

Grażyna Sudzińska – Amroziewicz

KEY COMPETENCIES:

- KNOWLEDGE OF THE SPECIFICS OF MANAGEMENT AND SUPERVISION IN COMPLEX ORGANISATIONAL AND PRODUCT-DISTRIBUTION STRUCTURES
- MANAGEMENT BASED ON THE EVALUATION OF RESOURCES AND PROCESSES
- FINANCIAL AND RISK MANAGEMENT
- KNOWLEDGE OF FINANCE, INCLUDING THE SPECIFICS OF INSURANCE FINANCE
- EVALUATION OF PROCESS EFFICIENCY, ANALYSIS OF PERFORMANCE INDICATORS BASED ON FINANCIAL AND OPERATIONAL MEASURES
- CHANGE MANAGEMENT
- OPENNESS TO CHANGING THE STATUS QUO BASED ON RESULT MONITORING OR EVALUATION OF POSSIBLE DIRECTIONS FOR DEVELOPMENT
- BUILDING TEAM VALUE BY CREATING DEVELOPMENT OPPORTUNITIES FOR THEIR MEMBERS
- ENTREPRENEURIAL APPROACH TO TASKS
- WILLINGNESS TO LEARN

SUMMARY

DURING MY PROFESSIONAL CAREER, I HAVE GAINED EXPERIENCE IN MANAGEMENT, ADMINISTRATION, SUPERVISION AND PROJECT MANAGEMENT IN SPECIALISED UNITS AND THOSE WITH AN EXTENSIVE STRUCTURE.

I HAVE EXPERIENCE IN MANAGING COMPLEX PROCESSES AND ORGANISATIONAL STRUCTURES I HAVE EXPERIENCE IN MANAGING COMPLEX PROCESSES AND ORGANISATIONAL STRUCTURES OF VARIOUS LEVELS OF COMPLEXITY.

I GAINED MY EXPERIENCE IN THE INSURANCE INDUSTRY FIRST AS AN AUDITOR, AND THEN IN MANAGEMENT AND EXECUTIVE POSITIONS IN FINANCE, OPERATIONS, PRODUCT FUNCTIONS AND GENERAL MANAGEMENT.

MY PROFESSIONAL CAREER WAS SHAPED BY EXTENSIVE LEGAL REGULATIONS, WHICH REQUIRED CLEAR AND TRANSPARENT SOLUTIONS WITH THE NECESSITY TO ENSURE THEIR FLEXIBILITY AND EFFECTIVENESS. I HAVE LEARNED THAT RISK MANAGEMENT INVOLVES BOTH ACTIONS TO PREVENT UNDESIRABLE EVENTS AND LIMITING THEIR NEGATIVE IMPACT IF THEY DO OCCUR BY BEING CONSCIOUSLY PREPARED.

BEING RESPONSIBLE FOR THE RESULTS AND BALANCE SHEET OF THE ORGANISATION I MANAGED, I LEARNED TO RECOGNISE THREATS EARLY ON, INTRODUCE MECHANISMS FOR DETECTING INEFFICIENCIES AND PROPERLY IMPLEMENT A CULTURE OF SHAPING AND COMMUNICATING GOALS, TASKS AND ASSESSMENTS, WHICH IS THE BASIS FOR BUILDING TEAM ENGAGEMENT AND SUCCESS IN ACTIVITIES.

I AM AWARE OF THE IMPORTANCE OF FINANCIAL MANAGEMENT AT THE LEVEL OF ENSURING CONTINUOUS EFFICIENCY IN THE USE OF FUNDS AND DEVELOPING THE OPTIMAL WAY OF FINANCING A PROJECT.

I VALUE THE FOCUS ON LONG-TERM SECURITY OF THE ORGANISATION'S OPERATIONS THROUGH THE IDENTIFICATION OF OPPORTUNITIES AND THREATS, TEAM BUILDING AND MOTIVATION, AND EFFECTIVE RESULTS, WHICH ALLOWS FOR THE DEVELOPMENT OF CAPITAL AND INTELLECTUAL POTENTIAL FOR GROWTH AND MEETING THE REQUIREMENTS OF A CHANGING ENVIRONMENT.

BUSINESS EXPERIENCE

- MEMBER OF THE SUPERVISORY BOARD OF LINK4 TU S.A. DELEGATED TO TEMPORARILY PERFORM THE DUTIES OF THE PRESIDENT OF THE MANAGEMENT BOARD (V – VIII 2024)

- MEMBER OF THE MANAGEMENT BOARD, ACTING PRESIDENT OF THE MANAGEMENT BOARD AND THEN PRESIDENT OF THE MANAGEMENT BOARD OF LINK4 TU S.A. (FROM AUGUST 2024)

Experience gained:

Managing an organisation in a demanding regulatory environment. Transforming an organisation in all business-related aspects: management structure, strategic priorities, organisational structure, key operational tools, cooperation with the business and regulatory environment

- MEMBER OF THE SUPERVISORY BOARD OF SANOK RUBBER (SINCE JUNE 2019) MEMBER OF THE AUDIT COMMITTEE AND THE NOMINATION AND REMUNERATION COMMITTEE

Experience gained:

Specifics of the functioning of a multi-product manufacturing company using advanced and modern technical and technological solutions, functioning of an organisation operating in different countries on different continents, in very diverse cultural and legal conditions

- MEMBER OF THE SUPERVISORY BOARD OF VRG SA (2017-2020) MEMBER OF THE AUDIT COMMITTEE AND THE NOMINATION AND REMUNERATION COMMITTEE

Experience gained:

Specific nature of the clothing and jewellery market; challenges related to company mergers, assessment of processes and their unification while maintaining efficiency advantages, functioning of an organisation in conditions of very high dynamics of organisational changes and competence structures; organisation and implementation of the Executive Search process

- MEMBER OF THE SUPERVISORY BOARD OF PCM SA (2018-2019)

Experience gained:

Specifics of the functioning of the leasing market and the car fleet management services market, review of strategic options for the company, resulting in the involvement of a new investor

- VICE-PRESIDENT OF THE MANAGEMENT BOARD (CHIEF EXECUTIVE OF PROPERTY INSURANCE IN POLAND) – AVIVA TUO SA (DECEMBER 2007 – SEPTEMBER 2016)
Management and development of property insurance in all product lines operated by AVIVA.
Integration of the entrusted company with other aggregates operating within the Group in Poland
Responsibility for the company's full balance sheet and income statement.

Experience gained:

Management of a diversified business unit comprising six product lines, operating among individual and corporate customers, using five significant distribution channels – operating in a multiproduct – multichannel environment. Communication with traditional distribution networks (agents, multi-agencies, brokers); learning about and utilising the specifics of direct distribution (call centres, comparison websites, own website, sales applications, etc.); business redefinition process for the entire organisation, resulting in increased operational efficiency, launching new product, service and technological solutions, redesigning processes and organisation to ensure business integration of managed business branches with other entities of the group in Poland, crisis management, preparation and evaluation of acquisition projects. Cooperation with foreign company managers in the implementation of property products and their servicing in a cross-border and hybrid model.

- DIRECTOR DS. DATA ANALYTICS AND BUSINESS PREDICTIVE INFERENCE (BIG DATA ANALYTICS) - AVIVA SP. Z O.O. (IV 2014 - IX 2016)
Developing the concept and implementing organizational solutions, and then supervising the implementation of tasks in the field of effective analytics and predictive inference.

Experience gained:

Acquisition of external sources of data and information, development of principles and possibilities for the use of internal databases, use of data mining techniques, considerations arising from legal protection of personal data, development of predictive models of sales for all products and claims for selected products using the experience of the British, Canadian and Italian markets; increasing the effectiveness and efficiency of customer outreach through the use of developed multi-point behavioral models leading a team of highly qualified expert mathematical and statistical analysts.

- VICE-CHAIRMAN OF THE BOARD (CFO/COO) - COMMERCIAL UNION PTE BPH CU WBK SA (XI 2006 - XI 2007)

Responsibility for all financial and operational matters of the company, excluding investment portfolio management.

Supervision of service processes for 2,500,000+ customers and 2,000+ representatives

Experience gained:

Operating the company in a highly regulated business environment and the requirement for daily external reporting; preparing the process for major changes to IT solutions, along with overseeing implementation; developing incentive systems for the acquisition network, communicating results, plans, goals and remuneration system rules directly with the network of 2,000+ representatives; presenting financial issues to non-financiers.

- BOARD MEMBER (COMPANY FINANCIAL DIRECTOR/ CU GROUP FINANCIAL CONTROLLER) - COMMERCIAL UNION SP. Z O.O. (I 2002 - XI 2006)

Responsibility for statutory, regulatory and intra-group reporting, consolidation of financial and operational information, development of budgeting principles to enable strategic intent, development of preliminary budget assumptions meeting requirements for expected level of business and its profitability, supervision of implementation of budgeting processes and monitoring of results including measurement of efficiency based on cost carriers.

Experience gained:

Detection and analysis of cost carriers in business processes, management of communication in the processes of determining and implementation of budgets at the level of cost centers, departments, divisions, companies and the entire group in Poland, communication with the structures of ownership and financial supervision by shareholders, setting financial and operational targets and co-determination of bonus systems for all organizational levels

- DIRECTOR DS. REAL ESTATE MANAGEMENT - CU TU NA ŻYCIE SA (II 2004 - XI 2006)

Supervision of the management of real estate leased for the distribution network, as well as the use and management of CU's own real estate - the office building at the Cherry Business Park.

Experience gained:

Knowledge of the principles of the business real estate market, the process of negotiating the terms of relocation of the group's companies, participation in the planning of the size and organization of office space for the entire group of CU companies in Poland, taking into account ergonomics and ensuring flexibility to adapt to future functional or organizational changes; preparation of the sale transaction of an office building with an area of more than 5,000 sq m and a high standard of workmanship and finish.

- DIRECTOR IN FINANCIAL DEPARTMENT - CU TU NA ŻYCIE SA (I 1999 - XII 2001)

Supervision of financial reporting processes in accordance with Polish regulations and international standards, implementation of financial information consolidation processes and responsibility for their implementation.

Experience gained:

methods and tools to ensure the quality and completeness of financial information, functioning of human teams in demanding and changing business and organizational conditions, designing functional and organizational changes concerning the financial function, reorganization of the capital, operational and internal reporting structure for most CU companies in Poland - creation of a functional capital group.

- CONSULTANT, EXPERIENCED CONSULTANT, SENIOR - ARTHUR ANDERSEN SP. Z O.O. (IX 1994 - I 1999)

Participation and conducting of audit projects and in the field of Business Consulting

Experience gained:

functioning and specifics of institutions operating in the financial market (specialization in servicing insurance clients), organizational and business conditions of financial services companies, but also companies offering material services; business consulting projects included reengineering of manufacturing processes and implementation of controlling systems. Conducting audit projects both exhausting regulatory requirements for auditing financial statements, as well as those conducted on behalf of clients to meet specific information or control needs.

Social involvement

Mentor for a group of Leon Kozminski Academy students on postgraduate studies Professional Supervisory Board,

Participation in the work of the Association of Independent Supervisory Board Members,

Conducting a development group for teenagers aimed at creating conditions for building social skills, building self-awareness of young people, strengthening the ability to identify and assess social opportunities and risks, raising awareness of the importance of personal values

Working to secure the needs of the school's operation in conditions of limited availability of funds (organizing charitable activities, organizing and conducting unit extracurricular activities, membership in the competition committee for the position of school director, participation in school council bodies),

Serving as an independent data protection supervisor for a legal entity that is a church, in accordance with the RODO. Member of the Council for Cooperation with Churches and Religious Associations in Matters of Their Data Processing, appointed by the Minister of Digitization.

Education

- UNIVERSITY OF GDAŃSK - ECONOMICS AND ORGANIZATION OF FOREIGN TRADE

Additional Programs:

London Business School - Leadership and Business Development Programme

Institut Européen d'Administration des Affaires - GM Programme

Postgraduate Interdepartmental Studies at the UW Center for Forensic Sciences

Mrs. Grażyna Sudzińska-Amroziewicz does not run any competitive activity to Apator SA, she is not a partner in any competitive civil law partnership, she is not a member of the body of competitive capital company and she is not in other competitive legal person as member of its body.

Mrs. Grażyna Sudzińska-Amroziewicz is not registered in the Register of Insolvent Debtors kept based on the Act on National Court Register.