

Paweł Piotrowski

Partner

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OVERVIEW

Paweł Piotrowski, a partner, is a projects lawyer concentrating in infrastructure and energy (transition and nuclear). He assists with public procurement matters as part of his practice and is well recognized for his knowledge of public-private partnerships (PPP) and EPC contracts. Paweł has been involved in negotiating and drafting all forms of project agreements, including procurement regime, contractual documentation, construction, and financing in various jurisdictions, in the Middle East (Qatar, the United Arab Emirates (UAE), Saudi Arabia, Syria, Oman), Europe, Asia (Singapore, Brunei, Japan, Pakistan, Indonesia, Kazakhstan, the Philippines), and Africa (Rwanda, Namibia, Angola) and in various sectors, including social infrastructure (schools), transport (airports, metro, railways, car parks, motorways), oil and gas, sport infrastructure (2022 FIFA World Cup, UEFA Euro 2012), waste management (waste to energy incineration plants), water and sewage, ports (container terminal), healthcare, and energy (construction of new plants, including nuclear, Carbon Capture and Storage project, renewables).

PROFESSIONAL BACKGROUND

Paweł has more than 16 years of professional experience in the field of major infrastructure and energy projects.

He is a member of the Society of Construction Law (Gulf), an overseas member of the Society of Construction Law (UK), and a member of the Public Procurement Law Association (Poland). Paweł is also a member of the prestigious International Nuclear Law Association.

He has authored a number of publications promoting PPPs and concessions. In addition, he lectured at postgraduate studies on PPPs at the Warsaw School of Economics (SGH).

ACHIEVEMENTS

- Recognized by *Chambers Global* for Projects & Energy in Qatar, 2024-2026
- Recognized by *The Legal 500 EMEA* as a Leading Partner for Projects, Real Estate and Construction in Qatar, 2023-2026
- Recognized by *The Legal 500 Asia Pacific* as a Recommended Lawyer for Leading Firms in Brunei, 2026

- Recommended by *Lexology Index* for Environment in Qatar, 2026
- Recognised by *Lexology Index* for Construction as a Future Leader-Partner, 2026
- Recommended by *Lexology Index* for Energy - Renewables in Qatar, 2026
- Led the team recognised with the Education Deal of the Year award at the *Infra Global Awards* for the Qatar Schools Wave 2 project, 2025
- Recognized by the Global Banking and Markets with the Infrastructure Finance Deal of the Year Award, Middle East, 2025
- Recognized as Thomson Reuters *Stand-out Lawyer,* 2023-2024
- Recognized the Winner of the *Lexology Client Choice Awards* in Construction, 2024
- Recognized by *Chambers Global* for Projects & Energy in Qatar, 2021-2023

"Paweł Piotrowski has established himself as a go-to lawyer for Qatari PPPs, offering considerable experience in procurement-related issues and contract drafting. He also advises on construction and infrastructure projects. One client says, "I believe he is the best PPP projects lawyer in Qatar." "He explains 'black letter law' concepts well enough for others to understand," according to another source.

"Paweł Piotrowski is fast establishing himself as a go-to figure for Qatari PPPs, offering considerable experience in procurement-related issues and contract drafting. One client enthused: "Paweł is really, really good. He's really accessible, gets back to you quickly, has a really commercial approach and understands transactions from a high level."

- Leader of the Property & Construction team of the Year for four consecutive years (*Qatar Business Law Forum* 2018-2021, *LexisNexis*)
- Named a "Rising Star" in the 2015 edition of the legal professionals' ranking published by *LexisNexis* Poland and Dziennik Gazeta Prawna
- Recognized by C*hambers Europe* for Projects and Infrastructure, 2015
- Recognized by *Chambers Europe* for Public Procurement, 2014-2015

SPEAKING ENGAGEMENTS

- Speaker, “Waste-to-Energy (WtE) Public Private Partnership. Pre-Tendering Market Sounding,” hosted by The Ministry of Municipality, 1 October 2025
- Speaker, “Improving project bankability: the 90% challenge,” Africa Construction Law Conference in Nairobi, 22-23 May 2025
- Speaker, The Life of a Public–Private Partnership (PPP) Contract: From Conception to Demise, Seminar hosted by The Qatar International Court, 23 September 2024

- Panelist, “Global Hydrogen Policy Developments: An Update for Qatar," Qatar Business Law Forum, 24 November 2021

ADDITIONAL BACKGROUND

- Member of the Warsaw Regional Chamber of Legal Advisers - since 2006, fully qualified, since 2010

EDUCATION

- LL.M., University of Warsaw, 2006 *(magna cum laude)*
- Certificate, University of Florida Levin College of Law, 2005
- Diploma, Cambridge University, 2004

ADMISSIONS

- Legal Advisor, Warsaw

LANGUAGES

- English
- Polish

THOUGHT LEADERSHIP *POWERED BY HUB*

- November 2026, July, August, September, and October 2026 Accolades
- 29 September 2026, Legal Reforms Underpin US$60 Billion Investment Pipeline Announced at QEF 2026
- 21 May 2025, Historic US Presidential Visit to the Middle East
- 29 April 2024, April 2024 Accolades - Part 2
- 8 February 2024, Roundtable: Procurement Strategies and Dispute Avoidance for the GCC Projects
- 6 April 2023, March 2023 Accolades
- 14 November 2022, Recent Changes to Tender Law Regulations in Qatar
- 14 July 2021, Sizing up the Scale of MENA's Potential Role in the Hydrogen Economy
- 1 June 2021, Construction and Projects in Qatar: Overview
- 19 May 2021, Qatar – An Opportunity for Operation and Maintenance PPPs
- 19 May 2021, Qatar - An Opportunity for Operation and Maintenance PPPs

- 4 August 2020, COVID-19: EPC and EPCM in Large Construction Projects Post COVID-19
- 29 July 2020, COVID-19: EPC and EPCM in Large Construction Projects Post COVID-19
- 2 April 2020, COVID-19: Force Majeure in the State of Qatar
- 1 April 2019, Overview and Q&A: Construction and Projects in Qatar

OTHER PUBLICATIONS

- Co-Author, "Construction and Projects: Overview (Qatar)", *Thomson Reuters Practical Law*, 8 December 2025
- Co-Author, "Waste-to-Energy PPPs: The Middle East's Next Big Infrastructure Trend?," *The Legal Industry Reviews: Qatar*, Edition 2, 28 January 2026
- Co-Author, "Public-Private Partnerships in Qatar: Legal Framework, Implementation and Future Outlook," *The Legal Industry Reviews: Qatar*, Edition 1, October 2025
- Co-Author, "K&L Gates: The H2 Handbook - Middle East," August 2021

NEWS & EVENTS

- 25 March 2026, K&L Gates Recognised in 2026 Edition of *The Legal 500 EMEA*
- 12 February 2026, *Chambers Global* 2026 Guide Ranks K&L Gates Lawyers, Practices
- 17 December 2025, K&L Gates Advises on US$4 Billion Damascus International Airport Redevelopment
- 26 March 2025, K&L Gates Recognised in 2025 Edition of *The Legal 500 EMEA*
- 13 February 2025, *Chambers Global* 2025 Guide Ranks K&L Gates Lawyers, Practices
- 23 September 2024, The Life of a PPP Contract - from Conception to Demise, Hosted by QICDRC, Monckton Chamber, and Essa Al Sulaiti Law Firm
- 27 March 2024, K&L Gates Recognised in 2024 Edition of *The Legal 500 EMEA*
- 15 February 2024, *Chambers Global* 2024 Guide Ranks K&L Gates Lawyers, Practices
- 12 April 2023, K&L Gates Recognised in *The Legal 500 EMEA* 2023 Edition
- 16 February 2023, K&L Gates Recognized in 2023 *Chambers Global* Guide
- 14 October 2022, K&L Gates Recognized as Banking & Finance, Corporate Teams of the Year at Qatar Business Law Forum Awards
- 17 February 2022, K&L Gates Recognized in 2022 Chambers Global Guide
- 26 November 2021, K&L Gates Honored With Qatar Business Law Forum Award

- 5 March 2021, K&L Gates Names 31 New Partners Across Global Platform
- 24 February 2021, K&L Gates Recognized in 2021 Chambers Global Guide
- 14 December 2020, K&L Gates Named "Property & Construction Team of the Year" for Third Consecutive Year at Qatar Business Law Forum & Awards
- 6 October 2020, K&L Gates Advises Barwa Real Estate Group on Qatari School Development Public-Private Partnership
- 24 January 2017, K&L Gates Advises Indonesia Mining SOE on US$254 Million Turnkey EPC Contract

AREAS OF FOCUS

- Construction and Infrastructure
- Construction and Infrastructure Project Funding
- Energy Finance
- Government and Public Procurement
- Major Infrastructure: Projects and Public-Private Partnerships

INDUSTRIES

- Energy
- Nuclear Energy
- Offshore Construction
- Offshore Wind Energy
- Oil and Gas
- Power Generation and Transmission
- Rail and Roads
- Transportation and Logistics
- Utilities
- Water and Wastewater

REPRESENTATIVE EXPERIENCE

Education / Social Infrastructure

- Advising a leading multilateral development bank in Asia in relation to the PPP for the Philippine Department of Education School Infrastructure Project Phase 3 involving the development and maintenance of approximately 15,000 climate-resilient school classrooms across the Philippines.
- Advising a government-owned not-for-profit organization on a development agreement on a Design, Build, Finance, Transfer (DBFT) basis for the construction of the new school located in Education City, Doha.
- Advised project sponsors in relation to Qatar Schools PPP Package 2 project led by the Ministry of Education and Higher Education, and Ashghal. We finalized the PPP agreement with Ashghal, drafted all key project documents, including the building contract and the facility management agreement, and advised on financing—including equity bridge and a mix of conventional and Islamic financing.
- Advised a research university in the Kingdom of Saudi Arabia on a PPP project concerning development and operation of a vaccine and bioprocessing facility.
- Advised project sponsors at the tender stage for the Zayed City Schools PPP project in Abu Dhabi.
- Advised lenders on a PPP project to design, build, finance, and maintain 12 public schools (Qatari Schools PPP – Package 2).
- Advised Barwa Real Estate on a PPP project to design, build, finance, and maintain eight public schools. This project is the first package of the Qatar Schools PPP Development Program, under which the country plans to develop 45 schools through PPP. It is also the very first PPP in the State of Qatar that reached commercial close outside of the power and water sector.
- Advised a major construction company at the tender stage for the Qatari Schools PPP – Package 2.
- Advised a public sector client in connection with the delivery of several worker accommodation facilities across Qatar on a PPP or Build-Operate-Transfer (BOT) delivery method.

EPC and Non-contentious Matters

- Advising the leading contractor in connection with the negotiation of the EPC contract with the customer for a gas pipeline project in Kazakhstan.
- Assisting a major Qatari real estate developer in relation to a PPP project for the development of a residential community across three separate locations in Qatar, covering all stages—from tender and contract negotiations through to financial close.
- Advising a leading solar tracking device company on Qatari law aspects of its contract to supply a solar tracking system for a major Korean EPC contractor in relation to Dukhan solar project in Qatar.
- Advising a government entity on the drafting of the new PPP Law for the State of Qatar. The project is part of the new strategy to introduce three new laws, including a PPP law, as part of a major legislative overhaul to make Gulf Arab state more attractive to foreign investors.
- Advised an international construction company on the engineering, procurement, and construction contract for a 1,044 MW gas-fired power plant in Libya and related joint venture agreements with a value exceeding €1 billion.

- Advised a Doha-based global venture capital company on a joint development agreement with counterparty to develop a manufacturing plant in Qatar. We also drafted and negotiated contracts for the design and construction of the plant.
- Advised the Ministry of Commerce on various agreements, including drafting and negotiating a design and build contract, for the development of the Qatari pavilion for the World Expo 2025 in Osaka, Japan.
- Advised the Omani Ministry of Finance's PPP unit on a project focused on designing and constructing the headquarters of the Ministry of Commerce, Industry, and Investment Promotion (MoCIIP) together with mixed-use and retail buildings under the PPP scheme. Our work also included drafting tender documents.
- Advised M Cubed for Oil & Gas Services on their corporate structuring and agreements with services providers from various parts of the world in relation to the highly confidential disruptive services that the client is pursuing in the oil and gas industry in Qatar.
- Advised a US-based nuclear technology company on projects in Central and Eastern Europe.
- Advised a Chilean architectural firm in relation to their various contracts for design of a new museum for the State of Qatar named 'Art Mill.'
- Advised Indonesian state-owned mining company PT ANTAM (Persero) Tbk on a US$254 million turnkey engineering, procurement, and construction contract for the Haltim Ferronickel Plant Development Project with Wijaya Karya and Kawasaki Heavy Industries, Ltd.
- Advised the Qatar Free Zones Authority in relation to various contracts (including Master Technical Services Agreement and operation and maintenance (O&M) contracts) and regulations for setting up and development of the US$3 billion free zones project.
- Advised the Public Works Authority (Ashghal) in connection with Ashghal's preparation of an entire suite of contracts (circa 30 contracts) in support of the Ashghal's delivery of various infrastructure and other projects included in its five-year US$70 billion construction program.
- Advised an American electronic commerce and cloud computing company on their standard construction contract, design services agreement, and other services agreements to be used in connection with their development projects in the UAE and Saudi Arabia.
- Advised a group of lenders on €500 million+ project financing concerning extension of oil refinery facilities in northern Poland.
- Advised the second-largest producer of hard coal in Poland on long-term project contracts, including sale of coal mine methane, with a value of €150 million+.
- Advised a Polish sovereign wealth fund on project financing for an oil rig platform.
- Advised a major Spanish energy plant developer on construction of a power plant in southern Poland.
- Advised the biggest brown coal mine operator in Europe in connection with a CCS project.

- Advised the biggest Polish energy company in relation to construction of an 858 MW coal-fired plant in Bełchatów, Poland.
- Advised a contract engineer in relation to claims under the construction contract for the 460 MW coal-fired plant in Łagisza, Poland.

Public Procurement and Major Tenders

- Advising a major Chinese oil and gas company in relation to its participation in a tender led by a Middle Eastern national oil company.
- Assisted a leading global consulting, construction engineering, and operating firm in tender proceedings launched by the Public Works Authority of Qatar (Ashghal), with respect to a framework agreement to operate and maintain road systems in Qatar. Following the project award, advising on joint venture and sub-contracting arrangements.
- Advised a French utility company during tender for Ashghal Catchment Zone Framework project concerning long-term, comprehensive O&M of Qatar's water and sewage network, drafting and negotiating construction subcontracts, and assisting on corporate matters.
- Advised a European shipbuilding company on its biggest tender in Qatar covering various maintenance services of military facilities in Qatar (air, naval, and other bases).
- Advised a leading catering services company in relation to a tender for a design-build-operate-transfer project led by the Qatari Ministry of Defense.

Waste to Energy, Water, and Sewage

- Together with our consortium partner, advised a Qatari ministry on the National Integrated Solid Waste Management Program, delivered through a PPP model.
- Continuing to advise a European private utility company on its participation in a competitive tender relaunched by the Public Works Authority (Ashghal) for one of the largest O&M services procurements in Qatar's infrastructure market in recent years.
- Advising a South Korea-headquartered EPC services provider in relation to a vendor due diligence exercise covering all of its global contracts portfolio, including all PPP and concession agreements relating to water treatment and desalination facilities. Our role is to help client with a review the documents so as to: (i) be ready for document requests and due diligence inquiries from the winning bidder in the deal, (ii) anticipate potential red-flag or yellow-flag due diligence issues, (iii) find out about any third-party consent or waiver requirements in order for the deal to be consummated, and (iv) be ready to prepare/review disclosure schedules. We have also assisted with drafting back-to-back subcontracts.
- Advised a German project company on an approximately €200 million PPP waste and environment project encompassing financing, construction, and maintenance of the regional incineration plant in Gdańsk, Poland.

- Advised a German project company on an approximately €170 million pathfinder PPP waste and environment project encompassing financing, construction, and maintenance of the regional incineration plant in Poznań, Poland.
- Advised a major Belgium waste incineration plant developer in public procurement proceedings (design and build procurement concerning incineration plant in Konin, Poland).
- Advised a UK investor active in the waste to energy sector on acquisitions of five biogas plants (greenfield investment).
- Advised a UK investor active in the waste to energy sector in relation to landfill biogas exploitation projects (nine landfills).
- Advised a municipal water company in Bydgoszcz, Poland, on the acquisition of a stormwater collection system from a shareholder.
- Advised a municipal water company in Bydgoszcz, Poland, in connection with a project to develop a stormwater drainage distribution system.

Bus, Rail, and Metro

- Advised on a confidential project involving changes at the key subcontractor level in relation to the Doha metro system. This project is critical to the State of Qatar given the importance of the uninterrupted metro service to the country.
- Advised a Saudi-based transportation company in relation to bus and limousine services during the FIFA World Cup 2022.
- Advised a government entity on a US$500 million bus rapid transit (BRT) project in Peshawar, Pakistan, to be financed by the Asian Development Bank.
- Advised a government entity on a US$200 million BRT project in Karachi, Pakistan, to be financed by the Asian Development Bank.
- Advised a major Japanese investor on project encompassing financing and construction of an intermodal rail terminal in Swarzędz, Poland.
- Advised one of the members of the winning consortium in the procurement proceedings for construction of the second underground line in Warsaw, Poland.

Hotels and Retail

- Advised a government entity on a confidential project in the hospitality sector involving an ultra-luxurious hotel to be developed in a prime location in the West Bay area, Doha.
- Advised a strategic joint venture partner (an ultra-high-net-worth-individual) to a sovereign wealth fund in the Qatar-based project involving two luxurious hospitality developments.
- Advised a major real estate developer in relation to a 160-hectare mixed-use development located in north Jeddah, Saudi Arabia.

- Advised Qatar First Bank (QFB) on their acquisition of the Lulu Hypermarket building in Messila from Qatar Insurance Company and Qatar Insurance Company Real Estate. This was a landmark transaction as QFB's first step towards establishing a strong local presence in the Qatari Market.

Ports

- Advising a Qatari investment management company on the acquisition of 49% of the shares in a company operating a container terminal at one of the principal ports in Namibia.
- Advised a Dutch development company with respect to the design and construction of the new port in Zanzibar, Tanzania under the PPP scheme. We have been supporting project stakeholders in drafting and negotiating PPP agreement and providing procurement and negotiation support.
- Advised a major Qatari terminal operating company with respect to proposed acquisition of a port project in Gdansk, Poland.
- Advised a major Qatari terminal operating company with respect to proposed acquisition of a river port in Colombia.
- Advised a major Qatari terminal operating company with respect to FIDIC construction contract for the facilities in the New Hamad Port in Qatar.
- Advised a specialist port consultant to the national steering committee charged with developing a greenfield port in Qatar. We drafted a long-term operational concession contract (with ancillary documents) and prepared tender documentation for O&M services concerning the US$450 million+ newly built strategic food reserve facility within the New Hamad Port in Qatar.
- Advising sponsors in connection with the construction of the only LNG terminal in Poland in Port of Świnoujście.
- Advised an Australian investment fund company on the extension of a deepwater sea container terminal in Gdańsk, Poland (public procurement, construction, project agreements, and bankability issues). The project has been awarded the European Ports Deal of the Year 2014 by Infrastructure Journal and Project Finance Magazine.
- Advised lenders in relation to financing of development of the container terminal in Gdynia, Poland.

Car Parks

- Advised a major construction company and a real estate developer at the tender and post-tender stages for the West Bay and Doha Central Car Parking PPP project.
- Advised a consortium of IL&FS Transportation Networks and Next Generation Parking on the development of a multi-level car parking project in the Middle East by drafting and negotiating the PPP agreement for the construction and operation of an automated carpark and retail facility for local courts. This was the first PPP project concluded under the new Dubai PPP law.

- Advised European Bank for Reconstruction and Development on financing of concession project concerning construction and maintenance of a car park in Wrocław, Poland (this was the first concession project in a car park sector implemented under the new concession law in Poland that reached the financial close).
- Advised a consortium of bidders on a concession project concerning construction and maintenance of an underground car park in Cracow, Poland.

Sports and Leisure Facilities

- Advising on 'Al Shaqab' project consisting of design, construction, operation, and management of accommodation facilities that include innovative and luxurious 'glamping' tents in Doha to be used as one of the accommodation options during the FIFA World Cup 2022 in Qatar, and beyond.
- Advised the Qatar Foundation legal and technical teams on structuring and drafting relevant agreements for the concession project concerning various sports facilities to be developed by the private partner in the Education City development in Doha.
- Advised a private investor participating in the PPP proceedings for the selection of a private partner to build and maintain a water park in Katowice, Poland.
- Advised the Polish Ministry of Sport on the due diligence of the construction contract for the National Stadium in Warsaw, Poland.
- Advised the Polish Ministry of Treasury on the legal structure of the PPP investment in public and commercial buildings which were supposed to accompany the new National Stadium in Warsaw.

Motorways and Roads

- Advised European Investment Bank on a concession project for the construction and operation of a section of the A2 toll motorway.
- Advised European Investment Bank on a PPP project for the construction and operation of a section of the A1 toll motorway.
- Advised a major Spanish construction company in connection with the construction of the Northern Bridge in Warsaw, Poland.
- Advised a major Spanish construction company on claim management concerning construction of various sections of A4 and A1 motorways in Poland.

Airports

- Advised the General Authority of Civil Aviation of Syria on the US$4 billion landmark redevelopment of Damascus International Airport, a flagship national infrastructure initiative and a symbol of Syria's reintegration and modernization efforts.
- Advised a project company in connection with the financing of development of an advising project company in connection with the financing of development of an airport in Katowice-Pyrzowice, Poland.

- Advised a French investor on the preparation of the legal structure of a PPP investment consisting of the construction of a new passenger terminal for the international airport in Wrocław, Poland.

Healthcare

- Advised a major German company on the financing of radiotherapy centers to be developed by special purpose vehicle set up by a private equity investor.

Contentious Matters

- Advising a high-net-worth individual on termination of a rental agreement for substantial villa in the Pearl-Doha.
- Advised a major construction company at the pre-arbitration stage of their dispute with one of the biggest banks in the UAE which (as a part of a bank syndicate) extended financing to fund various real estate and hotel developments in the region.
- Advised project sponsor on pre-arbitration dispute and arbitration (ICC) dispute over termination of the development management contract in relation to a major development project in Qatar and for a private sector client in connection with the development of a US$2 billion mixed-use development in Qatar.
- Advised a major US provider of technical services on various construction issues in connection with an ongoing litigation and arbitration proceedings over design of iconic bridges in Qatar.
- Advised a public sector client on termination of the yacht management services agreement in relation to 14 superyachts docked in Monaco.