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To Whom It May Concern,

Subject: Reference Letter

As the Secretary General of the Forum of European Highway Research Laboratories (FEHRL), I am pleased to provide this reference for Ms Monika Kowalska-Sudyka, who contributed significantly to our international collaboration over more than a decade.

Between 2008 and 2022, Monika represented the Road and Bridge Research Institute (IBDiM) in FEHRL as its Research Coordinator. In this role, she helped link national research activities with European initiatives and demonstrated strong expertise in managing complex, multi-partner projects under successive EU Framework Programmes, including FP5, FP6, FP7 and Horizon 2020.

One of her most significant achievements was her role as Chair of the Organising Committee for the Transport Research Arena (TRA) 2016 in Warsaw. Her leadership contributed greatly to the success of this major international event, during which she coordinated cooperation between the European Commission, Conference of European Directors of Roads (CEDR), FEHRL and several European Technology Platforms.

Monika is a proactive and well-organised professional with a strong understanding of the European research landscape. She has considerable experience in managing large-scale international projects and is committed to supporting innovation and effective collaboration.

I highly recommend her for senior leadership or project management roles.

Yours sincerely,

**Dr. Thierry Goger,
Secretary-General**

A handwritten signature in black ink, appearing to read 'Goger', is written over a light blue rectangular background.

