

Laurent Ledoux, a Belgian national, is an economist trained at KU Leuven, the Complutense University of Madrid, the University of Bologna and the University of Namur. Over more than thirty years, he has worked in the public and private sectors, in Europe and abroad, with one constant: improving the quality of public services and the well-being of civil servants.

In the public sector, he first managed a portfolio of European Commission technical-assistance programmes in Ukraine, Belarus and Moldova, supporting the modernisation of public administrations and the restructuring of state-owned enterprises. As Director of Personnel and Organisation at the Belgian Federal Public Service for the Economy, he led a business-process reengineering that reshaped the working of an administration of 3,000 civil servants. He then served as Chief of Staff to the Belgian Minister for Higher Education, Scientific Research and International Relations, where he reorganised several public agencies. From 2013 to 2016 he was President of the Executive Committee of the Federal Public Service for Mobility and Transport where he led more than 1,000 civil servants through a reform, built on trust and staff autonomy. The reform led to faster processing times for public services and significantly reduced long-term absenteeism.

In the private sector, he was a partner at Arthur D. Little in charge of the public sector practice, leading modernisation projects for Belgian and European administrations. As Head of Public Banking and a member of the Corporate and Public Banking Executive Committee at BNP Paribas Fortis, he served governments, municipalities, hospitals, universities and multilateral institutions such as the European Commission, acted as lead banker in several hospital restructurings and contributed to Belgium's first public-private partnership for school construction. He also initiated Microstart, now Belgium's largest microcredit institution. He was interim Chief Executive of EurActiv, the pan-European media network on EU affairs, which he returned to profitability within a year. In recent years, he has founded and run two consultancies serving mainly public clients across Europe.

Alongside his career, Mr Ledoux has volunteered for Médecins Sans Frontières in Mozambique and for several NGOs in Africa and in Central and South America. He co-founded Teach for Belgium, the Belgian branch of Teach For All, sits on the board of Pag-Asa, which assists victims of human trafficking, and has led pro bono, for more than 25 years, the association Philosophy & Management, which brings together philosophers and managers to foster responsible management and leadership. This led him to co-design and co-direct for ten years the Executive Master in Management and Philosophies at the ULB. He teaches leadership, change management, business ethics and corporate social responsibility at several European universities. He speaks French, English, Dutch, German, Spanish, Italian and Portuguese.