

Bulletin

No. 87 Spring&Summer 2025



Adam Kuna
Celebrating 50 years of excellence
A journey through the evolution
of business travel



- King's Day 2025 at the Embassy: Warsaw goes Dutch!
- Reesink Logistic Solutions: How automation is powering the next logistics revolution?

18.10.2025

ORANGE BALL 2025

WARSAW

Find more information and tickets at npcc.pl/orange-ball





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BCD Travel Poland Team
The future of business travel. Adaptation, innovation, and the human touch



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King's Day at the Embassy
How we celebrated the King's Day together this year

The Bulletin is a semi-annual publication of the Netherlands-Polish Chamber of Commerce. It gives a voice to our members and informs about the activities the Chamber undertakes. The views expressed in the columns are theirs alone. The Editor-in-Chief is not responsible for the accuracy of the statements made by the columnists.

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NPCC

Chairman's note

Dear Members and Friends of the Chamber,

In recent years, the Dutch and Polish business communities have been forced to show exceptional resilience. Emerging from the disruptions of the Covid-19 pandemic – a period whose financial aftershocks are still felt by many entrepreneurs – we have had to navigate a rapidly evolving landscape shaped by the ongoing war in Ukraine and escalating global tensions. These challenges continue to cast uncertainty over international trade and cross-border cooperation.

Yet, it is precisely in times of disruption that the strength of collaboration, adaptability and forward-thinking becomes most evident. Crises often serve as catalysts: for innovation, for new alliances, and for uncovering fresh opportunities. And today, we are once again standing at the threshold of a profound transformation.

AI is transforming industries much like the internet once did—redefining how we produce, communicate, and deliver services. It improves efficiency in manufacturing and enhances customer experiences in the service sector, giving early adopters a clear edge. At the same time, AI raises ethical concerns. Its ability to generate convincing yet misleading content poses risks to trust, authenticity, and public opinion, especially in media, marketing, and social platforms.

However, this technological leap also brings serious ethical and practical challenges. In journalism, marketing, and social media, AI's ability to generate persuasive but potentially misleading content raises concerns about authenticity, trust, and accountability. The growing threat of misinformation, manipulated sentiment, and deepfakes cannot be overlooked, especially as they begin to shape public opinion and brand perception. For today's business leaders, embracing AI must go hand in hand with a commitment to responsibility. The way we choose to adopt, govern and communicate around these tools will not only shape our competitive positioning but also the integrity of the business environment we operate in. As we prepare for the future, let us remain grounded in the values that have always defined resilient communities: trust, collaboration and a shared commitment to progress. These principles continue to guide us – as does our unwavering belief in the power of working together.

At the NPCC, we look back on a successful 2024 with pride and satisfaction. It was a landmark year for us as we welcomed a record-breaking 43 new members into our community. This positive trend has continued into the first quarter of 2025, with 23 additional members joining us. We can proudly say that, over the past year, our members have had the opportunity to participate in more than 80 diverse events held across Poland – both online and in person. These gatherings provided valuable insights, meaningful connections and opportunities to engage in today's most pressing business surroundings. The many highlights included our collaboration once again with our esteemed member Grupa Żywiec to host "Women in Business", an inspiring event that emphasised the vital theme of equality and equity in the workplace. With our Knowledge Partner Randstad, we explored key trends in the world of HR, while we also partnered with other bilateral chambers to organise numerous business mixers and less formal, yet highly effective, networking events, such as golf tournaments and bike tours.

Our flagship event, the Orange Ball, reached new heights last year. With over 350 guests in attendance, it became our most successful edition to date. Together, we raised an incredible 165,000 PLN for the



Adrian Heymans

Chairman,
Netherlands-Polish
Chamber of Commerce

Lepszy Start Foundation – a powerful demonstration of the impact we can make when we act with shared purpose and generosity.

None of this would have been possible without the dedication and spirit of our outstanding team. Their hard work has fuelled our chamber's dynamic growth, and we're far from done. I'm pleased to announce that the Orange Ball will return on 18 October 2025. Please mark your calendars. We look forward to welcoming you once again to an evening where celebration, connections and generosity take centre stage. In 2024, we also significantly strengthened our partnership with the Dutch Embassy in Warsaw. Our collaboration resulted in several joint initiatives, including a successful economic mission. I would like to extend my heartfelt thanks to Ambassador Jennes de Mol and Huub Von Frijtag Drabbe, Head of the Economic Department, for their continued support and commitment to the Dutch-Polish business community.

This year, regional development remains a key pillar of our strategy, and we've taken meaningful steps in this area. I'm delighted to share the news that Esther Heymans and Alfonso Martinez Ruiz have taken on the role of representing the NPCC in the Netherlands. On 23 April, after a long pause, we returned to the region with a business breakfast in Amsterdam. The event brought together Dutch entrepreneurs interested in doing business in Poland and marked a promising start to our renewed focus on cross-border collaboration. Across Poland, we've seen similar energy in our regional activities. Goitske de Vries-de Jong and Krzysztof Staniak are now representing us in the Kraków region, while Paulina Molska and Peter Duwel are taking the lead in Poznań. Our fastest-growing region, Wrocław, welcomed Maciej Warowny, who now works alongside Radosław Potocki-Waksmund under the leadership of our board member, Łukasz Chodkowski. In Łódź, Jasja van der Veen continues his valuable work together with Nico Pulskens.

We also had the pleasure of welcoming three remarkable individuals onto our board: Ewa Łuniewska, Magdalena Brzezińska and Ruud Vincent. Their knowledge, experience and fresh perspectives are already making a difference in guiding our chamber. To meet the demands of our expanding initiatives, we've strengthened our operational team. Wiktoria Wituszyńska joined us as a Project Specialist, bringing enthusiasm and dedication to her role, while we also welcomed an intern from the Netherlands, Anemone van den Berg, who has been providing excellent support to the whole team.

And on a personal and joyful note, I am thrilled to announce that our Managing Director, Anna Zadrożna, welcomed a healthy and beautiful daughter in January. Our heartfelt congratulations go to Ania and her husband as they begin this wonderful new chapter of being parents of two. In a time of global uncertainty and shifting geopolitical realities, the NPCC remains fully committed to supporting its members. We continue to create spaces where entrepreneurs can openly discuss challenges, exchange ideas and, most importantly, discover solutions. While the world around us changes, one thing remains constant: the enduring value of human connection, mutual trust and a shared vision.

Thank you for your continued support and engagement. I look forward to all that we will accomplish together in the time ahead.

Warm regards,

Adrian Heymans
Chairman, Netherlands-Polish Chamber of Commerce



Activities of the Netherlands-Polish Chamber of Commerce

September 2025



September 2025



7 September 2025



11 September 2025



18 September 2025



23-25 September 2025



September/ October 2025



Networking Drink | Katowice

As part of the trade mission organised in collaboration with the Embassy of the Kingdom of the Netherlands, our members will have the opportunity to network with mission participants from the metals sector.

Oktoberfest | Wrocław

The next edition of Oktoberfest, organised jointly with the German and British Chambers of Commerce, brings together international guests for an evening full of attractions, delicious food and, of course, great beer.

Rijsttafel | Łódź

A friendly gathering where members can enjoy a Rijsttafel, a traditional Indonesian rice dish with flavourful sides.

Regional Business Lunch | Poznań

This is an informal event for chamber members from the region, providing an opportunity for them to get to know each other better, share experiences and connect with our regional representatives.

Business Drink:

Back to Business | Warsaw

An official business networking event bringing together companies from various sectors, held at the Warsaw School of Economics (SGH), and co-organised with other bilateral chambers of commerce.

New Mobility Congress | Katowice

PSNM is organising the New Mobility Congress, with the NPCC as a proud partner. The event gathers international companies to discuss the future of electromobility through expert panels and networking.

Report Presentation: Business Environment Assessment Study (BEAS) | Katowice

A six-city series by Cushman & Wakefield and Antal, starting in Warsaw, which highlights the investment potential of Polish cities. The initiative offers key data and insights to support strategic decisions on business location and expansion.

- 23.09 – Warsaw
- 30.09 – Łódź
- 07.10 – Gdańsk
- 14.10 – Poznań
- 21.10 – Wrocław
- 29.10 – Kraków

18 October 2025



October 2025



October 2025



6 November 2025



4 December 2025



11 December 2025



December 2025



December 2025



Orange Ball | Warsaw

The NPCC's most anticipated event of the year – the 16th Orange Ball charity gala – is a special night for our community to come together, enjoy delicious food, have fun, take part in exciting attractions, and so much more.

New Members Meeting | Warsaw

A special occasion designed to welcome and connect with the newest members of our community, held in a hybrid format combining both online and in-person participation.

Circular Week | Warsaw

An international movement bringing together conferences, workshops, seminars and various events, all designed to engage people, organisations and institutions in making the circular economy a reality.

International Speed Business Mixer | Warsaw

After successful editions in Wrocław, Łódź, Poznań and Gdańsk, now it's time for Warsaw! Speed networking is one of the most popular and anticipated events among our members – and also beyond since we co-organise it with other bilateral chambers. It's a unique opportunity to make valuable business connections in a dynamic, international setting.

Regional Business Lunch | Wrocław

A friendly lunch for our members to catch up before the year ends, where they can reflect on 2025, share updates and strengthen local business ties.

Christmas Business Drink | Warsaw

A festive edition of our traditional business drink, this time with a seasonal twist. Join us in Warsaw for an evening of networking, winter vibes and holiday cheer.

Christmas Speed Business Mixer | Katowice

The 2025 Business Mixer series will conclude in Katowice in a festive, international atmosphere, making it the perfect way to wrap up the year with our vibrant business community.

Christmas Meeting | Poznań

Our final event of 2025 takes place in Poznań, offering a warm and festive atmosphere to connect, reflect, enjoy good food and share holiday wishes over a drink.

We are working on these events and many more. Some dates may be subject to change. Keep up-to-date with us by checking our newsletters and website: <https://npcc.pl/events>

New NPCC Representatives

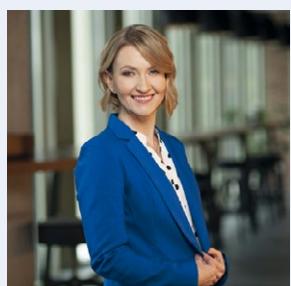
We are excited to welcome the newest board members and regional representatives of the NPCC – experienced leaders and experts who will support our mission both strategically and locally. While our board members help shape the future direction of the Chamber, our representatives will strengthen our presence in key regions, connecting people, ideas and opportunities across the Dutch-Polish business network.

New board members



Ewa Łuniewska

Ewa Łuniewska graduated from the Faculty of Foreign Trade at the Warsaw School of Economics (SGH). She has been associated with ING since 1991, holding various leadership roles in corporate banking. Between 2016 and 2020, she served as President of ING Lease, and from 2021 until April 2025 she was Vice-President responsible for business banking. Currently, she is a member of the management board at ING Bank Śląski, overseeing private banking and investments. Her expertise includes strategy, business development and integrating new technologies within the financial sector. Ewa also serves on the supervisory boards of several ING Group companies, and is Chairwoman of the ING Polish Art Foundation Council.



Magdalena Brzezińska

Magdalena Brzezińska is a seasoned leader and expert with many years of experience in the FMCG and consulting industries. As a member of the management board at Grupa Żywiec, she is responsible for sustainability, stakeholder relations, public affairs and corporate communications.

She also serves as Vice-Chair of the Executive Committee of the Union of Polish Brewers (Związek Pracodawców Browary Polskie).



Ruud Vincent

Ruud is an experienced entrepreneur with a 20-year track record in international business, collaborating with partners and companies across Asia, Western Europe and Africa. Since 2008, he has been active on the Polish market in the food industry, offering innovative packaging solutions and consultancy in process optimisation.

He is the proud founder and owner of a trading company that has become one of the leading players in the food machinery sector in Poland.

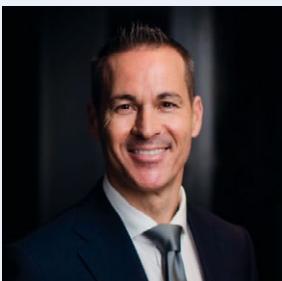
New regional representatives in the Netherlands



Esther Heymans

Esther brings over 20 years of international leadership experience in recruitment, HR, real estate and entrepreneurship. With a proven ability to connect cross-border teams and drive business growth, she specialises in international recruitment markets across Europe and Asia, M&A activities and strategic stakeholder engagement.

Esther's commitment to core values and sustainable success aligns perfectly with fostering strong economic ties between the Netherlands and Poland.



Alfonso Martinez Ruiz

Alfonso is an international business developer and consultant, with over 20 years of expertise in international corporate settings. He is currently expanding cross-border corporate services between Poland, the Netherlands and other international markets.

His strengths include financial strategy, international business development and operational management. Alfonso is passionate about writing, travelling and spending quality time with his family.

New regional representatives in Kraków



Goitske de Vries-de Jong

Goitske is the owner of Reis Naar Polen, and has a wealth of expertise in managing and coaching complex teams within governmental and commercial organisations.

She excels in networking and teamwork, ensuring optimal experiences for customers and guests. Additionally, Goitske serves as a knowledgeable guide for tourists in the Tatra region, emphasising personal connections and individualised attention.



Dr Krzysztof Staniak

Dr Krzysztof Staniak is a legal advisor and tax consultant with extensive experience in managing manufacturing companies. He effectively leverages his business expertise in legal and tax advisory services.

His specialisation includes ensuring legal and tax compliance, as well as developing practical, business-oriented legal and tax solutions that provide real support to companies in their daily operations.

Transforming legal challenges into clear solutions.



**M&A Arbitration Litigation Capital Markets Competition Fintech Compliance
White-collar crime Banking and finance Labour law Restructuring Life Sciences
Intellectual property Personal data Tax Corporate law Real Estate Risk & support**

For over 30 years, GESSEL law firm has been a trusted partner for the business community both in Poland and internationally, offering a client-centric approach which adapts legal services to unique needs. By supporting clients at every stage of their company's journey, from initial investments to long-term growth, GESSEL has earned a reputation as a comprehensive legal advisor committed to delivering efficiency and success.

Drawing on extensive experience across various sectors – including finance, construction, real estate, food and beverage, transportation, retail, pharmaceuticals, energy, and IT – the firm is well-equipped to address the most demanding business matters. This versatility is reflected in GESSEL's consistent presence at the top of both national and international legal rankings, underscoring the enduring trust its clients place in its expertise.

Find out more on LinkedIn





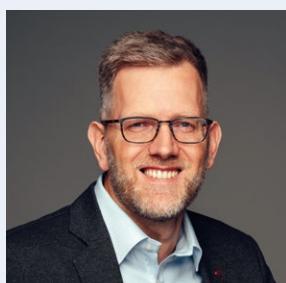
New regional representatives in Poznań



Paulina Molska

Actively involved with the World Trade Center Poznań since its inception, Paulina has over two decades of experience in international trade, matchmaking and networking. She successfully manages business mixers and economic forums, while also promoting Polish businesses and supporting international economic and cultural collaborations.

Currently, Paulina is part of the PR and Sales Support Department at her family company, 2Handle Polen, in Kościan. In her free time, she enjoys art, literature and organising diverse events.

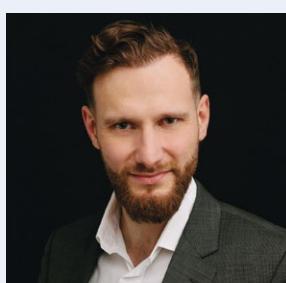


Peter Duwel

Peter is a global logistics expert with extensive experience managing logistics operations and procurement across several multinational companies.

He is the owner of XTL Consulting, a logistics advisory firm focused on optimising logistics flows, processes and systems, while also supporting ESG initiatives in the logistics sector. Since February 2025, Peter has been serving as Head of Global Logistics at Ionway.

New regional representative in Wrocław



Maciej Warowny

Maciej has nearly 15 years of experience in the HR, temporary employment, recruitment and headhunting industry. He is the founder of Aurrum, an executive search firm specialising in strategic projects and acquiring key talent.

At Aurrum, Maciej and his team serve demanding, often premium-segment clients, prioritising quality, partnership and deep business understanding. He believes successful headhunting combines analytics, experience and an acute understanding of both client and candidate needs.

New regional representative in Łódź



Nico Pulskens

Nico Pulskens serves as Country Director Poland at Hapam Poland Sp. z o.o., where he is also a board member. With a mechanical engineering background, Nico returned to Łódź in 2021 to manage Hapam's high voltage disconnectors factory, which produces critical equipment for global energy transitions. He thrives in entrepreneurial roles, engaging teams to achieve ambitious goals and ensure customer satisfaction. Together with Jasja van der Veen, Nico finds great pleasure in contributing to the activities of the Netherlands-Polish Chamber of Commerce and supporting its growth in the vibrant and ambitious city of Łódź.



New Year's Reception series

We kicked off the new year with a series of receptions. The first event took place in Poznań, followed by gatherings in Wrocław and Łódź, where we celebrated the start of 2025 together with other bilateral chambers operating in Poland.

These exceptional meetings provided a great opportunity to exchange experiences, discuss future plans and strengthen ties within the business community. The evenings brought



together a vibrant and international mix of entrepreneurs, business leaders and community members, providing the perfect setting to reconnect with familiar faces and create new, meaningful connections.

Each event attracted many wonderful guests whose presence contributed to a truly inspiring atmosphere.



Dutch Business Breakfast

On 26 January, we hosted a Dutch Business Breakfast – an inspiring morning that brought together members of the business community for an open discussion and fresh perspectives on Poland's economic landscape.

The event explored timely topics such as the role of the state versus the market, the challenges of cronyism and the future of key sectors like energy and infrastructure. While

Poland continues to impress with its digital progress and bold investments, issues like delays in strategic projects show the need for clearer governance and faster decision-making. Participants highlighted Poland's strengths as an entrepreneurial and innovative economy. At the same time, the conversation also emphasised the importance of ensuring transparency, supporting sustainable growth and creating a truly business-friendly environment.





10th Anniversary Business Mixer in Łódź

On 6 February, the Łódź Special Economic Zone transformed into a vibrant centre of business activity as we celebrated the 10th anniversary edition of the Business Mixer. This milestone event brought together over 250 companies from various sectors, creating a dynamic space for entrepreneurs, start-ups and business leaders to connect, collaborate and grow.

We are proud to have partnered with the Łódź Special Economic Zone on the Speed Business Mixer series since its inception. Over the past decade, this collaboration has contributed to the development of a strong and diverse business network.

This year's edition featured three intensive B2B networking sessions, giving participants the chance to meet potential partners in a fast-paced, focused format. With the event attracting professionals from industries such as manufacturing, logistics, HR, consulting and finance, there was a rich mix of perspectives and opportunities. A pre-mixer session, aimed at expert insights, highlighted key topics such as financing technological innovation and strategies for sustainable growth.

The 10th edition was a true celebration of strategic partnerships, knowledge sharing and the power of connections. We thank all



participants for being part of this special event and look forward to future editions that continue to strengthen the business ecosystem in Poland.



Knowledge Circle with Gessel



In February, we launched the Legal & Tax Knowledge Circle, a new knowledge-sharing series organised in partnership with Gessel Attorneys at Law. The series is aimed at exploring the key legal and tax developments shaping Poland's business environment.

The inaugural VIP breakfast focused on the real estate market in Poland, with CEOs and directors from the construction sector discussing topics such as rising interest rates, tax incentives, regulatory complexity and litigation risks. Real-world case studies on retail park management also provided concrete

examples of dispute resolution and strategic responses. The second session of the Legal & Tax Knowledge Circle with Gessel, led by Dominika Ramírez-Wołkiewicz, focused on family foundations as a growing element of the legal and business environment.

Through real-life case studies, the session highlighted key legal issues, governance models, and practical lessons for effective long-term planning and successful foundation management.

We're excited to continue the series in the coming months.





Women in Business

On 5 March, we brought together over 60 professionals at Grupa Żywiec's Warsaw office for the third edition of the Women in Business conference – an annual event that continues to grow in relevance and impact.



This year's theme – "Beyond Gender: How Diversity Fuels Business Success" – set the tone for a lively and thought-provoking discussion. The conversation moved beyond the



usual DEI narratives to focus on what diversity really means in practice – and how it drives performance, innovation and growth when embedded into business strategy.

The event opened with a welcome by H. E. Ambassador Jennes de Mol and was moderated by Sylwia Ziemacka, Board Member, Share the Care Foundation. The panellists shared their insights on inclusive leadership, gender-balanced decision-making and the business value of diverse teams.



Discussions also touched on shifting mindsets – from ticking boxes to creating cultures where inclusion leads to real competitive advantage. The Q&A that followed saw some bold questions raised and honest reflections from the audience.

The evening wrapped up with a dynamic networking session, where conversations continued over drinks – proving once again that diversity, when taken seriously, can deliver serious results.



Regional Networking Lunch in Kraków

On Wednesday 12 February, we gathered in Kraków for a fantastic networking lunch that brought together members from the region for engaging conversations, valuable updates and exciting insights into the plans for 2025 in the Małopolska region.

It was a perfect opportunity to reconnect and meet our new regional representatives – Goitske de Vries-de Jong and Krzysztof Staniek, who both shared their vision for local engagement and growth.

We're excited to continue building our presence in Małopolska and can't wait for the next opportunity to meet again.





Business Breakfast with ING



How is Poland positioned within the shifting global economy? Where should investors look in 2025? And what does the City of Poznań have to offer in this evolving landscape?

These were some of the questions explored during a business breakfast held on 25 March at City Park Poznań, co-organised by ING and Invest in Poznań. The event brought together representatives from business, finance and local government to exchange data, forecasts and practical insights.

The session began with an economic outlook presented by Rafał Benecki, Chief Economist at ING Polska. His analysis positioned 2025 as a year of strategic transition – with the United States losing its exceptional momentum and Europe, including Poland, regaining attention from global capital. According to Benecki, Poland's economic recovery is now driven by strong internal demand and a supportive policy environment.

In the second part of the event, Katja Lozina, Head of the Investor Relations Department at Poznań City Hall, outlined the city's current priorities in attracting foreign direct investment. Her presentation highlighted Poznań's strengths: a central location, innovation-friendly infrastructure and a business-minded administration. This breakfast meeting undoubtedly confirmed Poznań's place on the radar of both domestic and international investors.



2Handle Polen Conference on Production Robotisation

On 20 February, the first edition of the Production Robotisation conference series took place under the theme "Discover the Future of Intelligent Production". The event, organised by our member company 2Handle Polen in partnership with Flexbotics, brought together entrepreneurs, production managers and business leaders to explore the latest developments in automation and smart manufacturing.

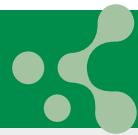


We were proud to partner with this forward-thinking initiative, supporting innovation and growth in the field of intelligent production. The conference offered valuable insights into



cutting-edge automation technologies, fostered networking among industry experts and strategic partners, and sparked thought-provoking discussions on both the opportunities and challenges facing modern production systems.

This event was not only a platform for exchanging knowledge, but also a step forward in building a more connected and innovative manufacturing ecosystem. We were honoured to contribute to this important conversation and look forward to seeing how intelligent production continues to evolve in the years to come.



International Speed Business Mixers – Wrocław, Poznań, Gdańsk



This spring, we had the pleasure of co-organising a series of International Speed Business Mixers in Wrocław, Poznań and Gdańsk, in partnership with other bilateral chambers of commerce.

Each event kicked off with the Speed Mixer format, giving participants the opportunity to hold a series of dynamic one-on-one meetings with fellow professionals from a variety of industries and countries.

After the structured networking, guests continued the evening during the Business Drink segment – an informal setting perfect for deepening connections and exploring potential collaborations.

These meetings once again demonstrated the power of international business networking and the growing interest in regional business communities across Poland.



Innovation in Food Processing & Packaging: Industry Insights Session

This April, during the Warsaw Pack 2025, our long-standing member Ocean Systems showcased their latest advancements in food processing and packaging. Held on 10 April, the event featured not only their exhibition stand, but also an exclusive conference aimed at exploring key trends, technologies and sustainable solutions shaping the future of the industry.

The conference brought together professionals from across the sector to dive into cutting-edge developments in vegetable and



fruit processing, smart packaging innovations and eco-friendly practices.

It was a valuable opportunity to connect with industry leaders, discuss new approaches and learn about forward-thinking approaches to modern food production.

We're proud to have supported this initiative and to see Ocean Systems take an active role in driving progress within the packaging and processing landscape.



Business Breakfast in Amsterdam

On Wednesday 23 April, an exclusive business breakfast was held in Amsterdam, bringing together professionals from various sectors for a productive morning of networking and insightful discussions. The event provided a unique platform to explore business opportunities in Poland, offering valuable insights into market entry, legal frameworks and investment incentives for companies looking to expand into the Polish market.

The breakfast started with an introduction to the NPCC's activities in both Poland and the Netherlands. Representatives



from Ignaszak Law Company & LexQuire Poland International Tax & Law shared their expertise on doing business in Poland, while the Polish Embassy discussed the EU's economic ties between the Netherlands and Poland.

At the end of the event, we organised a roundtable discussion, which provided attendees with an invaluable opportunity to engage in meaningful conversations and share their experiences. Participants were able to discuss the challenges and opportunities of doing business in Poland, drawing on their own knowledge and perspectives.

It was a perfect conclusion to a morning filled with knowledge-sharing and insightful discussions.

Dutch Job Mixer in Wrocław

The spring edition of the Dutch Job Mixer 2025 took place on 24 April, and was an outstanding success! The event once again proved to be an incredible opportunity for both students and employers alike.

For students, the event was an invaluable experience, offering them direct access to companies looking for Dutch-speaking talent. It was a unique chance for young professionals to meet potential employers, gain insight into various industries and take the first step towards launching their careers. The connection



between students from the University of Wrocław and employers eager to find skilled Dutch-speaking employees has never been more meaningful. For employers, meanwhile, the Dutch Job Mixer presented an ideal platform to meet motivated and highly qualified candidates. Companies had the chance to engage with students who possess the linguistic and cultural skills necessary to thrive in a global business environment, and many businesses found promising talent ready to take on new challenges and contribute to their growth.

The concept behind the Dutch Job Mixer – connecting Dutch-speaking job seekers with companies in need of those skills – continues to be a winning formula, with numerous meaningful connections made and many opportunities created for both students and employers.



Adam Kuna

Managing Director of BCD Travel Poland

“The future of business travel. Adaptation, innovation, and the human touch”

In this interview, Adam Kuna, Managing Director of BCD Travel Poland, answers key questions regarding the evolution of the business travel industry, the role of new technologies such as artificial intelligence and automation, and the changing expectations of clients in terms of travel policies, sustainability, and meeting management.



Adam Kuna, Managing Director of BCD Travel Poland

Let's talk about the transformation of your industry - business travel. How has the role of a Travel Management Company evolved today?

Obviously, the business world has become more complex; therefore, corporate clients now require even greater support and

the right tools to effectively plan and manage their employees' travel. The technology offered by travel management companies (TMCs) has evolved significantly to meet these needs. Today's modern travel commerce experience is built on multi-source content, driven by intelligent rules, and delivered through advanced, AI-supported points of sale. A forward-thinking TMC



BCD Travel Poland team

should be able to develop rapidly, while remaining flexible and innovative, by providing clients with access to the latest software and booking systems. At the same time, our industry must not forget the importance of the human touch, which remains essential in the hospitality business.

How have corporate clients' expectations towards TMCs changed over the past few years?

As just said, technology plays a key role. A "one-size-fits-all" approach doesn't work for corporate clients. Each client has unique challenges and needs, which make their travel programs distinct, and expect options tailored to their needs. For example, at BCD, we offer one of the most open platforms in the corporate travel industry. This allows clients to create their own custom-made programs. We provide the opportunity to connect clients with industry-leading tech providers through BCD's Marketplace. All the partners we recommend are carefully evaluated before being included, giving clients confidence in choosing best-in-class solutions.

What trends are currently shaping the business travel and meetings industry the most?

Sustainability is becoming increasingly important. According to our research, nearly half of companies already include sustainable travel in their policies, and 45% have set targets for sustainable business travel. At BCD, we have developed the industry's first end-to-end sustainability solution, making it easier to integrate sustainability into client's travel program.

In my opinion, AI is another major focus. We've been leveraging AI for several years, primarily behind the scenes at the data layer. Last year, we focused on experimenting and testing, with an emphasis on low-risk, high-value tasks, mostly on the operational side of the business, such as automating group air bookings.

In 2025, we plan to bring many of these use cases into production. This may not be a new trend, but companies prioritize traveler wellbeing and duty of care even more post-pandemic. A consultative approach to travel programs has become more valuable than ever. Clients recognize that risk management extends beyond business travel and seek access to data to make informed decisions, where TMC support plays a crucial role. And at last, cost savings remain an important focus. A TMC should assist in various ways, from conducting initial cost analysis to providing a proprietary intelligence platform that transforms client data into actionable insights.

How do you envision the future of TMCs in 5 years? What do you think will remain, and what is likely to change?

We anticipate major shifts in the business travel industry, driven by further digitalization and, on the other hand, increasingly complex and unique travel programs from clients. Therefore, we must be ready to leverage new technologies and tools. Another change that's already happening, and will certainly continue in the future, is the new way of distributing airline tickets. Airlines' new distribution capability (NDC) is something that even those outside our industry will need to become familiar with.

AI will play an even bigger role. Speaking for myself, I really like and agree with the quote: "AI is not going to replace humans, but humans with AI are going to replace humans without AI."

One thing I believe will remain unchanged is the human touch and the personal approach to clients. Personal service will continue to be important.

Have you noticed any changes in client behavior – for instance, increased caution when planning trips?

It's difficult to generalize because clients from different industries will experience different challenges at certain times. Depending ►

on their products, markets and suppliers, and the type of disruption, some may have to adjust their travel strategies, whether that's moving markets or being more cost-conscious. We recognize the impact that politics have on trade and travel. For example, the recent U.S. government's announcement of new tariffs on imported goods. Although it's still unclear how this will affect travel behavior.

We can't avoid the topic of new technologies – in practice, which innovations (e.g. AI, automation, omnichannel platforms) are truly impacting customer service quality and cost optimization?

Automation continues to have a positive impact on client service, cost optimization, efficiency and more. At BCD we see this impact through solutions like digital trip authorizer for pre-ticketing trip authorization, automated air and hotel price assurance for re-shopping and securing the lowest rates, and our contact center technology with intelligent routing, profile-based engagement and agent automation.

AI has near-endless potential to change our industry, from shopping and booking travel to data processing and expense management. We leverage AI for example for room and bed type mapping or automated reconciliation of bookings with credit card charges.

Let's talk about facts and myths – what are the most common misconceptions about business travel that you hear from clients or the media?

There are some. One we hear very often is that implementing travel policy means putting limits for employees. If your travelers are thinking this, it's time to reassess your policy. Travel policies are meant to satisfy your travelers while keeping them safe and cost effective.

Engage with your travelers and assess your program every year. Travel policies include standard air, hotel, and ground transportation, but can also incorporate a broader mix of factors like sustainable travel initiatives, diversity, equity and inclusion, traveler health and wellness, and perks, rewards, and incentives.

Are business trips really losing relevance in the era of hybrid work? And how can companies motivate employees to travel and meet face-to-face?

In teams composed of remote or hybrid workers, in-person interactions remain crucial for building strong relationships. Companies are encouraging teams to meet at head offices or other convenient locations. As remote work evolves, it could lead to increased travel, transforming yesterday's commuter into tomorrow's business traveler. People who are responsible

for travel in companies should support flexible workplace strategies by advising on collaborative meeting options, group travel and travel policies that blend work and leisure trips. Creating meaningful experiences for travelers can enhance job satisfaction and work culture.

Finally, Meeting Management has become quite a buzzword recently – could you explain what this concept actually means?

Meetings management is a comprehensive approach to planning, executing and reviewing your corporate events. In our case, we offer tailored solutions through BCD M&E that enable organizations to better control meeting expenses, mitigate risks and ensure compliance.

All while delivering engaging, high-impact experiences. Whether you're organizing intimate sessions or large-scale events, our proven process enhances efficiency and delivers measurable business results.

Do companies often use this solution? What has your experience been like in this area?

Companies value in-person meetings whether these are with internal teams or externally with clients and partners.

There's an increased interest in learning which locations are best suited for meetings and events, sustainability practices, invitation management and hybrid meeting solutions.

Our bespoke technology and strategic sourcing services mitigate risk and optimize spend – allowing us to work seamlessly with venue management across regional and international markets.

And lastly, could you tell us about your connection to the Netherlands?

BCD is a truly international organization, with more than 15,000 employees across the world. Our global headquarters are located in Utrecht, reflecting our Dutch origins and the legacy of our founder, John Fentener van Vlissingen, who established BCD Group in 1975.

Over the years, we've evolved significantly. Our presence in Poland dates back to 1990, when we were established as a privately owned local company. In 2017, we officially became part of BCD. Today, we have nearly 250 team members working from four offices across Poland.

This year we are proud to celebrate the 50th anniversary of our founder's entrepreneurship and 35 years of business in Poland.



“Meet the Members” Adamietz



Rajmund Adamietz,
Owner & CEO of Adamietz

We talked with Rajmund Adamietz, the founder and CEO of Adamietz, a company that plays a significant role in various segments of non-residential construction. From industrial and public utility buildings to the fast-growing data centre sector, the company continues to expand its presence across key areas of the market. In our interview, Mr. Adamietz discusses current trends, the biggest challenges facing general contractors, and how Adamietz leverages innovation and sustainability to stay competitive.

Adamietz is engaged in investments across various sectors of non-residential construction, ranging from industrial and public utility buildings to data centres. Which of these areas is currently developing most rapidly, and why?

At present, the fastest-growing segments are public utility buildings and data centre investments. We are observing a marked increase in demand for modern schools, hospitals and cultural facilities, driven both by public programmes and rising societal expectations regarding infrastructure quality. Simultaneously, the data centre sector is expanding rapidly, fuelled by the ongoing digitalisation of the economy, the growth of cloud services and the increasing need for secure data processing. Our strategy also encompasses entry into all other construction sectors, including infrastructure, energy and defence infrastructure, in addition to the development of non-residential market segments. Delivering such investments requires not only advanced technical expertise but also openness to innovation. A key aspect of this business is close cooperation with investors, who expect facilities that meet the highest safety standards, and from us, as the principal contractor, the ability to deliver projects with optimal resource utilisation, minimal waste and high-quality execution.

Which aspects of the construction process are currently the biggest challenge for general contractors, and how do you optimise them?

The principal challenge remains the implementation of modern technologies and environmentally friendly solutions expected by investors. Equally important are the stability of the supply chain and access to reliable subcontractors, particularly in the context of global economic fluctuations. We optimise these processes by relying on our own production of key components, such as sandwich panels and steel profiles, as well as our own transport and trusted, long-standing partners. Additionally, we deploy digital tools, such as Building Information Modelling (BIM), which

enhance project coordination and efficiency, and we also support the development of our employees' competencies in ESG and sustainable construction.

What is the collaboration process like with investors in the "design and build" model? Are Polish clients increasingly choosing this approach?

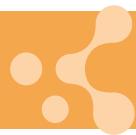
The "design and build" model is becoming increasingly popular among Polish investors, especially for large and complex projects. Our interdisciplinary team of experts guides the investor through the entire process – from concept and obtaining the necessary permits through to execution and final handover. Providing comprehensive support, including both technical and legal assistance, is essential for us. From the outset, we incorporate solutions that optimise costs and timelines, while ensuring compliance with the latest industry standards. The use of BIM tools and process digitalisation enables us to monitor progress in real time and respond swiftly to any challenges. An increasing number of investors value this approach for its transparency, cost predictability and timely delivery.

What factors today determine competitive advantage in the construction industry – quality, technology, timeliness... or something else?

Competitive advantage today is determined not only by price, quality, timeliness and technological advancement, but also by the flexibility and comprehensiveness of the offering. Clients expect a partner capable of delivering both large-scale production facilities and complex refurbishments of public utility buildings or technologically advanced data centres. Our strength lies in our versatility and ability to adapt to the specific needs of each investor. The implementation of sustainable development and ESG solutions is also a significant factor, contributing to the long-term value of investments and a positive company reputation in the market.

Looking ahead, what innovations or new technologies do you plan to implement in your projects to maintain competitiveness in the construction market over the next 5–10 years?

We are committed to further digitalising construction processes, developing BIM technology and integrating digital twin solutions, which provide full control over the building life cycle. We also plan to expand the use of prefabrication and modular solutions, which reduce project timelines and minimise technological waste. We are investing in the development of materials with enhanced durability and energy efficiency, as well as in solutions that support automation and the monitoring of building parameters. It is also crucial for us to continually enhance our team's skills and remain open to innovations that enable us to maintain our leading position in the industry and respond to evolving market needs.



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We should stay the course

Donald Trump's presidency and his administration's moves to roll back diversity, equity and inclusion (DEI) initiatives have cast a long shadow over workplace policies in the United States – and they have also reignited debates about their relevance in Europe. Questions have emerged around whether the European Union should follow the American example and rethink its own approach to diversity and inclusion in the workplace.

In my view, developments in the US might, in theory, influence how American companies operate in Europe. In practice, however, DEI policies are underpinned by such a strong business case that they are unlikely to disappear. Quite the opposite, in fact – their relevance and importance will only continue to grow.

The United States and the European Union represent two very different worlds when it comes to employment rights. Comparing approaches to DEI and employment regulation often ignores the fundamental systemic differences between the two. In the US, workers' rights are much more limited – in many states, employees can be dismissed without notice, there is no guaranteed parental leave and there is no universal healthcare system. Europe, on the other hand, is built on completely different economic and social foundations. Even employer organisations such as Business Europe highlight that sustainable labour and social policies are critical for economic growth.

This is why, in the European Union, we see DEI not only as a set of values, but increasingly as a strategic business tool – one that enhances Europe's competitiveness, expands the talent pool, fully unlocks human potential, and helps create products and services that better reflect the needs of a diverse society.

In Poland, we currently have record-high labour force participation and one of the lowest unemployment rates in the EU. But according to the Institute for Structural Research, the number of working-age people will have declined by one million by 2030, and by over four million by 2050. It's no surprise that talent shortages and labour market transformation are seen as some of the biggest business challenges for 2025.

At the same time, research consistently shows that organisations investing in wellbeing and diversity outperform their peers. According to Gallup, low

employee engagement costs the global economy \$8.9 trillion a year – the equivalent of 9% of global GDP. Companies recognised as a Gallup Exceptional Workplace grow, on average, 4.3 times faster than their competitors. Meanwhile, 95% of companies certified by the Top Employers Institute consider wellbeing a core business imperative.

All of this points to one conclusion – companies that ignore employee needs are losing ground.

Effective DEI policies are about recognising those needs and creating a supportive workplace culture that enables people to thrive and contribute real value to the organisation.

And I say this with full confidence as we've seen it work at the Share the Care Foundation. Through our collaboration with employers on the implementation of the EU's Work-Life Balance Directive in Poland, we've seen first-hand how this approach benefits both individuals and organisations.

The primary aim of the directive was to increase women's participation in the labour market by encouraging the greater involvement of fathers in childcare. Parental care remains one of the core drivers of inequality in the workplace – a point underscored by Nobel Prize-winning economist Claudia Goldin, who demonstrated that most wage gaps between men and women in the same profession emerge after they have children. Her research also showed that both sides lose: men often miss the chance to build deeper bonds with their families, while women frequently compromise or abandon their careers.

A more equal division of parental leave benefits everyone. For women, it creates better career opportunities and a smoother return to work as childcare no longer rests solely on their shoulders. For men, it allows meaningful engagement in family life – a value increasingly prioritised by younger generations. For children, it builds strong emotional bonds with both parents.

And for employers, it opens the door to a broader and more diverse talent pool – a crucial advantage in today's tightening labour market.

The economic implications are also significant. Increasing women's labour market participation contributes directly to GDP growth. McKinsey & Company estimates that if women in Poland fully realised their professional potential, the national GDP could increase by 300 billion PLN annually. By 2030, Poland's GDP could rise by 9% if we more effectively tap into the potential of women in the labour market – particularly through higher employment rates and greater representation in high-productivity sectors such as industry, technology and communications.

In conclusion, diversity, equity and inclusion – along with gender equality – are not just social ideals. They are measurable, evidence-based business drivers.

If anyone still believes DEI is just an ideology, it's worth looking at the data. The numbers tell a different story: DEI is not only the right thing to do – it's also a smart and sustainable business decision.



Katarzyna Burlińska

Expert at the Industrial & Logistics Agency at Colliers

“Poland's Rise as Europe's Logistics Hub. Challenges and Opportunities”

We are speaking with Katarzyna Burlińska, expert at the Industrial & Logistics Agency, from Colliers about the key trends driving the growth of logistics and e-commerce in Poland, including automation, warehouse innovations, legal regulations, and infrastructure challenges. She also discusses Poland's competitive advantages, regional development highlights, and the country's potential to become a leading logistics hub in Europe.



Katarzyna Burlińska, Expert at the Industrial & Logistics Agency

What changes in logistics and e-commerce are driving sector growth?

The growth of logistics and e-commerce is being driven mainly by automation, which enables the faster execution of tasks such as transport, sorting and order picking. For example, warehouse management systems (WMS) optimise the placement of goods and the flow of operations. Automation reduces operating costs and speeds up processes in the supply chain, leading to increased consumer satisfaction, and this growth drives demand.

Which technological innovations in warehouses are becoming standard?

The standard technologies used in warehouses are WMS, RFID and AID systems (though these have been in use for some years). Nowadays, more and more industrial properties are also utilising

autonomous mobile robots and automated guided vehicles such as drones. These robots handle repetitive tasks, navigate complex environments and cooperate with human employees.

But let's be honest, not everything can be replaced by robots and other autonomous vehicles. As I just mentioned, people are still needed to navigate and collaborate with the robots. To make that possible, human knowledge needs to be constantly developed to keep up with the technological developments, which are extremely dynamic these days. Therefore, Polish education centres are already offering opportunities for current employees, as well as future generations who are yet to enter the labour market. One new specialisation, for example, called autonomous vehicle control, has been included as part of logistics courses for a few years now.

How do evolving legal regulations impact the real estate market?

Legal regulations related to sustainable development in the warehouse sector in Poland are becoming more and more rigorous, and result from both national and EU law. EU regulations such as CSRD, Taxonomy and EPBD mean that issues such as increasing energy efficiency, for example through the installation of renewable energy sources, reducing the carbon footprint and the certification of warehouse facilities are often a necessity in order to attract tenants and build a competitive advantage as a developer.

According to data from the Polish Green Building Council (PLGBC) in November 2024, over 50% of industrial and logistics space in Poland has environmental certificates such as BREEAM, LEED or DGNB. More precisely, 55% of facilities and 53% of space are certified. These changes require significant investments but there are incentives available on the Polish market that can provide significant support in achieving sustainable goals. At the end of March, for example, applications were opened for the "Support for the construction and/or expansion of publicly accessible charging stations for heavy transport" programme, in which PLN 1 billion will

be allocated. The amount of funding can cover up to 100% of the eligible costs of a project.

Moreover, in early April, the National Fund for Environmental Protection and Water Management (NFOŚiGW) began accepting applications under its programme for the construction of energy storage facilities, which entrepreneurs, including property owners, can apply for. The fund plans to allocate over PLN 4 billion for this purpose.

At Colliers, we advise property owners on preparing and submitting applications, and we constantly monitor new programmes that tenants and property owners can benefit from. We also support them in the installation of energy storage facilities.

What are the biggest infrastructure challenges for the warehouse sector?

One of the main challenges in the warehouse industry is the energy infrastructure. Poland's energy infrastructure is struggling to keep up with the rapid development of the warehouse and production sector, which complicates the implementation of new investment projects, especially large-scale ones. As demand for energy grows, particularly from production facilities and the increasingly common data centres, it is essential to diversify energy sources and develop energy storage systems to ensure a stable power supply.

Which strategies can help mitigate these issues?

Investing in renewable energy sources, primarily photovoltaic systems, and energy storage facilities is one of the main ways not only to expand a sustainable energy grid, but also to diversify energy sources and build energy independence.

It is also an important element of real estate decarbonisation, which may sometimes require significant financial outlays but in the long term can translate into generating savings – for both the property owner and the tenants. Part of these outlays can be covered by public support, as I mentioned earlier.

What are Poland's key competitive advantages compared to other countries in the region?

Poland's biggest advantage is, of course, its central geographic location. Situated at the heart of Europe, Poland serves as a key gateway for trade between Western Europe and Asian markets. Besides its location, the country's strong economic growth is another factor making it attractive for foreign investors. Poland has demonstrated consistent economic growth over the past few decades, even during economic downturns. I'd also mention that Poland stands out from the competition due to the low operating costs. Compared to Western European countries, Poland offers lower labour costs and operational expenses, making it an attractive place for companies looking to establish production facilities or outsourcing centres.

Which regions in Poland stand out in terms of warehouse infrastructure development, and why?

It depends on client needs, but there are a few regions in Poland

that stand out, such as Warsaw, Central Poland, Upper Silesia and Wrocław.

As the capital of Poland, Warsaw is a significant economic and business hub, and its surrounding areas have become a focal point for warehouse development, including SBU and last-mile formats. Central Poland, principally Łódź and the surrounding areas, has seen significant investments in modern warehouse facilities, including large distribution centres and e-commerce fulfilment hubs. The Upper Silesia region, meanwhile, stands out due to the availability of land there. It offers a combination of a well-developed logistics infrastructure and relatively lower land costs compared to Warsaw or other western regions, making it attractive for warehouse development.

Finally, we have Wrocław, which is located close to the German border, making it an important logistics hub for both Poland and the broader European market. This proximity is beneficial for international distribution, especially for companies targeting Germany and other Western European countries.

These four regions stand out for a combination of factors, such as transportation connectivity, proximity to international markets, available land for development and growing industrial and e-commerce demand.

Can Poland become Europe's logistics hub?

With a total supply of over 34 million sqm, Poland is already the undisputed leader in terms of supply and demand in the CEE region, and one of the largest and fastest-growing markets in Europe. Long-term prospects indicate that the market resources may double or, in an optimistic scenario, even triple in size. This potential is confirmed by the land banks secured by developers and the per capita resources ratio, which is currently significantly higher in Western European countries than in Poland.

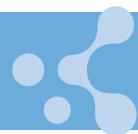
What attracts foreign investors to Poland's warehouse sector?

I have already mentioned the aspects that attract investors interested in locating a factory or warehouse in Poland – the excellent infrastructure, access to qualified employees and attractive rents compared to Western European countries. But I would also highlight the attractiveness of Polish warehouse assets in the eyes of foreign investment funds investing capital in this sector. This is confirmed by the transactions completed last year, one of which – the largest on the Polish market from 2024 – took place with the participation of Colliers. Our investment advisory team advised the Investika Real Estate Fund and its joint-venture partner BUD Holdings on the acquisition of a portfolio of five warehouse properties covering 212,500 sqm.

Other deals included the acquisition of the Diamond Business Parks portfolio by the American fund Greylite (3 parks with a total area of 141,000 sqm), the acquisition of MDC2 Park Kraków South by Generali Real Estate Logistics Fund, and the purchase of two warehouse parks (West Park Pruszków and West Park Ożarów) by Hillwood. According to our experts, investor interest in this segment will continue this year.

Download Colliers Report





Piotr Dratwa

Account Manager at Reesink Logistic Solutions

“How automation is powering the next logistics revolution”



Piotr Dratwa, Account Manager at Reesink Logistic Solutions

Automation at your fingertips – how new technologies are transforming even the smallest warehouses

Not long ago, warehouse automation was associated with costly, long-term projects. It was reserved for giants – companies with global reach, an extensive infrastructure and large investment budgets. Today, this image is changing radically. Thanks to the development of technology, new implementation models and the increasing availability of solutions, automation has become accessible even for small and medium-sized enterprises. What's

more, it is precisely in these smaller businesses that automation can deliver the quickest and most visible results.

From technology for the few – to a solution for all

The transformation that has taken place in the automation industry resembles other technological breakthroughs that, over time, have become standard. Just like computers, 3D printers and business management software once did, warehouse robotics is no longer a luxury but is becoming an everyday tool of work. Solutions such as autonomous mobile robots (AMRs), intelligent shelves and goods-to-person systems are now available almost "off the shelf". Moreover, they don't require a complete warehouse overhaul or operational shutdown. With a modular approach, they can be implemented step by step.

"Warehouse automation doesn't have to be a major revolution – often, it's enough to start with just one well-chosen process to notice real improvements and be ready for the next steps."

– Piotr Dratwa

New challenges and a new scale of solutions

The challenges in logistics today aren't limited to large distribution centres.

Labour shortages, pressure for faster order fulfilment, limited space and the need for flexibility are just as much a reality for local operators, e-commerce businesses or manufacturers running their own retail networks. In this context, automation is not about prestige – it's a way to survive and grow. Robots can take over repetitive tasks like internal transport or delivering goods to picking stations, while data management systems help to streamline inventory, optimise space utilisation and assist in operational decision-making.

"Often, the biggest problem isn't a lack of space or people, but inefficient processes. Implementing automation allows you to quickly spot and resolve those issues."

Quick implementation, quick results

For many businesses, the barrier isn't cost but concerns about implementation time, disruption to operations or complex integration



An effective service team is key to ensuring the flawless operation of the warehouse automation system

with IT systems. However, many solutions available today work on a "plug and play" basis, meaning they can be up and running in just a few days, rather than months. Integrators provide ready-made configurations that can be tested in environments similar to the final setup, reducing the risk of making wrong decisions.

Another advantage is scalability. A company can start with one process – for example, automatic container transport – and expand the system with additional elements as the business grows. This allows for a flexible market response and also reduces initial costs.

"Today, the availability of technology is one thing, but what's key is that it can be tailored to the scale, pace and real capabilities of the client."

Beyond efficiency – building resilience

One of the often-overlooked benefits of automation is its role in building business resilience. Automated systems can operate consistently regardless of external disruptions – from seasonal staff shortages to unexpected spikes in demand. With built-in data tracking and analytics, companies gain real-time insights into their operations, allowing for quicker decision-making and greater agility. In uncertain times, this stability can be a game changer, helping smaller companies stay competitive even when the market shifts.

Efficiency without compromise

Automation doesn't necessarily mean replacing people. On the contrary, in smaller warehouses, where each team member wears

many hats, relieving employees of repetitive tasks increases their comfort and allows for better utilisation of their skills. At the same time, service quality improves, accuracy increases and the number of errors decreases.

Thanks to automation, companies gain operational predictability, allowing them to better plan their work, optimise resources and adapt more easily to seasonal changes. This is particularly important in sectors such as e-commerce, light manufacturing, FMCG and contract logistics.

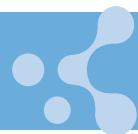
Time to act – you don't have to be big to be modern

Just a few years ago, there was a prevailing belief in the industry that robotics was the future. Today, it's simply the present – accessible, practical and delivering measurable benefits. Instead of asking "Is it worth it?", more and more companies are now asking "Where do we start?"

And this mindset – an openness to new solutions and readiness to test them – often turns out to be the greatest asset of smaller organisations. They are the ones who make decisions faster, respond more flexibly to changes and are more willing to invest in solutions that improve their daily operations.

Scan to learn more





Magdalena Ignaszak

Co-Founder & Managing Partner, Attorney at Law Ignaszak Law Company,
Partner at LexQuire Poland International Tax & Law

“Stronger Together: Ignaszak Law Company Joins LexQuire International Tax & Law”

At Ignaszak Law Company, we are excited to share that this article has been created together with our new strategic partner in the Dutch market – LexQuire International Tax & Law. This collaboration serves as confirmation that partnerships between law firms are not only possible but also incredibly beneficial to our clients. By combining our expertise, we are able to offer more efficient and effective services, addressing the ever-evolving needs of businesses operating internationally.



Magdalena Ignaszak, Co-Founder & Managing Partner, Attorney at Law Ignaszak Law Company, Partner at LexQuire Poland International Tax & Law

We are also proud to announce that Ignaszak Law Company is now part of LexQuire International Tax & Law and operates in Poland under the name LexQuire Poland International Tax & Law. This strategic integration further strengthens our position in the European legal landscape and enhances our capacity to deliver cross-border legal and corporate services with greater consistency and quality.

The Netherlands-Polish Chamber of Commerce has proven to be an excellent platform, helping us connect with like-minded professionals and expand our business network. It has played a key role in facilitating this exciting partnership.

Together, under the LexQuire umbrella, we are building a bridge between Poland and the Netherlands – uniting strengths, sharing values and delivering comprehensive, client-centric legal solutions. We believe that by working together, we can achieve more and continue to offer the best possible legal support, no matter where our clients are located.

Polish Presidency of the EU Council: a strategic step forward

Over the past few months, Poland has reaffirmed its role as a constructive and engaged member of the European Union. Through active participation and a solutions-driven approach, Poland has helped ensure that the Union responds swiftly and effectively to its most pressing challenges, strengthening the security and cohesion of the EU as a whole.

At the same time, Poland has used this platform to showcase its economic advancement, positioning itself as a dynamic and forward-thinking market with growing investment potential. The message has been clear: Poland intends not merely to observe European developments, but to actively shape them. This emphasis on economic development has further elevated Poland's status as a vibrant, opportunity-rich destination for both domestic and international businesses.

A central pillar of the Polish Presidency has been the strategic promotion of Poland within the EU – as a place not only conducive to the growth of small and medium-sized enterprises (SMEs), but also as a European hub for dynamic, long-term business development. This positioning is already yielding results, with more entrepreneurs now seriously considering Poland as a prime location for expansion. Backed by the visibility and momentum generated during the Presidency, this narrative supports Poland's long-term ambitions to strengthen its profile and influence within the EU economic landscape.

From the outset, Poland assumed the Presidency at a moment of considerable international tension. Controversial decisions by US President Donald Trump, including the partial imposition of tariffs, created pressure on EU member states to respond. Under Poland's leadership, the EU presented a calm yet firm front, demonstrating unity and resolve in defending European interests. Poland was instrumental in ensuring that the EU's response remained coherent, balanced and rooted in shared European values.

The priorities set forth by the Polish Presidency – security, competitiveness and the protection of democratic values – have been taken seriously by EU institutions and integrated into the European Commission's work programme. Several initiatives have been launched to enhance the EU's defence capabilities and create more favourable conditions for industrial growth, particularly for SMEs.

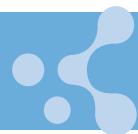
Among them is the Competitiveness Compass, which sets a path for reducing energy costs, dismantling internal market barriers (especially in services) and cutting bureaucratic red tape. It also outlines key EU-wide frameworks such as the Savings and Investments Union and the Union of Skills, designed to streamline cross-border operations, reduce business costs and improve access to both capital and talent.

Another cornerstone of the programme is the Clean Industrial Deal, which aims to support Europe's energy-intensive industries in their green transition. This initiative will allow smaller businesses – many of which serve as suppliers or innovators in these sectors – to remain competitive within a modernised, forward-facing industrial ecosystem.

Collectively, these measures reflect a long-term vision for a more resilient, innovative and inclusive European economy – one that delivers tangible benefits to businesses and citizens alike.

Looking ahead, the policy frameworks initiated under Poland's leadership are expected to be developed further by Cyprus and Denmark, Poland's partners in the Presidency Trio. In the longer term, these initiatives are likely to be formalised within the EU's legal framework, paving the way for a more integrated and business-friendly single market.

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The future of work: how technology is redefining talent management



Embracing change: the new landscape of work

The rapid advancement of technology is reshaping the labour market, compelling organisations to rethink how they attract, develop and retain talent. Automation, artificial intelligence (AI) and digital transformation have shifted the focus from traditional roles to a more skills-based approach. Companies that fail to adapt risk losing their competitive edge in an environment where agility and continuous learning are paramount.

The shift towards a more digitalised economy has also led to an increased demand for highly skilled professionals in fields such as data analytics, cybersecurity, cloud computing and AI development. However, many industries are facing a shortage of qualified candidates. As a result, organisations must take a proactive approach to workforce planning by anticipating skills gaps and implementing long-term talent strategies.

From job titles to skills: a paradigm shift

Historically, job roles were rigidly defined by education and experience. However, as businesses confront talent shortages and evolving market demands, a new model is emerging – one that prioritises tasks and competencies over formal job titles. This transformation, often referred to as job pixelation, enables organisations to break down roles into smaller, flexible elements,

allowing employees to contribute based on their capabilities rather than predefined job descriptions.

As work structures become more dynamic, companies are shifting towards skills-based hiring. Rather than focusing solely on a candidate's academic background, recruiters are prioritising transferable skills such as problem-solving, adaptability and teamwork. Employers are also emphasising the importance of lifelong learning, encouraging workers to continuously upgrade their skills through training programmes, certifications and self-directed learning platforms.

The power of reskilling and upskilling

According to the Workmonitor 2025 report, 72% of employees recognise the importance of continuous learning for their career progression. However, many organisations still struggle to implement effective strategies. While 64% of employers acknowledge the need for skill development initiatives, only 36% have a clear roadmap for reskilling and upskilling programmes. This gap underscores the need for companies to proactively invest in talent development.

Upskilling and reskilling programmes not only benefit employees by increasing their employability but also enable businesses to future-proof their workforce. Companies that prioritise workforce



development are more resilient to technological disruptions and industry shifts. Moreover, internal training initiatives can significantly reduce hiring costs and improve employee retention by fostering career growth within the organisation.

Leveraging AI to bridge the skills gap

AI and automation are not only transforming job roles but they also serve as powerful tools for workforce development. Organisations are increasingly utilising AI-driven learning platforms, such as Coursera for Business and LinkedIn Learning, which personalise training paths based on an employee's current skills and career goals. Additionally, chatbots and virtual assistants, like IBM Watson, are enhancing self-directed learning by providing real-time guidance and support.

Beyond learning platforms, AI is also being used for workforce planning and talent analytics. AI-powered tools can analyse workforce data to identify emerging skills gaps, assess employee performance and predict future hiring needs. By leveraging these insights, HR leaders can develop targeted training programmes and refine recruitment strategies to ensure alignment with business objectives.

Internal talent mobility: a game-changer for retention

Traditional recruitment methods often overlook the hidden potential within an organisation. With AI-powered talent management platforms, businesses can now map employees' skills, identify growth opportunities and recommend personalised career pathways. This approach not only reduces hiring costs but also enhances employee engagement. Research indicates that 41% of workers would leave their jobs if they lacked opportunities for professional growth, making internal mobility a crucial retention strategy.

In addition to AI-driven talent mapping, mentorship programmes and job rotation initiatives can further enhance internal mobility.

Providing employees with opportunities to explore different roles within the company helps them develop a diverse skill set while enabling the organisation to build a more versatile workforce. Furthermore, companies that actively promote internal hiring foster a sense of loyalty among employees, reducing turnover rates and strengthening company culture.

Recommendations for employers and HR leaders

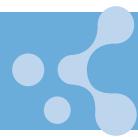
To thrive in this new era, organisations must invest in lifelong learning by creating a culture that encourages continuous development through AI-driven training programmes and personalised learning paths. They should adopt a skills-first approach, shifting from traditional job descriptions to competency-based hiring and workforce planning. Enhancing internal mobility through AI-driven systems will help identify existing talent for emerging roles, reducing dependency on external recruitment. Employers should also foster an adaptive work environment by embracing flexible work models that allow employees to take on diverse projects and build cross-functional expertise. Finally, leveraging technology for efficiency, including AI and automation tools, will make talent management more data-driven and strategic.

The road ahead

The intersection of technology and talent management is creating unprecedented opportunities for businesses and employees alike. Companies that prioritise reskilling, internal mobility and AI-driven learning will not only bridge the skills gap but also cultivate a more agile and innovative workforce. The future of work is not about replacing humans with technology – it's about empowering individuals to thrive in a digitally transformed world.



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Tax reliefs – how you can save money?

Tax reliefs are a real opportunity to save money and increase your financial liquidity, but applying them often requires specific conditions to be met. In this article, we will present the most commonly used tax reliefs available to entrepreneurs in Poland, and encourage you to take advantage of them.



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Research and Development relief (R&D relief)

The Polish R&D relief is a phenomenon on a European scale. To qualify for it, innovation within the company itself is sufficient – in other words, the introduction of new solutions that have not previously been used within the enterprise.

Examples of qualifying R&D activities may include improving production processes, increasing efficiency or enhancing product quality. It's not necessary to have a dedicated research and development team or operate in a specific business sector in order to qualify for R&D relief, and it's available to both corporate income tax and personal income tax payers.

According to data from 2022, total spending on R&D activities in Poland amounted to PLN 29.5 billion, an increase of 23.9% compared to the previous year. Among enterprises, the service sector accounted for 74.5% of all internal expenditures on R&D activities.

From 2019 to 2021, on average, 25% of enterprises conducted R&D activities. A growing number of entrepreneurs have already recognised the potential of this relief, which combines the possibility of supporting innovation within their business with simultaneously reducing their CIT liability. This means that R&D relief provides two benefits for entrepreneurs!

Year	Average additional cost	Average savings achieved	Number of taxpayers using the relief
2023	PLN 3,650,183	PLN 693,535	2,457
2022	PLN 2,841,000	PLN 539,790	2,413
2021	PLN 2,075,000	PLN 394,250	2,064

What is R&D relief?

This relief allows businesses to re-deduct 100%, or even up to 200%, of eligible incurred costs. Some of the costs that can be claimed back include:

- salaries of employees engaged in R&D work, whether under employment or commission contracts,
- social insurance contributions related to those salaries,
- depreciation of fixed assets,
- purchase of specialised equipment,
- purchase of raw materials,
- fees for specialised advisory services provided by specific entities,
- costs related to obtaining and protecting patents.

What are the conditions for using R&D relief?

To be eligible for this relief, a company must meet the following criteria:

- conduct R&D activities systematically, in order to increase knowledge resources and then use them to create new applications,
- incur qualifying costs,
- maintain separate records that allow for the identification of R&D activity costs,
- ensure that the expenses are not reimbursed in another form.

When can R&D relief be settled?

R&D relief is deducted from income obtained from business activities. If the taxpayer incurs a loss, or earns income lower than the eligible deduction amount for R&D relief, the relief can be carried forward and settled over the next six tax years.

Taxpayers starting up their business who incur a tax loss, or have income lower than the relief amount, are entitled to a cash refund from the tax office.

For taxpayers who have not yet taken advantage of the relief, it should be added that there is nothing to prevent R&D relief being applied retroactively, with a subsequent return of overpaid tax. You simply have to calculate the amount of the relief for previous years, submit corrected annual tax returns and apply for a refund of the overpayment.

Relief for innovative employees

The relief for innovative employees was introduced to be compatible with R&D relief, and is designed for taxpayers unable to fully benefit from the R&D deduction.

What is the relief for innovative employees?

This relief allows companies to reduce the advance payments of personal income tax (PIT) withheld from the salaries of employees involved in R&D projects for at least 50% of their working time. The amount of the reduction in advance payments of PIT for these employees will remain part of the entrepreneur's funds, thus helping to improve their financial liquidity.

The relief for innovative employees is settled on a monthly basis, and is directly correlated with the amount of qualifying costs incurred in previous tax years. This relief can be applied only after submitting the annual CIT return for the previous tax year. If the tax return is submitted by 31 March, the taxpayer will be entitled to apply the relief from April to the end of the tax year.

IP Box relief

IP Box relief is aimed at taxpayers conducting R&D activities who are entitled to certain intellectual property rights (qualified IP) that were created, developed or improved by the corporate income tax or personal income tax payer.

It applies to income obtained from specific types of qualified IP:

- patents,
- protective rights for utility models,
- rights from the registration of industrial designs,
- rights from the registration of integrated circuit topographies,
- additional protective rights for a patent for medicinal or plant protection products,
- rights from the registration of medicinal and veterinary medicinal products authorised for market release,
- exclusive rights referred to in the Act on the Legal Protection of Plant Varieties of June 26, 2003,
- copyrights to computer programs.

What is IP Box relief?

This relief involves taxing income at a rate of 5%. However, it should be remembered that not all IP-related income will be able to benefit from taxation at that rate. Only income from the sale of IP, IP licences, compensation for IP infringement and income from IP embedded in the price of a product or service qualify for the application of this preferential rate.

Moreover, to be able to calculate the income that is to be taxed at 5%, it's necessary to correctly determine the special Nexus coefficient. Only the income obtained from IP and then multiplied by the Nexus coefficient is eligible for the 5% tax rate.

It should be also emphasised that appropriate accounting records need to be maintained in order to apply this relief.

Year	Amount of tax paid with IP BOX relief per taxpayer	Amount of tax without benefits per taxpayer	Saved tax per taxpayer	Saved tax per taxpayer Number of taxpayers using the relief
2022	PLN 646,000	PLN 2,454,800	PLN 1,808,000	181
2021	PLN 467,000	PLN 1,774,600	PLN 1,307,600	158
2020	PLN 533,000	PLN 2,025,400	PLN 1,492,400	104

As you can see, tax reliefs offer a tangible opportunity to save money and enhance your financial liquidity. By meeting specific conditions, entrepreneurs in Poland can benefit from several tax reliefs, such as R&D relief, IP Box relief and relief for innovative employees. These incentives not only foster innovation and growth, but also significantly reduce tax liabilities. Navigating the complexities of tax reliefs can be challenging, but with professional guidance you can ensure that you meet all the requirements and maximise your savings.

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Consulting & Management Waszkiewicz is a consulting firm operating in the commercial real estate and business services sector. With extensive international experience, the company provides flexible and comprehensive support – from project concept and investment management to commercialisation, marketing strategies and tenant structure optimisation.

The company also delivers cybersecurity services (NIS2, DORA, GDPR audits, security testing, 24/7 SOC, compliance outsourcing) and business consulting for companies entering the Polish market, including company registration, recruitment, office leasing, accounting and tax advisory.

Consulting & Management Waszkiewicz Sp. j.

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Antal

Antal is a leading company in the CEE region, providing permanent recruitment, HR consulting and outsourcing solutions. It includes a Polish company that was established in 1996, a company opened in 2014 in the Czech Republic and an Enloyd company in Hungary.

Antal offers permanent and contract recruitment, RPO services, employer branding support, employee development tools and tailored labour market research. Its 10 specialised divisions provide comprehensive and flexible HR solutions adapted to clients' needs.

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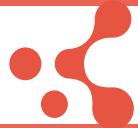
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BAM Works is an international employment agency with over 20 years of experience in the market. The company specialises in delivering comprehensive and innovative solutions in recruitment, HR and payroll, as well as accounting services for other businesses.

Its mission is to connect talented employees with leading employers while providing ongoing support in human resource management. BAM Works also has extensive expertise in the transportation industry, with driver settlements and IMI services forming a core part of its daily operations.

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SteamWorks

SteamWorks is a new brand on the Łódź market, offering a unique concept that merges sauna culture with immersive art. Inspired by a passion for bathing rituals and contemporary creativity, it redefines relaxation as a multisensory experience. Each art-sauna is thematically designed around iconic artistic movements, with visual references to artists like Monet, Mondrian and Lichtenstein.

Guests enjoy the physical benefits of sauna therapy while immersing themselves in carefully curated atmospheres that stimulate both body and mind. SteamWorks also hosts special events, guided rituals and artist collaborations, positioning itself as a modern wellness space where culture and regeneration go hand in hand.

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STP Tax Lawyers

STP Tax (now part of Svalner Atlas Group) is an Amsterdam-based advisory firm specialising in Dutch and international tax matters. With a team of 30 experts, it supports local and foreign businesses in areas such as corporate income tax, VAT, wage tax, transfer pricing and real estate tax. Their dynamic, solution-oriented approach helps clients structure international expansions and ensure compliance. They also advise on M&A transactions, including due diligence and post-deal integration, and offer global mobility tax services for international and remote employees. The Polish-based Dutch desk supports expansion between the Netherlands and CEE, backed by a strong partner network in law, finance and compliance. Being part of Svalner Atlas Group, STP Tax provides access to a wide international network of boutique tax advisory firms covering Nordics and increasing range of other European countries.

STP Tax Lawyers B.V.

www.stp.nl
Claude Debussyalaan 42, 1082 MD Amsterdam, The Netherlands
+31 885 060 600
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Lasek Deuren

Lasek is a Polish manufacturer specialising in custom-made doors and frames, with over 40 years of experience in crafting high-quality wooden doors. Combining tradition, craftsmanship and innovation, the company carefully oversees every stage of production – from wood selection and drying to final assembly – ensuring durability and aesthetic excellence.

Made from natural spruce, Lasek doors are robust, stable and beautifully designed to suit both classic and modern interiors. The offer includes interior and exterior doors and models with adjustable or fixed frames, tailored to individual needs. With in-house logistics, Lasek guarantees safe and timely delivery across Poland.

Lasek Deuren

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Alux Profile

Alux Profile is a professional partner specialising in the supply of aluminium T-slot profiles to companies and engineers across Europe. Alux has taken a reliable and versatile product – the aluminium T-slot profile – and become one of the leading suppliers in the industry.

These profiles are used in a wide range of sectors, including industrial automation machinery, robotics, logistics, automotive, 3D printing, high-tech applications, and more. Alux is dedicated to making the ordering process as simple and efficient as possible. The company provides customer service in four languages, offers competitive pricing and ensures the fastest delivery times on the market.

With several hundred tonnes of aluminium and millions of T-slot profile accessories in stock, Alux guarantees product availability and swift dispatch.

Alux Profile Sp. z o.o.

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Commercial Real Estate

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Corees Polska is a boutique agency specialising in commercial real estate services, including leasing, valuations, renegotiations and investment consulting. The team combines years of industry experience with a commitment to international standards and client comfort.

As the only Polish member of the CORFAC International network, and with its CEO Marek Ciunowicz being a member of SIOR, Corees offers both local expertise and global reach. Built on transparency, trust and transaction security, the company delivers personalised support tailored to each client's needs.

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United Logistics Services International (ULSI)

ULSI is a specialised project management company turning complex logistics into seamless solutions. Part of the Voerman Group International, ULSI offers comprehensive services – from warehousing and office relocations to hotel and IT installations – delivered with precision and care.

With over 100 partner facilities across Europe and a bonded warehouse in the Netherlands, ULSI provides full-service logistics tailored to client needs. In 2024, the company expanded to Poland, enhancing its regional presence. ULSI stands out through its "Yes mentality", combining sustainability, efficiency and customer-focused project execution.

United Logistics Services International (ULSI) Sp. z o.o.

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City Park Hotel & Residence

City Park Poznań is a unique lifestyle destination where historic architecture meets modern luxury. Located in the heart of the Grunwald district, the 5-star City Park Hotel & Residence offers 88 elegant apartments, wellness facilities and concierge services. Guests can enjoy fine dining in the Cucina restaurant, explore one of Poland's largest whisky collections at Whisky Bar 88, relax at the Cappuccina patisserie, or discover local craft beer at Ułan Browar. The complex also features stylish event spaces, including the intimate VIP Room (30 sqm) and the spacious Parkowa conference room (75 sqm), perfect for business meetings or private gatherings. Combining heritage, comfort and culinary excellence, City Park Poznań delivers an unforgettable experience all year round.

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EWT Group

EWT Group is a reliable B2B supplier of natural heating and bedding materials, based in Wrocław since 2018. The company delivers firewood, wood and straw pellets, peat bedding and briquettes to clients across Europe, with key markets in the Netherlands, Belgium and Germany.

Focused on timely, quality-driven deliveries, EWT Group supports both large distributors and small businesses through flexible logistics, clear communication and stable collaboration.

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Warsaw goes Dutch

Every year on 27 April, all of the Netherlands turns orange in celebration of King's Day, the national holiday honouring King Willem-Alexander's birthday. This year, the Dutch Embassy in Warsaw hosted a festive "street" event, welcoming partners from our network and members of the Dutch community in Poland.



A brief history

Jennes de Mol speech

Party

King's Day, originally known as Princess's Day, began in 1885 as a celebration of the fifth birthday of Princess Wilhelmina. After she became queen in 1890, the event evolved into Queen's Day. Her successors, Queens Juliana and Beatrix, each added their own touch, with Beatrix famously visiting various towns to bring the royal family closer to the people. In 2013, when King Willem-Alexander ascended the throne, Queen's Day became King's Day and the date shifted to 27 April – his birthday.

How to celebrate like a King

Today, King's Day is one of the Netherlands' most cherished holidays and is marked by lively festivities, with cities, towns and villages all across the Netherlands transformed into a sea of orange. Streets come alive with the vrijmarkt (flea market), where people sell second-hand goods. Music and street performances bring neighbourhoods to life, while festivals fill parks with live bands and DJ sets. In Warsaw, the Dutch Embassy hosted a joyful King's Day gathering in its courtyard. For this special occasion, the ambassador's residence and garden were also opened up for visitors, giving everyone the opportunity to explore and enjoy these spaces at their leisure. The celebration was blessed with beautiful spring weather, making the open-air event in the Embassy gardens all the more special. Guests were free to stroll through the vibrant grounds, where colourful tulips were in full bloom and model cows placed on the lawns added a charming Dutch touch. The venue was decorated with flags, giant wooden clogs and a life-sized cutout of King Willem-Alexander for some fun photo opportunities. Throughout the evening, attendees were able to enjoy well-known Dutch hits played by a DJ, refreshments provided by Heineken and, above all, interesting conversations. Both the Dutch and Polish national anthems were played, creating a moment of unity between the two nations. The atmosphere was wonderful, and guests even travelled from cities as far afield as Gdynia and Wrocław to join the celebrations.

Support for Ukraine

The central theme of this year's celebration was Stand with Ukraine. The catering was provided by Franky and Coen, two Dutch entrepreneurs known for regularly taking their food trailer to Ukraine to serve free fries and snacks to soldiers and civilians. And they were the perfect fit for the occasion as the food they serve is a reflection of the Dutch snack culture and their mission aligns with the Embassy's strong support for Ukraine.

Scan the QR code to learn more about their background and activities! During his speech, Dutch Ambassador Jennes de Mol reaffirmed the Netherlands' unwavering commitment to Ukraine. A particularly meaningful moment occurred when the Ukrainian Ambassador to Poland, Vasyl Bodnar, formally presented him with the Medal of Merit, 3rd Class – a state award granted by President Volodymyr Zelensky in August 2024, honouring his longstanding commitment to Ukraine throughout his diplomatic career.

This King's Day was not only a lively celebration of Dutch culture abroad, but it also served as a reminder of the power of freedom and solidarity, as well as the enduring connections that unite communities across borders in times of need.

Visit www.frankyandcoen.nl



Franky and Coen





Circular Visit to Śląskie region



Visiting Desch IPP

In March, Polish enterprises had the unique opportunity to visit Dutch circular companies in the Śląskie region.

We joined a project run by the Polish Agency for Entrepreneurship Development (PARP) and the Polish Circular Hotspot (Innowo) to organise visits to two firms: Desch IPP in Bytom which manufactures flower pots and containers using 95% recycled materials, and Flora Food Group in Katowice, which produces plant-based food.



Visiting Flora Food Group

RailFreight Summit 2025



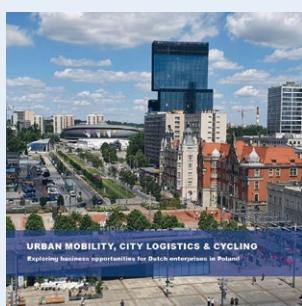
Held in Gdańsk in April, the 8th RailFreight Summit served to underline the importance of port-rail connections.

Dutch Ambassador Jennes de Mol opened the conference by stressing the vital role of rail for connectivity and competitiveness in Europe in turbulent times, which requires the involvement of different stakeholders.

Events like the RailFreight Summit offer the perfect platform for businesses to connect and start international cooperation.

In which Polish city should the next RailFreight Summit take place?

Urban Mobility, City Logistics and Cycling Report



Polish cities are changing rapidly, offering business opportunities for Dutch enterprises in the field of urban mobility, city logistics and cycling.

The Embassy asked RDH Urban to prepare a market study on this topic – scan the QR code for a free download.



We would encourage any interested companies to explore the Polish urban mobility market and participate in the major sectoral events coming up this year: Velo-City in Gdańsk (10-13 June) and the New Mobility Congress (23-25 September).

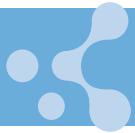
Upcoming events in 2025

- 2-5 September 2025 – Trade mission in the metals sector. Explore opportunities for export, nearshoring or supply chain development in the Śląskie and Małopolska regions, visit the Defence Industry Exhibition in Kielce and investigate collaboration in this sector of growing demand.
- 13-14 November 2025 – Rebuild Ukraine Construction and Energy Exhibition, with a Dutch pavilion.



Interested in these events? Contact the Embassy at WAR-EA@minbuza.nl

Stay tuned, and follow us on LinkedIn!



APPRECIATING DUTCH CARILLONS

The carillon, a mysterious instrument from the Netherlands, has now become part of Gdańsk's musical landscape. Monika Kaźmierczak, a Gdańsk carillonist, tells us about the history of these unusual bells and their role in contemporary culture.



Monika Kaźmierczak, a Gdańsk carillonist

What is the story behind the carillons in Gdańsk?

Throughout the ages, Gdańsk has always had strong links with the Netherlands, which is where this musical innovation is believed to hail from. In 1560, Gdańsk City Council commissioned a 14-bell instrument from Johannes Moor of 's-Hertogenbosch and placed it in the tower of the Main Town Hall, which had been rebuilt after a fire. It was one of the first instruments of its kind outside the Dutch domain.

To this day, the educational path of every carillonist runs through the Netherlands. How does one becomes a carillonist?

After World War II, the carillon tradition in Gdańsk was interrupted – the instrument in the tower of the Main Town Hall was destroyed, while the carillon in St Catherine's Church had been dismantled in early 1942. A carillon was installed in St Catherine's again in 1989, but it only became possible to play on it in 1998, once a keyboard had been fitted. The first concert took place in November 1998, performed by Gert Oldenbeuving from Zutphen. However, local carillonists were still needed to play regular concerts so the (then) Historical Museum of the City of Gdańsk organised a series of courses for musicians, with Gert Oldenbeuving regularly coming to Gdańsk to run them. I also took part in them and liked it so much that I decided to stay in Gdańsk. Later, I got a Dutch government Huygens scholarship to study in the Netherlands, eventually graduating from the Dutch Carillon School in Amersfoort, which is one of the two most important carillon schools in the world, along with the Royal Carillon School in Mechelen. I also regularly attend Professor Bernard Winsemius' classes in the Netherlands.

We are quite familiar with the sound of the carillon. Less well known, though, is the repertoire.

All types of music can be played on one! For example, Małgorzata Fiebig, the city carillonist of Utrecht (and before that of Gdańsk!) has racked

up millions of views on YouTube playing 'viral' David Bowie and Avicii songs on the cathedral carillon. In Gdańsk, it was almost exclusively Protestant chorales that were played on the instrument until 1945, but after the carillons returned to the Gdańsk towers following the war, it became less restrictive. The city council doesn't allow popular music to be played on them, although an exception is made for mobile carillon concerts. The programme of my weekly concerts mainly consists of transcriptions of pieces originally composed for other instruments, and I always try to match the music to the occasion. Quite a few works were originally written for the carillon. The City of Gdańsk has been running a composer's commission programme since 2019, which has already resulted in 11 pieces for the carillon being composed by prominent Polish composers.

You mentioned a mobile carillon. What is that?

A 48-bell mobile carillon was commissioned in 2008 – it's placed on a platform and pulled by a large truck. Like the two tower instruments, this one was also built at the Royal Eijsbouts Foundry in Asten. It can travel quite far, and has even been to Klaipėda and Brussels.

Every year, carillonists from all over the world come to the Gdańsk Carillon Festival.

The 2025 edition will start on 18 July and last for over a month. The concerts will take place on Fridays at 8.30pm from the tower of St Catherine's Church, and on Saturdays at 12.05pm from the tower of the Main Town Hall, with some small exceptions. Our charming monastery garden is the perfect place to listen to the music, and it also has a big screen where you can watch the musicians as well. The festival will start with student concerts – it's a great opportunity to hear the carillon together with a guitar, accordion, and even vocals. A week later, the carillon of St Catherine's Church will join the Hevelius Brass quintet, and on 1 August we are planning a concert combined with a reading of a children's novel by Katarzyna Wasilkowska in which the carillon plays a significant role. Many fantastic guests are expected, including the duo Hemmel & Eerde from Twente and Rien Donkersloot, while Paul Maassen from Breda and the Ludwik Starski Orchestra will perform to silent films. The full programme is available on www.carillongdansk.pl.

As the city carillonist of Gdańsk, what is your biggest musical dream?

That's a tough question! I would like people to get to know and appreciate the carillon. It would be nice if there were a few more of them in Poland, not just in Gdańsk.



Remco van der Kroft

Advocaat (Dutch
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A new Polish president: will this be the beginning of the return to the rule of law?

I had handed in a fairly boring and mostly technical column about the importance of the “upcoming” Polish presidential election but was told that this Bulletin wouldn’t see the light of day until after the election was over. So, dear reader, you were spared the agony of reading that and, unlike me, you will already know who the next president of Poland is.

The Polish president is, as the Polish saying goes, neither a dog nor an otter. When the Polish constitution was created after the fall of communism, Poles could not make up their minds whether they wanted a powerful president (as in France and the USA) or a ceremonial one (like in Germany).

So, the Polish president’s role is largely ceremonial, but he can veto new legislation (or, as president Duda likes to do, send laws to a currently defunct Constitutional Tribunal). A president’s veto is not easy to overturn, requiring a three-fifths majority in the lower house of Parliament (the Sejm) with at least half of the members present. That is why, so far, restoring of the rule of law in Poland is going very slowly.

If the new president is someone with whom the current government can cooperate, then the return of the rule of law can commence in earnest.

The government will no longer have to revert to tricks, like putting Polish Television into liquidation because PiS changed the law in such a way that the new government couldn’t appoint a new director, but they could appoint a liquidator.

When it comes to the highly politicised Constitutional Tribunal, the government decided to simply apply the old PiS book of tricks, i.e. not publishing the rulings of the politicised Constitutional Tribunal. This method was first used by the government of Beata Szydło (PiS) when the Constitutional Tribunal was still independent! The new president will hopefully open the path to the introduction of new legislation to restore the position of the Constitutional Tribunal.

Legislation is also desperately needed to deal with the approximately 2,600 neo-judges appointed by the politicised Council of the Judiciary, called Krajowa Rada Sądownictwa or KRS in Polish, which in turn should not be confused with the Krajowy Rejestr Sądowy, the Polish commercial register.

Acronyms can be problematic, which is why Katholieke Universiteit Tilburg was renamed Tilburg University. The acronym of the new mandatory e-Delivery system for official government and court documentation is KURDE (Kwalifikowana Usługa Rejestrowanego Doręczenia Elektronicznego), which translates into English as "damn". There is talk of renaming it.

Coming back to the KRS, Minister Bodnar has proposed legislation that would differentiate between the 1,000 new judges whose positions would, according to this new legislation, be confirmed and the 1,200 or so judges who were promoted. They would be demoted but then, when required, be delegated back to their current posts in order not to derail the system completely. Finally, the 400 or so judges that had not previously worked as judges would simply be dismissed.

Hopefully, after the old order has been restored, the government can start the process of a proper reform of the justice system, starting with changes to the Law on Civil Procedure – such as making it more difficult to endlessly prolong legal proceedings,

and making it easier to seize assets if you win the proceedings, or to get temporary measures to secure future claims, etc.

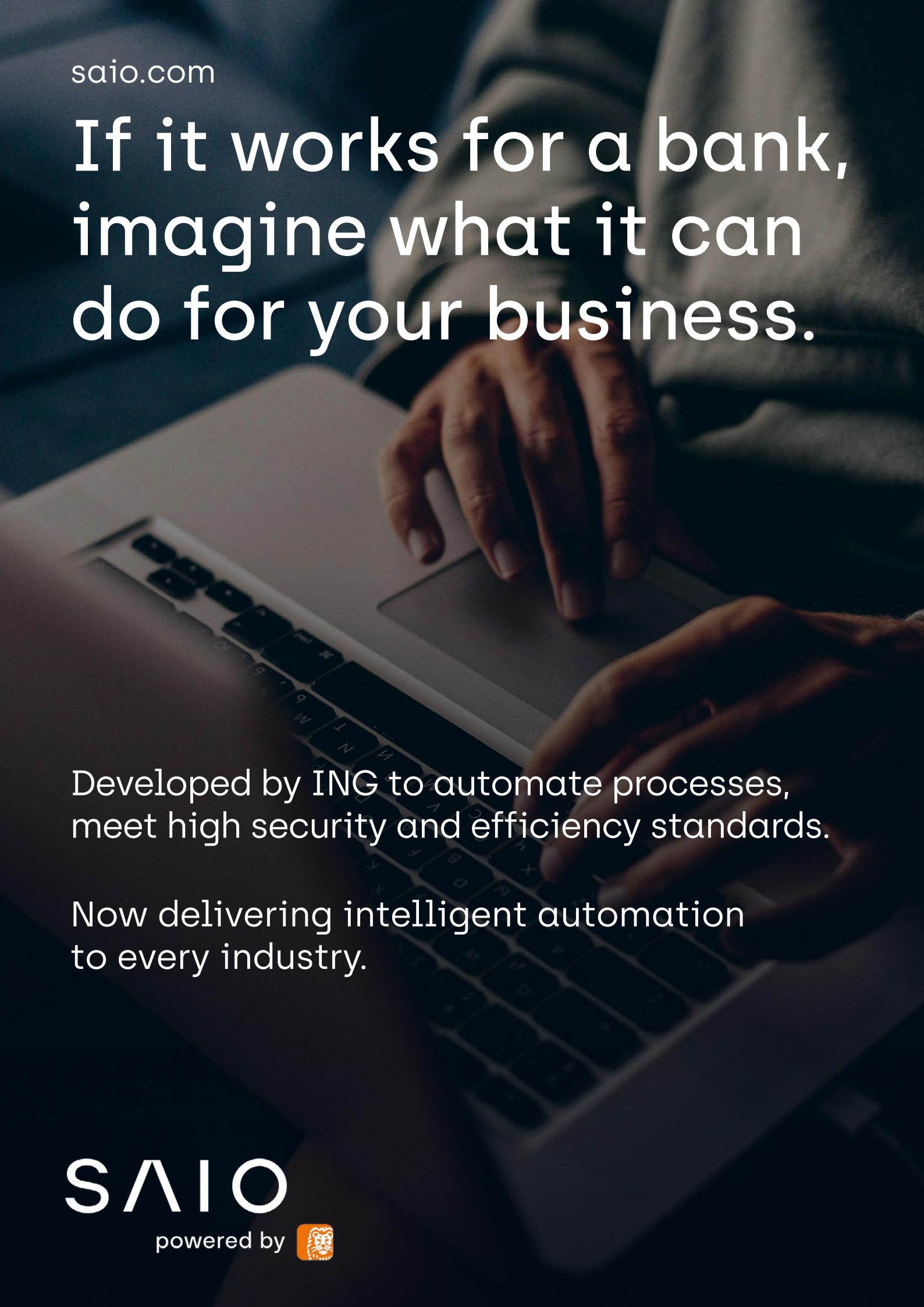
In the meantime, Poland is quickly becoming a European powerhouse.

With the United States busy ruining its rule of law, freedom of speech, climate and education, Europe has finally understood (or so it seems) that it needs to become independent of the US, and Poland's strategic location and booming economy means it is set to play a pivotal role in this process.

Poland and France recently signed a security treaty, like the one already in place between France and Germany, while Chancellor Merz visited Poland on his first day in office, and Donald Tusk was in Wageningen on 5 May to give a speech marking the 80th anniversary of the liberation of the Netherlands from Nazi Germany.

A liberation in which an important role was played by Polish soldiers led by General Maczek (1st Armoured Division) and General Sosabowski (1st Independent Polish Parachute Brigade).

On 4 May, Remembrance Day in the Netherlands, I attended a ceremony in which Ambassador Jennes de Mol laid a wreath at the monument of General Sosabowski, close to the monument to the 1st Armoured Division in the Żoliborz district of Warsaw.



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