



Professional training for key departments in enterprises

LAW | FINANCE | TAX | HR | INVESTMENTS

KBZ Żuradzki Barczyk & Wspólnicy
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Training areas

Law

Training designed to enhance the security of business operations, covering management liability, disputes, and the financial consequences of business decisions.

Tax

Tax training prepares organizations for proper compliance, tax audits and proceedings, and the effective use of available tax reliefs.

HR

SHR training supports employers in workforce management and immigration policy, mitigating employment-related risks and optimizing employment costs.

Investments

Training focused on the secure implementation of investment projects, regulatory obligations, and legal and tax risks, including financial implications of strategic decisions.



Intended participants

- Employers, board members, operational directors and individuals responsible for employment matters, including HR, payroll and immigration specialists.
- Members of management and supervisory boards, operational directors and individuals responsible for strategic decision-making, including in restructuring scenarios.
- CFOs, chief accountants, financial managers and individuals responsible for tax risk management and corporate reporting.
- Business owners, board members, operational and financial directors and investment project managers, including domestic and foreign investors and general contractors.

HR

Selected topics



Legalization of stay and work of foreigners

- Fast-track procedure in the Silesian region.
- Residence permit application step by step.
- Administrative practice and processing timelines.
- Employer best practices and preparation for inspections.
- Fast-track work permits.
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Temporary workers and outsourcing

- Cooperation models – temporary work, employee outsourcing and process outsourcing.
- Classification risks and joint liability.
- Verification of agencies – key documents and red flags.
- Contractual clauses and operational supervision.
- Case studies and inspection examples.

Compliance in practice

- Identification of regulatory risks. Management liability.
- Implementation of internal procedures and whistleblowing systems.
- Preparation for inspections and investigations.

Pay transparency and gender pay gap

- Legal basis and implementation timeline under the EU directive.
- Recruitment changes (from 24.12.2025): salary disclosure, gender-neutral job titles, prohibition of salary history inquiries and non-discriminatory recruitment processes.
- Obligations from 7 June 2026: right to pay information, job evaluation and pay gap reporting.
- Organizational documentation and implementation measures.
- Consequences of non-compliance – disputes, sanctions and employer liability.

Workplace harassment and unequal treatment

- Legal framework and definitions of mobbing and discrimination (direct and indirect).
- Employer and management obligations – prevention procedures and complaint handling.
- Legal, financial and reputational consequences.
- Termination of employment due to harassment – conditions and claims.
- Case studies and court practice.

TAX

Selected topics



Withholding tax (WHT)

- Scope of WHT – payments subject to withholding tax (intangible services, royalties, interest, dividends) and controversial areas.
- Beneficial owner – definition, required documentation and common payer errors.
- Pay and refund mechanism – WH-OSC statements, clearance opinion for exemption application and personal liability risks of management board members.
- Double tax treaties – conditions for applying preferential rates, certificate of tax residence and the due diligence requirement.
- Audits and disputes – areas most frequently challenged by tax authorities and documentation preparedness.

Transfer pricing

- Documentation obligations – definition of related parties, thresholds (local file, master file), TPR reporting and liability and penalties.
- Typical intra-group transactions – management and support services, licences and know-how, component trading, intra-group financing and cost allocation.
- Arm's length analysis – method selection, benchmarking, updates of analyses, non-routine transactions and restructurings.
- Transfer pricing and special economic zone exemption – impact on exempt income, cost allocation and risk of challenge by tax authorities.
- Audits and disputes – key verification areas and best practices mitigating tax risk.

Passenger car costs from 2026

- New cost limits based on CO₂ emissions.
- Determining emission levels and required documentation.
- Leasing, rental and purchase structures – impact on CIT and PIT.
- Internal process organization and documentation.
- Risk areas and audit exposure.

Minimum CIT and changes in corporate taxation

- Scope and profitability thresholds.
- Tax base calculation and interaction with standard CIT.
- Operational impact on tax planning, financing and cost structure.
- Interaction with R&D relief, IP box and investment exemptions (PSI/SSE).
- Global minimum tax (Pillar 2 – 15%).

National e-invoicing system (KSeF) in practice

- Preparation for mandatory e-invoicing.
- Process adjustments, management liability and system integration risks.

LAW

Selected topics



Restructuring, insolvency and liquidation of a business

- Early signs of financial distress and management board obligations – the point of insolvency and personal liability exposure.
- Available restructuring proceedings – arrangement approval proceedings, accelerated arrangement proceedings and remedial (sanation) proceedings.
- Bankruptcy and liquidation – statutory grounds, course of proceedings and asset protection.
- Liability of management board members – liability for company obligations and the duty to act in a timely manner.
- Mitigation of legal and financial risks – remedial measures, negotiations with creditors and protection of key assets.

Trademarks and brand protection

- Brand protection strategy – registration in Poland, the European Union and under the international system (Madrid system).
- Trademark clearance searches and IP due diligence – mitigation of dispute risk.
- Licence agreements and transfer of rights – key clauses and safeguards.
- Enforcement against infringement – market monitoring, opposition proceedings and court litigation.
- Intellectual property disputes – claims, interim relief measures and litigation strategy.

Corporate disputes

- Sources of conflicts within companies – deadlock situations, shareholder disputes, liability of management board members and supervisory board members.
- Management liability – civil, criminal and fiscal criminal liability in conflict situations.
- Preventive mechanisms – provisions of the articles of association, shareholders' agreements and exit clauses (buy-sell, drag-along, tag-along).
- Dispute resolution strategies – mediation, arbitration, changes in ownership structure and share buy-outs.
- Procedural aspects – securing claims, court proceedings and protection of the company's interests.

Forensic audit

- Identification of irregularities – typical areas of misconduct (financial, operational and corporate).
- Securing evidence – internal procedures, documentation and data protection.
- Role of management and compliance – reporting obligations and remedial actions.
- Internal investigations and cooperation with authorities – civil and criminal liability exposure.
- Post-incident measures – procedural changes, crisis communication and mitigation of reputational risks.

ESG – obligations and risks

Scope of ESG and CSRD regulations – reporting obligations and implementation timeline. Non-financial reporting and supply chain due diligence. Management liability and regulatory risk exposure. Integration of ESG with the compliance system and corporate strategy.

INVESTMENTS

Selected topics



Risk management – legalization of stay and real estate acquisition

- Legalization of stay and work of foreign nationals in investment projects.
- Work permits, temporary residence permits and secondment.
- Acquisition of real estate by foreign entities – regulatory requirements and statutory limitations.
- Inspections of legality of stay and investor liability exposure.
- Regulatory risk management in projects involving foreign nationals.

Public procurement – participation of foreign companies in tenders

- Conditions for participation in public procurement procedures and documentation requirements for foreign contractors.
- Grounds for exclusion and formal risks.
- Consortia and subcontracting in public procurement.
- Legal remedies – appeals to the National Appeals Chamber (KIO).
- Contractual liability in the performance of public contracts.

Polish investment zone (PSI) – support mechanisms for investors

- Conditions for obtaining a support decision – quantitative and qualitative criteria.
- Scope of CIT and PIT exemption and duration of the tax relief.
- Eligible costs and intensity of state aid.
- Investor obligations following the issuance of the support decision.
- Risk of loss of exemption and inspections.

High-potential investor – optimisation of employment costs

- Employment models in investment projects – employment contracts, B2B arrangements, outsourcing and temporary work.
- Employment costs and project structure – social security contributions, taxes, employee benefits
- Tax reliefs and incentives (R&D, Polish Investment Zone (PSI), automation/robotisation relief) in investment projects.
- Inspection risks (labour inspectorate, social security authority, border guard) and investor liability exposure.
- Structuring a compliant and secure employment model within the project.

Liability of the investor and the general contractor

- Allocation of liability in the construction process (Construction Law and Civil Code).
- Agreements with the general contractor and subcontractors – key contractual clauses.
- Joint and several liability for remuneration of subcontractors.
- Claims in construction projects – delays, defects and contractual penalties.
- Risk mitigation strategies and preparation for potential disputes.

Digital construction logbook (c-KOB)

- Obligation to maintain the digital construction logbook – legal basis and implementation timeline.
- Scope of data and documentation subject to digital record-keeping requirements.
- Liability of the owner and the facility manager.
- Sanctions for improper maintenance of documentation.

Discuss your training needs

KBZ Law & Tax training programmes support organizations in building internal competencies, mitigating legal and tax risks and making informed business decisions. Regardless of the area – law, tax, HR or investments – all training sessions are delivered in accordance with uniform substantive standards, taking into account current regulations, management liability and real-life risk scenarios.

The programmes are tailored to the specific industry, organizational structure and scope of responsibility of the participants, ensuring practical solutions ready for direct implementation. Training is delivered either online (MS Teams, GetResponse) or on-site (at the client's premises or at KBZ offices).



Training sessions are conducted by experienced legal advisors, attorneys-at-law and tax advisors specializing in advising domestic and international enterprises.

We invite you to contact us to discuss your training needs and to receive a proposal tailored to your organization.



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