsored package may have a

significant impact on the employee's home budget.

This example presents a model of a win-win situation, whereby a benefits program is an important tool in reaching an employer's goal and it also offers a real benefit to employees.

MENTAL HEALTH

To efficiently manage employee benefit programs, it is best to approach them in two categories: those that help the employer manage employee risk and achieve its goals; and the so-called flex benefits, which are employee's free choice.

Today the topic of mental health and preventive health care is the main trend in the market. Both areas should not be the employee's choice anymore. Employers have already recognized the need for mental health support. From the analysis of sick leave causes, we know that mental illness is one of the main reasons for employee absenteeism. The dominant trend, confirmed by our report, focuses on providing limited consultations with a psychologist or psychiatrist, individual crisis support through EAP, and webinars, mainly on stress management.

These solutions do not fully satisfy both employees and employers. They are still in development. Companies know it and offer many products to support mental health. To address them correctly, they should start by focusing on the internal situation and educating managers on mental

health support. A well-crafted program for mental wellbeing should be based on education, support and employee trust.

Our survey shows yet another positive trend: the investment in preventive health care, which is important given the fact that today the prices of medical care packages for employees increase steadily.

GENERATION Z

The Polish market has a range of solutions that can be tailored - from on-site actions to interactive webinars with employees to cohesive year-round actions.

It is also important to remember that a new generation of employees is entering the market. Generation Z employees are open to new solutions and have a different perspective on employee benefits compared to older generations. Is it their life approach the reason why new products pop up in the market, such as pet insurance? Maybe not, but still it is a perfect example of a flex benefit for everyone. The topic of employee benefits is broad and has many aspects. Because its domain is a soft approach it is often left only to the HR, while it creates solutions interesting to other teams. If we forget to include the management teams from different areas in creating our benefit strategy we may lose many advantages it can bring to all business structures within the company.



NEW ERA OF PRODUCT SAFETY

MICHAŁ WIĘCKI, ATTORNEY-AT-LAW AT **ŁASZCZYK & PARTNERS**, WRITES ABOUT THE KEY OBLIGATIONS FOR BUSINESSES UNDER THE NEW GENERAL PRODUCT SAFETY REGULATION.

Taking into account the development of technology and the growth of online sales, the objectives of Regulation (EU) 2023/988 of the European Parliament and Council on general product safety, also known as the GPSR (General Product Safety Regulation), aim to bring about a higher level of consumer protection and more stringent product safety requirements.

The GPSR, which came into force in December 2024, repealed the 2001 General Product Safety Directive and created a new EU product safety framework. The new rules cover manufacturers operating on the EU market, their authorized representatives, importers, distributors as well as the providers of online trading platforms, making the Regulation particularly relevant for the e-commerce industry.

The regulation mandates that products appearing on the market should be appropriately labelled and the consumer should be informed of any possible risks arising from their use. A consumer buying a product online should be able to see the information they would see on the product's packaging when buying it in a brick-and-mortar shop.

PRODUCTS UNDER REGULATION

The GPSR applies to products available for distribution, consumption or use on the EU market, placed or made available on the market, whether new, used, repaired or reconditioned; and other products offered to EU consumers through all sales channels.

In the case of consumer products covered by the regulation, one should pay close attention to proper information on products, for instance, such as toys

and accessories for children, electrical and electronic equipment, clothing and textiles, furniture and construction tools.

On the other hand, the regulation does not apply to, inter alia: medicinal products for people and veterinary medicinal products, food and fodder, live plants and animals, antiques and products needing repair or reconditioning before use where they are clearly marked as needing repair or reconditioning before use.

THE OBLIGATIONS

Every product placed on the EU market must be assigned a person responsible for the product's compliance with the provisions of the GPSR. The regulation also introduces a catalogue of specific obligations for each actor in the supply chain.

In particular, the manufacturer must ensure and monitor product safety, correctly label products and communicate risks, provide technical documentation, and withdraw unsafe products from the market.

The importer must ensure that the product complies with safety requirements, place its contact details on the product, ensure that the products it imports are accompanied by clear instructions and safety information in a language easily understood by consumers, monitor product safety, and cooperate with surveillance authorities on corrective actions and product withdrawals.

The most important obligations of distributors (natural or legal persons who are neither the manufacturer nor the importer, but who supply a product for distribution, consumption or use) include: monitoring the safety of products, including by refusing to make products available on the market that they be-

lieve do not meet safety requirements; ensuring the safe storage and transport of products; informing manufacturers, importers and national market surveillance authorities, through the Safety Business Gateway portal, when they find an unsafe product on the market and ensuring that appropriate action is taken.

Regardless of their role in the supply chain, each economic operator covered by the GPSR should establish internal product safety processes to ensure compliance with the regulation. They also have to cooperate with market surveillance authorities and are obliged to make detailed product information (hazards, complaints, remedies) available to the relevant authorities upon request for a period of 10 years after the product has been supplied to them or after they have supplied the product, and supply chain traceability information for a period of 6 years. In addition, they must directly inform all affected consumers of withdrawals and safety warnings. The economic operator responsible for the product safety recall should offer consumers either a repair or replacement of the product, or a refund for the withdrawn product.

A product offer regarding wares sold online (or otherwise at a distance) must contain, in particular: the name, registered trade name or registered trade mark of the manufacturer and a postal and electronic address at which the manufacturer can be contacted; and if the manufacturer is not resident or established in the EU the name, postal and electronic address of the person responsible for

acting on its behalf and information allowing the identification of the product, including a picture of it, its type and any other product identifier. In addition, any warning or safety information must be affixed to the product or to the packaging or included in an accompanying document in accordance with this regulation or the applicable EU harmonization legislation in a language which can be easily understood by consumers.

OUTCOME

The GPSR undoubtedly introduces new product safety standards in the EU, requiring all actors in the supply chain to ensure transparency and safety of products offered to consumers.

Determining the specific obligations of a given trader under the GPSR requires identifying its role in the supply chain, that is qualifying it as a manufacturer (or its authorized representative), importer, distributor or a provider of an online marketplace.

For the largest group of distributors, the regulation undoubtedly creates a number of obligations including that they must offer only the products that meet safety standards; and that they are under an obligation to clearly and fully inform consumers about the origin of the product, its technical characteristics (or composition) and any potential risks. They also must have procedures to quickly and directly inform all consumers concerned about product withdrawals and product-related safety warnings, and the obligation to cooperate with market surveillance authorities.



THE REGULATORY DIVIDE

TOMASZ PIASECKI, SUSTAINABILITY DEPARTMENT LEADER AT **FORVIS MAZARS**, WRITES ABOUT ESG REGULATIONS IN EUROPE AND THE FUTURE OF EU-US TRADE RELATIONS.

The trade partnership between the US and the EU is one of the largest economic partnerships in the world. Despite the lack of a bilateral free trade agreement, the US remains the largest trading partner for the EU, and overall trade with EU countries places the European bloc at the top of the US's trading partners list.

The EU-US trade is not free from obstacles. Currently, the exchange of goods and services between the two trading blocks is governed by the rules of the World Trade Organization (WTO), and disputes are resolved through the WTO Dispute Settlement Body. Both trading partners use tariffs and non-tariff trade barriers, which is a matter of constant disputes, and often leads to tensions in relations between EU and US representatives.

EU REGULATORY BARRIERS

Regulatory differences in sustainability amount to non-tariff trade barriers that the EU and the US resort to. The EU regulations in sustainable development impose several requirements on EU and non-EU entities, including US companies. The aim of these regulations is, among others, to accelerate the achievement of climate neutrality and to introduce high standards of environmental, social and corporate

governance (ESG) practices. Among the sustainability regulations affecting trade is the EU Carbon Border Adjustment Mechanism (CBAM), also known as the carbon border tax. Its full implementation in 2026 will require importers to purchase certificates for imported goods in relation to their

governance (ESG) practices. Among the sustainability regulations affecting trade is the EU Carbon Border Adjustment Mechanism (CBAM), also known as the carbon border tax. Its full implementation in 2026 will require importers to purchase certificates for imported goods in relation to their

governance (ESG) practices. Among the sustainability regulations affecting trade is the EU Carbon Border Adjustment Mechanism (CBAM), also known as the carbon border tax. Its full implementation in 2026 will require importers to purchase certificates for imported goods in relation to their



A US-bound container ship leaves the port of Hamburg, Germany.

CO₂ emission levels. This solution is often considered to be a form of trade tariff, and it raises concerns among trading partners.

The sustainability reporting requirements under the CSRD also impose reporting obligations on non-EU companies with significant operations or supply chains in the EU. When the CSRD regulations come into force, such companies will have to disclose environmental, social and corporate governance information according to the European Sustainability Report-

ing Standards (ESRS)—a set of standards only applicable in the EU and introducing an additional reporting requirement. Similar non-tariff challenges arise from the Corporate Sustainability Due Diligence Directive (CSDD). Trading partners of non-EU European

vent excessive environmental impact.

US REGULATORY BARRIERS

The US also uses sustainability-related regulations to control trade, yet much less extensively than the EU. To mention a few, the Inflation Reduction Act places restrictions on imports of green technology and certain minerals to the US; the Clean Air Act prohibits imports of motor vehicles and parts that do not conform to the Environmental Protection Agency emission standards, and there are many environmental protection regulations, such as the Lacey Act, which prohibit trade in illegally caught, possessed, transported or sold wildlife, fish and plants. In turn, the Marine Mammal Protection Act restricts seafood imports.

STANDARDS IN DEMAND

The examples of the above regulations show a need to agree on international sustainability standards to increase trade. Repeated withdrawal of the US from the Paris Agreement increases the gap between the EU and the US on the climate topic. On the other hand, however, it may trigger a discussion leading to a future joint approach to sustainable development.

The US and the EU need to agree on international sustainability standards to increase bilateral trade.



ALGORITHMIC ADVANTAGE

PAWEŁ ŁOPATKA, MANAGING DIRECTOR AT EXPERIS POLAND, AN HR COMPANY AFFILIATED WITH **MANPOWER GROUP**, WRITES ABOUT THE ANTICIPATED TRENDS IN IT-RELATED HIRING IN 2025.

The global IT landscape is undergoing transformative changes, with advancements in AI, hybrid work models, and demand for specialized skills shaping the industry's trajectory. Based on key industry reports, here are the trends anticipated to define 2025.

AI AND AUTOMATION

Artificial intelligence (AI) and automation remain pivotal in transforming business operations. The demand for AI-based solutions, such as generative AI and machine learning, continues to grow exponentially. Generative AI alone reached a global market value of USD 45 billion in 2023 and is projected to surpass USD 738 billion by 2030.

AI's role extends beyond automating tasks; it supports strategic initiatives such as decision-making, performance analysis, and employee training.

According to Gartner's *2025 Top Strategic Technology Trends*, trends like agentic AI (artificial intelligence systems that possess a certain level of autonomy, decision-making capabilities, and the ability to act on behalf of users or in specific environments) and autonomous AI platforms are poised to revolutionize IT infrastructure. However, successful integration requires addressing regulatory concerns and ensuring workforce readiness. Ethics and governance in AI implementation are critical. Organizations must adopt robust AI governance platforms to mitigate risks like data misuse and bias.

HYBRID WORK MODELS

Hybrid work models are solidifying their place in the IT industry. JustJoinIT reports that 46.27 percent of IT job offers in 2024 emphasized hybrid arrangements, compared to only 6.98 percent favoring fully office-based roles. Remote work continues to dominate, with over 60 percent of IT profes-

sionals working entirely from home.

This trend not only reflects employee preferences but also enables organizations to access a global talent pool. However, companies must invest in collaboration tools and foster team cohesion to maximize productivity in distributed environments.

Regional examples, such as Europe's rising preference for hybrid work, illustrate the universal shift towards flexible models, further emphasizing the need for scalable infrastructure.

SKILLS IN DEMAND

Specialized skills in AI, cybersecurity, and data analytics, to name a few, are increasingly sought after. According to Experis, 51 percent of IT employers globally plan to expand their teams in Q1 2025, with high demand for roles like AI, ML, JavaScript, Java, and data engineering professionals.

Emerging roles such as "prompt engineers"—specialists who optimize generative AI prompts—highlight the evolving nature of IT careers. JustJoinIT notes that professionals in AI/ML and DevOps command some of the highest salaries, further emphasizing the need for advanced technical expertise.

STRATEGIC AI ADOPTION

AI adoption is accelerating across industries. Gartner identifies key trends, including hybrid computing and post-quantum cryptography, as critical for maintaining competitive advantages. By 2027, 81 percent of global employers are expected to deploy AI tools, up from 52 percent in 2024.

This widespread adoption underscores the importance of ethical AI implementation. Organizations must invest in robust data governance and upskilling initiatives to maximize AI's potential while addressing privacy and ethical dilem-

as. Gartner's insights suggest that spatial computing and polyfunctional robots will further integrate human-machine synergy into workplaces.

FASTEST-GROWING IT JOBS

The World Economic Forum's "Future of Jobs Report 2025" highlights six of the fastest-growing jobs within the IT sector:

- **Big Data Specialists:** Managing, analyzing, and interpreting large datasets.
- **FinTech Engineers:** Advancing digital banking, blockchain technology, and AI-driven financial solutions.
- **AI and Machine Learning Specialists:** Developing and optimizing machine learning models.
- **Software and Applications Developers:** Customizing software solutions for enterprise needs.
- **Security Management Specialists:** Protecting organizations from evolving cyber threats.
- **Data Warehousing Specialists:** Managing large-scale storage and retrieval systems efficiently.

GLOBAL TALENT OUTLOOK

The IT talent market is stabilizing, with demand for experienced professionals outpacing opportunities for juniors. Experis highlights that global IT hiring expectations have risen to a Net Employment Outlook of 37 percent, reflecting cautious optimism in the sector.

However, challenges persist. ManpowerGroup's survey reveals that workforce skill gaps and high implementation costs remain significant barriers to AI adoption.

THE CIO AGENDA

The CIO Agenda emphasizes the importance of aligning technology investments with strategic business goals. Key insights include:

- **Digital Acceleration:** Integrating AI, advanced analytics, and automation to improve efficiency and customer experiences.

- **Sustainability:** Rising investments in green IT solutions to meet sustainability targets and enhance energy efficiency.

- **Cybersecurity Resilience:** Investing in advanced security frameworks, including AI-driven threat detection and post-quantum cryptography.

- **Talent Transformation:** Shifting workforce strategies toward continuous upskilling to leverage new technologies effectively.

These priorities reflect a broader shift in how technology leaders position their organizations for long-term success. By focusing on innovation, resilience, and sustainability, businesses can navigate the complexities of 2025 and beyond.

The year 2025 promises to be transformative for the IT industry. With advancements in AI, hybrid work models, and specialized skills, businesses have the opportunity to drive innovation and achieve sustainable growth. However, success will require a balanced approach—leveraging cutting-edge technologies while addressing workforce readiness, ethical considerations, and regulatory compliance.

At Experis, we believe in a people-first approach to navigating these changes. By prioritizing workforce development, fostering collaboration, and adopting ethical AI practices, we help organizations unlock their full potential in this dynamic environment. Our commitment to building a resilient and innovative IT workforce ensures that our clients are not just adapting but thriving in the face of change.



GAINING FLEXIBILITY

KAROL WYKA, EXECUTIVE BOARD DIRECTOR, HEAD OF OFFICE DEPARTMENT, NEWMARK POLSKA; AND AGNIESZKA GIERMAKOWSKA, RESEARCH & ADVISORY DIRECTOR, ESG LEAD, NEWMARK POLSKA, WRITE ABOUT THE DEVELOPMENT OF THE FLEXIBLE OFFICE MARKET.

Poland’s flexible office market continues to grow at a rapid pace, reflecting the evolving requirements of both companies and employees. Being a modern alternative to traditional offices, flexible office space is becoming increasingly attractive due to flexible lease terms, innovative fit-outs and dynamic work environments. Poland’s seven key office markets—Warsaw, Kraków, Wrocław, Tricity, Katowice, Poznań, and Łódź—contain nearly 420,000 square meters of flexible office space, accounting for approximately 3 percent of their total office stock.

Warsaw invariably leads the way in Poland for flexible office space, but such offices are also emerging in other major cities, including Kraków, Wrocław and Tricity. Smaller towns like Bydgoszcz and Opole have also recently attracted flex office providers operating in Poland.

NEW GROWTH PHASE

Initially, the growth of Poland’s flexible office market was fuelled by the growing number of freelancers, start-ups and younger generations of workers who valued flexibility and creative environments. Today, large corporations are increasingly opt-

ing for temporary flex offices before committing to long-term leases.

2018 was a record year for the activity of flexible office providers in Poland, with over 110,000 square meters of office space leased, nearly 94 percent of which was transacted in Warsaw. In subsequent years, the average annual take-up by flex office providers, developers and investment funds stabilized at approximately 50,000 square meters. In 2019, the flexible office sector began to rapidly gain momentum also in regional cities, which accounted for over 23,000 square meters leased for flexible offices of the total take-up of more than 58,000 square meters recorded in 2024.

Most flexible workplace concepts, whether operated by independent providers or under private labels of developers and investment funds, achieve occupancy levels ranging from 70 percent to 90 percent, depending on their location. The most sought-after locations, particularly those near transport hubs in city centers, often report occupancy rates exceeding 100 percent.

MAIN PLAYERS

Alongside independent flexible office providers present in

Poland—both international operators such as Regus/Spaces, WeWork or Mindspace, and Polish providers including Loftmill, The Shire and Chillispaces.com—office developers and landlords have also recognized that tenants increasingly expect greater flexibility and the ability to quickly adapt to evolving business requirements.

Having flexible office space available within a building or its immediate neighborhood makes it significantly easier to adapt workplaces to current requirements. Additionally, by using co-working offices within an office building, potential tenants can familiarize themselves with the building and its surroundings without committing to long-term leases. This allows developers and landlords to diversify their operations, put vacant office space to meaningful use, and, if necessary, lease it on standard terms.

Developers and landlords offering flexible offices include the following: Echo Investment (CitySpace), Adgar Poland (Brain Embassy, Be Yourself and Flexi Wave), Skanska

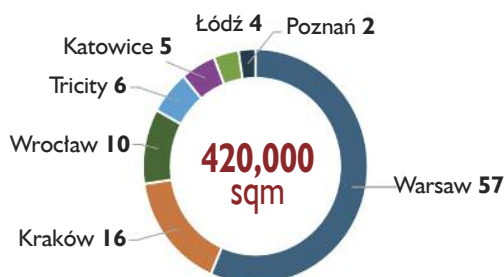
Poland (Business Link), Immofinanz (myoffice and my-cowork), Cavatina (Quickwork), Vastint (Ready Flex), Buma with its At Office, and Globalworth’s Ace of Space concept announced in late 2024.

The flexible office market is also facing a number of challenges, including adapting to growing tenant expectations regarding sustainability. With companies increasingly seeking offices that meet ESG (Environmental, Social, Governance) standards, flex office providers must invest in energy-efficient technologies and eco-friendly solutions. Another challenge is the intensifying market competition, prompting providers to further expand their offerings and enhance service quality.

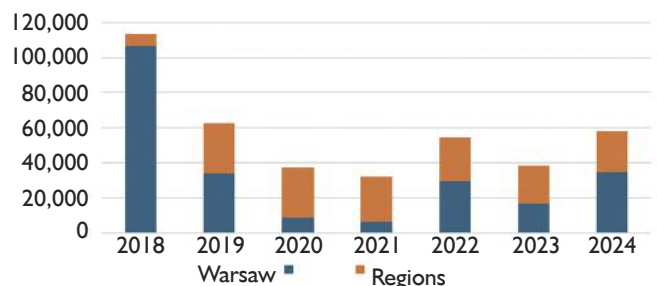
HUGE POTENTIAL

In summary, the Polish flexible office market is in growth mode and holds significant potential amid evolving work patterns and rising corporate awareness of flexibility and sustainability. Its future, however, hinges on its ability to quickly adapt and innovate to address both current and future challenges.

Flexible Office Stock by City
(in % of the total 420,000 sqm)



Flexible Office Take-up
(by location, in sqm)



Source: Newmark Polska

Source: Newmark Polska

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AMCHAM EVENTS

IN NOVEMBER, AMCHAM HELD THE THANKSGIVING BUSINESS MIXER. THE VENUE WAS THE MEZANO RESTAURANT AT SHERATON GRAND WARSAW. IN PICTURES: 1. PAWEŁ MROZIAK, ACCOUNT DIRECTOR, SHERATON GRAND WARSAW; TONY HOUSH, AMCHAM CHAIRMAN. 2. THE MIXER IN PROGRESS.



AMCHAM EVENTS

LAST YEAR BETWEEN SEPTEMBER AND DECEMBER, AMCHAM HELD FOUR SESSIONS OF THE 30 UNDER 30 MENTORING PROGRAM. IN PICTURES: 1. PROGRAM PARTICIPANTS AT THE OPENING SESSION IN SEPTEMBER WITH TONY HOUSH, AMCHAM CHAIRMAN AND MATEUSZ JURCZYK, AMCHAM KRAKÓW & KATOWICE DIRECTOR, AND THE 30 UNDER 30 PROGRAM

MANAGER. 2. ŁUKASZ KOWALSKI, MSL (CENTER) WAS THE SPEAKER AT THE SESSION IN OCTOBER. 3. MAŁGORZATA TELUS, FRITO/PEPSI (CENTER) MET WITH THE PARTICIPANTS IN NOVEMBER. 4. IN DECEMBER, PROGRAM PARTICIPANTS TOURED THE RONALD MCDONALD HOUSE IN WARSAW WITH THE SPEAKER MICHAŁ KANARKIEWICZ, CHESS MASTER.



IN DECEMBER, AMCHAM KRAKÓW AND KATOWICE HELD A WORKING LUNCH WITH DANIEL LAWTON, DEPUTY CHIEF OF MISSION AT THE US EMBASSY IN WARSAW DURING HIS VISIT TO KRAKÓW, TO DISCUSS THE EUROPEAN COMPETITIVENESS AND FOREIGN INVESTORS' EXPECTATIONS FOR THE UPCOMING POLISH EU PRESIDENCY. IN PICTURE: JACEK KRAJECER, STRYKER; SHARAYAH HEIDENHEIN, US CONSULATE GENERAL TO KRAKÓW, MATEUSZ JURCZYK, AMCHAM KRAKÓW & KATOWICE DIRECTOR; DANIEL LAWTON; MAŁGORZATA PODRECKA, CANPACK; ERIN NICKERSON, US CONSUL GENERAL; DAMIAN KOZŁOWSKI, VERISK; SŁAWOMIR KUMKA, IBM; MAREK GUZIK, US CONSULATE GENERAL; SEBASTIAN NOWAK, L3HARRIS.



IN DECEMBER, AMCHAM GDAŃSK HELD CHRISTMAS RECEPTION WITH 180 GUESTS IN ATTENDANCE. THE EVENT FEATURED A DISCUSSION ON BALANCING COMMUNITY RESPONSIBILITY AND FAMILY VALUES, HELD UNDER THE AUSPICES OF THE EMPOWER HER PROGRAM, WITH SPEAKERS: BEATA RUTKIEWICZ, POMERANIA GOVERNOR; MAGDALENA CZARZYŃSKA-JACHIM, Sopot Mayor; AND OKTAWIA GORZEŃSKA, DEPUTY MAYOR OF GDYNIA. THE DISCUSSION WAS MODERATED BY ALEKSANDRA KRASIŃSKA. THE VENUE WAS HOTEL SHERATON SOPOT. THE EVENT WAS SPONSORED BY FEDEX, WITH ADDITIONAL SUPPORT FROM DSV, TREFL, ABSL,

AND INVEST IN POMERANIA. IN PICTURES: 1. RAFAŁ DZIURA, FEDEX. 2. ALEKSANDRA KRASIŃSKA, DIRECTOR OF THE RINGIER AXEL SPRINGER FOUNDATION; OKTAWIA GORZEŃSKA, DEPUTY MAYOR OF GDYNIA CITY; AGATA RUTKIEWICZ, POMERANIAN GOVERNOR; MAGDALENA CZARZYŃSKA-JACHIM, MAYOR OF SOPOT CITY. 3. BARTOSZ KSIĄŻKOWSKI, VBC; MARIUSZ PAKIESER; ANITA KOWALSKA, AMCHAM; DR. BARBARA STEPŃSKA, AMCHAM GDAŃSK DIRECTOR.



Photos by Anna Rezuak

IN DECEMBER, AMCHAM WROCLAW HELD THE YEAR END RECEPTION, JOINTLY WITH THE ASSOCIATION OF BUSINESS SERVICE LEADERS AND THE THE BRITISH POLISH CHAMBER OF COMMERCE. THE VENUE WAS THE BRIDGE WROCLAW MGallery HOTEL COLLECTION. IN PICTURES: 1: ILONA CHODOROWSKA, BPCC; MONIKA CIEŚLAKA-MRÓZ, AMCHAM WROCLAW DIRECTOR (TSL);

MACIEJ BORKOWSKI, ABSL. 2. SYLWIA KUCZYŃSKA, CONTRACT ADMINISTRATION; ILONA CHODOROWSKA, MARCIN CICHY, BPCC; PATRYCJA ŁOMIŃSKA, AGNIESZKA SPROSKA, AGNIESZKA DROBINA, CROWE.



IN DECEMBER, AMCHAM KRAKÓW AND KATOWICE HELD THE CHRISTMAS RECEPTION. THE VENUE WAS THE SHERATON GRAND KRAKÓW. THE PARTNER OF THE EVENT WAS UBER. IN PICTURES: 1. MARCIN MOCZYRÓG, UBER; MATEUSZ JURCZYK, AMCHAM; ALEKSANDER MIS-

ZALSKI, KRAKÓW MAYOR. 2. ERIN NICKERSON, US CONSUL GENERAL. 3. THE CHOIR FROM THE INTERNATIONAL SCHOOL OF WARSAW PERFORMS LIVE.



IN DECEMBER, AMCHAM KRAKÓW AND KATOWICE HELD THE CHRISTMAS RECEPTION IN KATOWICE. THE VENUE WAS COURTYARD BY MARRIOTT. IN PICTURES: 1. BOGUMIŁ SOBULA, DEPUTY MAYOR OF KATOWICE. 2. MATEUSZ JURCZYK, AMCHAM, STANISŁAW CIESLA, KYN-

DRYL/ABSL; ERIN NICKERSON, US CONSUL GENERAL IN KRAKÓW MARCIN NOWAK, KATOWICE DIGITAL TECHNOLOGY GAMING HUB. 3. THE RECEPTION IN PROGRESS.



IN JANUARY, AMCHAM HELD FAREWELL RECEPTION TO US AMBASSADOR MARK BRZEZINSKI FOR AMCHAM BOARD AND STAFF MEMBERS. THE VENUE WAS HOTEL BRISTOL, A LUXURY COLLECTION HOTEL, WARSAW. IN PICTURES: 1. TONY HOUSH, AMCHAM CHAIRMAN; AM-

BASSADOR MARK BRZEZINSKI; OLGA LEONOWICZ. 2. MARK BRZEZINSKI AND OLGA LEONOWICZ WITH THE PARTICIPANTS OF THE RECEPTION.



AMCHAM EVENTS

ALMOST 120 AMCHAM MEMBERS ATTENDED THE JANUARY MONTHLY MEETING, WHICH FEATURED A PANEL DISCUSSION ENTITLED "ECONOMIC & BUSINESS OUTLOOK FOR 2025", WITH SPEAKERS RAPHAEL MINDER, CORRESPONDENT OF THE *FINANCIAL TIMES*; ANDRZEJ BOBIŃSKI MANAGING DIRECTOR, POLITYKA INSIGHT; AND MARTA POSLAD, THE NEWLY-APPOINTED

AMCHAM CHAIRWOMAN (GOOGLE). THE DISCUSSION WAS MODERATED BY TONY HOUSH, AMCHAM BOARD MEMBER. IN PICTURES: 1. ANDRZEJ BOBIŃSKI; TONY HOUSH, AMCHAM BOARD MEMBER; MARTA POŚLAD, AMCHAM CHAIRWOMAN (GOOGLE); THOMAS GROVE. 2. THE MEETING IN PROGRESS.



IN JANUARY, AMCHAM WROCLAW HELD ITS FIRST BUSINESS BREAKFAST THIS YEAR TO DISCUSS PRESSING ISSUES FOR BUSINESS, SUCH AS THE POLISH PRESIDENCY OF THE EUROPEAN UNION. THE SPEAKERS WERE JAKUB MAZUR, DEPUTY MAYOR OF WROCLAW, AND MAGDALENA OKULOWSKA, PRESIDENT OF WROCLAW AGGLOMERATION DEVELOPMENT AGENCY (ARAW). IN PICTURES:

1. JAKUB MAZUR, DEPUTY MAYOR OF WROCLAW, DELIVERS HIS PRESENTATION. 2. AGATA GODLEWSKA-HEJDUK, RAMBOLL POLSKA; IZABELLA RUCHNIAK, PM GROUP; MARIUSZ WAWER, 3M; MARTA STAWIŃSKA-JANIEC, THE BRIDGE WROCLAW MGallery HOTEL COLLECTION; MONIKA CIESIELSKA-MRÓZ, AMCHAM WROCLAW DIRECTOR (TSL).



IN JANUARY, AMCHAM GDAŃSK AND AMAZON DEVELOPMENT CENTER POLAND HOSTED STUDENTS FROM THE FACULTY OF MANAGEMENT AND ECONOMICS AT GDAŃSK UNIVERSITY OF TECHNOLOGY, WHO UNDERTOOK THE STUDY TRIP THROUGH THE AMCHAM EDU INITIATIVE. IN PICTURES: 1. THE STUDENTS WITH PROFESSOR JULITA WASILCZUK, GDAŃSK UNIVERSITY OF TECHNOLOGY; AND DR. BARBARA STEPNOWSKA, AMCHAM GDAŃSK DIRECTOR. 2. DR. BARBARA STEPNOWSKA; BLANKA FIJOŁEK, AMAZON DEVELOPMENT CENTER.



IN JANUARY, AMCHAM HELD THE CARNIVAL BUSINESS MIXER. THE VENUE WAS THE WESTIN WARSAW HOTEL. IN PICTURES: 1. MICHAEL HOPF, GENERAL MANAGER OF WESTIN WARSAW

2. ELŻBIETA CZETWERTYŃSKA, AMCHAM BOARD MEMBER (CITI/CITI HANDLOWY). 3. THE MIXER IN PROGRESS.





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