

Doc. 15968  
16 April 2024

## **Election of the Secretary General of the Council of Europe**

### **Communication Committee of Ministers**

Contents:

I. Letter from the President of the Ministers' Deputies to the President of the Assembly dated 25 mars 2024.....	p. 2
II. Resolution CM/Res(2024)1 on the election of the Secretary General .....	p. 3
III. Candidatures:	
- Candidature of Mr Alain Berset (Switzerland) .....	p. 5
- Candidature of Mr Indrek Saar (Estonia) .....	p. 9
- Candidature of Mr Didier Reynders (Belgium) .....	p. 17



Presidency of /Présidence du  
**LIECHTENSTEIN**  
Council of Europe /Conseil de l'Europe  
11/2023–05/2024

**Mr Theodoros Rousopoulos**  
President of the Parliamentary Assembly  
of the Council of Europe  
Strasbourg

Ref ► Sec/CM/Out(2024)35

Strasbourg, 25 March 2024

Dear President,

I would like to inform you that at the 1493<sup>rd</sup> meeting of the Ministers' Deputies (25 March 2024), the Committee of Ministers adopted Resolution CM/Res(2024)1 containing the list of candidates it has decided to submit to the Parliamentary Assembly with a view of the election of the Secretary General.

The list was drawn up following a vote in accordance with the Committee's rules of procedure. The names are presented by the Committee of Ministers in order of preference.

I enclose a copy of the Resolution in both official languages.

Yours sincerely,

**Domenik Wanger**  
President of the Ministers' Deputies

---

## **Resolution CM/Res(2024)1 on the appointment of the Secretary General**

*(Adopted by the Committee of Ministers on 25 March 2024  
at the 1493<sup>rd</sup> meeting of the Ministers' Deputies)*

---

The Committee of Ministers, under the terms of Article 36.*b* of the Statute of the Council of Europe,

Having regard to the Regulations relating to the appointment of the Secretary General, Deputy Secretary General and Secretary General of the Parliamentary Assembly having the rank of Deputy Secretary General;

Having regard to the decisions taken at the 117<sup>th</sup> Ministerial Session (May 2007);

Having regard to the Rules and procedures for the future elections of the Secretary General – Joint interpretative statement, adopted by the Parliamentary Assembly at the Standing Committee on 12 March 2010 and by the Committee of Ministers on 24 March 2010, and modified by the Parliamentary Assembly on 22 January 2018 and by the Committee of Ministers on 13 December 2017;

Having examined the three candidatures presented by the Governments of Belgium, Estonia and Switzerland;

Having consulted the representatives of the Parliamentary Assembly in the Joint Committee on 25 January 2024;

Having interviewed the three candidates at the present meeting (20 March 2024),

Decides to submit to the Parliamentary Assembly, for appointment to the post of Secretary General, with effect from 18 September 2024, the following candidatures, listed in order of preference, with the names of the sponsoring governments in brackets:

- Mr Alain Berset (Switzerland);
- Mr Indrek Saar (Estonia);
- Mr Didier Reynders (Belgium).



## 1486<sup>th</sup> meeting, 17 January 2024

1 General questions

### 1.7 Election of the Secretary General – Procedure

---

The Secretariat recalls that, on 18 October 2023 (1478<sup>th</sup> meeting, item 1.7), the Deputies adopted the timetable for the election procedure of the Secretary General. The closing date for the submission of candidates is fixed at 10 January 2024.

By letter dated 10 January 2024, the Swiss authorities informed the President of the Committee of Ministers and the Secretary General that they propose the candidature of Mr Alain Berset for the post of Secretary General. The corresponding letter and the curriculum vitae of Mr Berset are attached.

---

<sup>1</sup> This document has been classified restricted until examination by the Committee of Ministers.

Bern, 10 January 2024

**Candidature of Mr Alain Berset  
for the post of Secretary General of the Council of Europe**

Madam President,

In a letter dated 25 October 2023, the President of the Committee of Ministers, Mr Krišjānis Kariņš, Minister for Foreign Affairs of Latvia, invited member States to submit candidatures for the post of Secretary General of the Council of Europe, with a view to the election to be held in June 2024.

I have decided to present the candidature of Mr Alain Berset, former President of the Swiss Confederation.

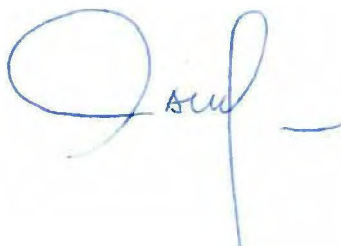
Mr Alain Berset was a member of the Swiss Government from 2012 to 2023, during which time he held the office of President of the Confederation twice (2018 and 2023). As Minister, Mr Alain Berset headed the Federal Department of Home Affairs, which is responsible for many of the Council of Europe's areas of activity. These include culture, health, social insurance, children and young people, equality between women and men and the fight against discrimination and racism.

Before joining the Government, Alain Berset was a member of the Swiss Federal Parliament from 2003 to 2011. He chaired the Council of States, the upper house of Parliament, in 2008/2009. A native French speaker, Mr Alain Berset also speaks English and German and understands Italian and Spanish.

I am convinced that Mr Alain Berset will promote the values of the Council of Europe with great skill and determination. With the benefit of his long experience in the highest executive functions, he will also be able to ensure the smooth running of the Organisation and prepare it to meet current and future challenges, by implementing the priorities defined at the Reykjavík Summit.

Please accept, Madam President, the assurance of my highest consideration.

Ignazio Cassis  
Federal Councillor



Her Excellency  
Ms Dominique Hasler  
Minister for Foreign Affairs, Education and Sport of the Principality of Liechtenstein  
President of the Committee of Ministers of the Council of Europe

Copy: Ms Marija Pejčinović Burić, Secretary General of the Council of Europe

Appendix: CV of Mr Alain Berset



## Alain BERSET

**Former President of the Swiss Confederation and Head of the Federal Department of Home Affairs FDHA (health, social security, culture, equality between women and men, child and youth policy, anti-discrimination/anti-racism)**

Swiss politician with longstanding experience at the highest executive and legislative levels with marked consensus-building, decision-making and managerial skills. Distinct interest in multilateralism, international law, rule of law and human rights

### Personal details

9 April 1972, Fribourg, Switzerland

Married, 3 children (20, 18, 16)

PhD in economics and M. Sc. in political science

### Political career

2023	President of the Swiss Confederation
2018	President of the Swiss Confederation
2012 – 2023	Member of the Government (Federal Council) and Head of the Federal Department of Home Affairs FDHA
2009	President of the Senate (Council of States)
2007 – 2011	Member of the parliamentary Assembly of the OSCE
2005 – 2011	Member of the parliamentary Assembly of the Francophonie
2005 – 2011	Vice president of the parliamentary Social Democratic group
2003 – 2011	Member of the Senate (Council of States)
2000 – 2004	Constitutional Council of the Canton of Fribourg
2001 – 2003	Member of the local parliament in Belfaux FR

### Professional activity

2006 – 2011	Independent strategy and communications advisor
2001 – 2004	Strategic advisor at the Department of Economic Affairs of canton Neuchâtel
2000 – 2001	Guest researcher at the Hamburg Institute of International Economics, Hamburg
1996 – 2000	Assistant lecturer at the Research institute for Regional Economic Development at the University of Neuchâtel

### Education

2005	PhD in Economics at the University of Neuchâtel
1996	Ms. Sc. in Political Science at the University of Neuchâtel

### Further activities

2005 – 2011	President of the Swiss Association for the promotion of AOC/IGP, Bern President of the Swiss Tenants' Association – Western Switzerland Section, Lausanne
2004 – 2011	President of 'Les Buissonnets', foundation for children and adults with disabilities, Fribourg





## 1486<sup>th</sup> meeting, 17 January 2024

1 General questions

### 1.7 Election of the Secretary General - Procedure

---

The Secretariat recalls that, on 18 October 2023 (1478<sup>th</sup> meeting, item 1.7), the Deputies adopted the timetable for the election procedure of the Secretary General. The closing date for the submission of candidates is fixed at 10 January 2024.

By letter dated 1 December 2023, the Estonian authorities informed the President of the Committee of Ministers and the Secretary General that they propose the candidature of Mr Indrek Saar for the post of Secretary General (Appendix 1). The curriculum vitae of Mr Saar appears in Appendix 2.

---

<sup>1</sup> This document has been classified restricted until examination by the Committee of Ministers.



***Minister of Foreign Affairs  
Republic of Estonia***

Tallinn, 1 December 2023

Excellencies,

Allow me to refer to the letter of 25 October 2023 from H. E. Mr. Krišjānis Karinš, Minister of Foreign Affairs of Latvia and then Chairperson of the Committee of Ministers, regarding the nomination of candidates for the election of the Secretary General of the Council of Europe, due to take place in June 2024.

I have the honour to take this opportunity to officially present on behalf of the Government of the Republic of Estonia, the candidature of Mr. Indrek Saar for the position of the Secretary General of the Council of Europe.

Mr. Indrek Saar was the Minister of Culture in a significant time for Estonia - during our Presidency of the Committee of Ministers of the Council of Europe in 2016 and the Presidency of the Council of the European Union in 2017. He is a distinguished politician, former Chairman of the Social Democratic Party of Estonia. Previously, Mr. Indrek Saar has been a Member of the Estonian Parliament for four consecutive terms.

Mr. Indrek Saar has gained profound experience in relation to the work, activities and functioning of the Council of Europe over the years as a member of the Estonian delegation to the Parliamentary Assembly of the Council of Europe between 2007 and 2023. In this capacity, he has served in a prominent role of the Chairperson of the Committee on Rules of Procedure, co-rapporteur of country monitoring and participated in numerous election monitoring missions.

I am confident that Mr. Indrek Saar would be an excellent Secretary General of the Council of Europe considering his vision, commitment, high level managerial experience and communication skills to contribute to the future of the Organisation where democracy, human rights and rule of law are prerequisites for better lives.

Please accept, Excellencies, the assurances of my highest consideration.



Margus Tsahkna

H.E. Ms. Marija Pejčinović Burić  
Secretary General of the Council of Europe  
STRASBOURG

H. E. Ms. Dominique Hasler  
Minister of Foreign Affairs of Liechtenstein  
VADUZ

### Letter of candidacy

The more turbulent the times, the more important the role of the Council of Europe as the guardian of human rights, democracy and the rule of law. Our commonly shared values must firmly and consistently be the basis of all Council of Europe's decisions. This requires a maximum effort at all levels of the Organisation. While being united around common values, we are also individuals or represent countries with different worldviews, cultural backgrounds and experiences.

Our agenda continues to be dominated by the consequences of Russia's aggression against Ukraine. At the same time, we face democratic backsliding and substantial human rights challenges. Nor can we underestimate the impact of modern technologies on human rights. No single country can manage these challenges alone. This is where the strength of multilateralism lies.

I am proud of our Organisation's principled stance regarding current crises of human rights, the rule of law and democracy. It is a significant achievement that we have reached consensus on our role and reflected it at the highest political level in the Reykjavik Declaration. We should continue to implement, with utmost dedication, all that was agreed in Reykjavik in our daily work. This is what is expected of us.

Our ambition must be no less than being frontrunners and standard setters on a global scale. The Council of Europe already has many examples of great impact starting with the European Convention of Human Rights and the European Court of Human Rights.

The Venice Commission or Council of Europe conventions such as the one on action against violence against women and domestic violence or against trafficking in human beings, on prevention of torture and inhuman or degrading treatment or punishment, protection of minorities or the Budapest Convention on Cybercrime are some additional examples of our leading role. Our objective concerning Artificial Intelligence and Digital Technology should be just as explicit. This also means that our Organisation needs to keep up with the times internally, as technological innovation will make our work more efficient, relevant and visible.

I remain convinced that my extensive and diverse leadership experience in politics, in particular as political party leader and Secretary General and member of both government and parliament, as well as in the field of performing arts, will serve as an excellent prerequisite for ensuring the organisational development of the Council of Europe, promoting its role and impact internationally and increasing its visibility.

Working in full synergy with both its statutory organs, the Committee of Ministers and the Parliamentary Assembly, and always defending human rights, democracy and the rule of law.



Indrek Saar

## ***Curriculum Vitae***

### **Personal Information**

- Name: Indrek Saar
- Date of birth: 20 February 1973
- Nationality: Estonian



### **Professional Activities**

- **2019–2023: Member of the Parliament of Estonia, Chairperson of the Social Democratic Party (SDE) Fraction**
  - Member of the Foreign Affairs Committee, substitute member of the European Union Affairs Committee, chairperson of the SDE fraction.
- **2019–2022: Chairperson of the Social Democratic Party of Estonia**
  - Led successfully the party's efforts to prevent a referendum on the definition of marriage only between a man and a woman proposed by the far right party in the government.
  - After the municipal elections in 2021 the Social Democratic Party was part of the coalitions in 22 municipalities all over Estonia (out of 79), including the capital Tallinn and the second two biggest cities in Estonia.
- **2015–2019: Minister of Culture of the Republic of Estonia**
  - Co-ordinated the cultural programme of the Estonian Chairmanship in the Committee of Ministers of the Council of Europe in 2016.
  - Led the work of the EU Ministers of Culture and Sport during Estonia's Presidency of the Council of the European Union in 2017.
  - Co-ordinated the centenary of the Republic of Estonia with a wide cultural program all over the world.
  - As a member of the Government contributed to the successful campaign that brought Estonia a seat in the UN Security Council.
  - Streamlined the basis for funding sport.
  - Significantly increased the salaries of cultural workers and coaches.
  - Longest-serving Minister of Culture in the history of the Republic of Estonia.

- **2011–2015: Secretary General of the Social Democratic Party of Estonia**
  - Responsible for the day-to-day operations of the party and for leading its electoral campaigns.
  - During time as Secretary General, the party's membership grew by more than 30%.
- **2009–2011: Deputy Chairperson of the Social Democratic Party of Estonia**
  - Responsible for the party organisation.
  - Led the party's efforts to merge with the Estonian People's Party, which resulted in the party's best electoral result in independent Estonia in 2011.
- **2007-2015; 2019-2020; 2022-2023: Member of the Estonian Delegation to the Parliamentary Assembly of the Council of Europe (PACE)**
  - Served as the chairperson of the national delegation, the chairperson of the Committee on Rules of Procedure as well as the vice-chairperson of the Socialists, Democrats and Greens Group.
  - Participated in election monitoring missions in Moldova (as the head of the delegation), Albania, Azerbaijan, Georgia, Montenegro, Serbia, Ukraine and Russia. Co-rapporteur of the PACE for the monitoring of Serbia.
  - Worked in several PACE committees: the Committee on Migration, Refugees and Displaced Persons, the Monitoring Committee, the Committee on Political Affairs and Democracy, the Social, Health and Family Affairs Committee, the Committee on Culture, Science, Education and Media as well as the Committee on Equality and Non-Discrimination.
- **2007–2015: Member of the Parliament of Estonia**
  - 2007-2011 Member of the Legal Committee, vice-chairperson of the Social Democratic Party fraction.
  - 2011-2015 vice-chairperson of the Constitutional Committee (also embodies human rights topics).
- **2006–2007: CEO of the NO99 / Vanalinnastudio Theatre**
  - Created a new theatre called NO99, which made a significant impact to the Estonian and international culture.
  - Led a major restructuring of the theatre, which resulted in the theatre to be relaunched in less than a year.
- **2006–2009: Estonian Association of Performing Arts Institutions, Chairperson**
  - Led the Estonian Theatre Directors' Association. In 2006 the organisation, which had previously been limited to the leaders of state theatres, was transformed into the Estonian Performing Arts Association, a professional organisation representing the interests of all Estonian performing arts venues.

- **2004–2005: Advisor to the NO99 / Vanalinnastudio Theatre**
  - Assisted the financial turnaround of the theatre, which was in a state of both artistic and financial bankruptcy.
- **2002–2007: Deputy Chairperson of Rakvere City Council**
- **2000–2006: Estonian Theatre Directors' Association, Chairperson**
- **1996–2006: CEO of Rakvere Theatre**
  - Turned around the theatre's finances and operations, leading to a significant increase in attendance (from 20,000 to 60,000 per year) and a complete renovation of the theatre building.
  - In cooperation with the artistic director created a new vision for the theatre, which emphasised innovative productions and community engagement.
  - Received the Rakvere Civic Award for outstanding contribution to the theatre and the city of Rakvere.

### **Additional Professional Commitments**

- Estonian Olympic Committee, Executive Committee Member
- Foundation for the Competence Centre for Physical Activity, Supervisory Board Member
- Estonian Actors' Union, Member
- Stage Combat Union, Member
- Estonian Public Broadcasting, former Supervisory Board Member
- Rakvere Theatre, former Supervisory Board Member
- Foundation NO99, former Supervisory Board Member
- Estonian National Opera, former Supervisory Board Member
- Estonian Academy of Arts, former Supervisory Board Member
- Estonian Cultural Endowment, former Supervisory Board Member

### **Awards**

- 2001: Cultural Worker of the Year
- 2001: Estonian Cultural Endowment's Annual Award for Performing Arts
- 2005: Actor Ants Lauter Award
- 2007: Commander of the Order of Merit of Spain
- 2008: Rakvere Crown Medal
- 2019: Estonian Olympic Committee Medal of Merit
- 2023: Third Class Order of the State of Estonia
- 2023: Title of honorary associate of the Parliamentary Assembly of the Council of Europe and Assembly medal

## Education

- 1996: Estonian Academy of Music and Theatre, acting, Master of Arts
- 1991-1992 Rønne Gymnasium, Denmark, exchange student
- 1991: Kuressaare 2nd Secondary School

## Languages

- Estonian (mother tongue)
- English (fluent)
- Danish (fluent)
- Russian (fluent)
- German (basic)
- French (basic)

## Hobbies

- Theatre
- Basketball
- Beach volleyball
- Cross-country skiing
- Beekeeping





---

## 1486<sup>th</sup> meeting, 17 January 2024

1 General questions

### 1.7 Election of the Secretary General – Procedure

---

The Secretariat recalls that, on 18 October 2023 (1478<sup>th</sup> meeting, item 1.7), the Deputies adopted the timetable for the election procedure of the Secretary General. The closing date for the submission of candidates is fixed at 10 January 2024.

By letter dated 8 January 2024, the Belgian authorities informed the President of the Committee of Ministers and the Secretary General that they propose the candidature of Mr Didier Reynders for the post of Secretary General. The corresponding letters and the curriculum vitae of Mr Reynders are attached.

---

<sup>1</sup> This document has been classified restricted until examination by the Committee of Ministers.

**ROYAUME DE BELGIQUE**

Ministre des Affaires étrangères,  
des Affaires européennes et du Commerce extérieur,  
et des Institutions culturelles fédérales

**Ms Marija Pejčinović Burić**

Secretary General of the Council of Europe  
STRASBOURG

**Ms Dominique Hasler**

Minister of Foreign Affairs of Liechtenstein  
VADUZ

Your letter of

Your references

Our references

Date

HL/DD

08/01/2024

to be mentioned in all correspondence

**Subject: Procedure for appointing candidate(s) for the post of Secretary General of the Council of Europe**

Madam Secretary General,  
Madam Chairwoman of the Committee of Ministers,

I have the honour to refer to the procedure for the nomination of candidates for the post of Secretary General of the Council of Europe.

On behalf of the Government of the Kingdom of Belgium, I have the honour to officially present the candidacy of Mr Didier Reynders for the post of Secretary General of the Council of Europe. I would be very obliged if this candidacy could be transmitted to the Committee of Ministers.

Mr Reynders is currently European Commissioner for Justice, a position he has held since December 2019. In this capacity, he is responsible for ensuring that the rule of law is respected in the European Union. In this context, he has worked closely with the Council of Europe throughout his mandate as Commissioner.


In this capacity, he is strongly committed to supporting Ukraine, both on matters concerning responsibility for international crimes committed in this conflict, and with regard to compliance with the Union's restrictive measures, as well as the reconstruction of Ukraine.

Prior to this, Commissioner Reynders held a number of high-level ministerial posts in the Belgian federal government from 1999 to 2019. He was Minister of Finance from 1999 to 2011, then Minister of Foreign and European Affairs from 2011 to 2019. From 2004 to 2019, he was also Deputy Prime Minister. In 2019, he was also Minister of Defence.

I am convinced that Didier Reynders' experience at national and international level, his commitment to democracy, the rule of law and fundamental rights, and his solid network make him a very strong candidate. His values-based political vision and his negotiating and communication skills are all assets from which the Council of Europe would benefit.

Attached to this letter you will find Mr Reynders' letter of application and curriculum vitae.

Please accept, Madam Secretary General, Madam Chairwoman of the Committee of Ministers, the assurance of my highest consideration.



Hadja Lahbib



I would like to inform you of my candidacy for the position of Secretary General of the Council of Europe. Building on the experience gained during my career, I am determined to contribute to defending the values of the organisation, its strategic orientation and its outreach in Europe and the world.

In Reykjavik, in 2023, the Heads of State and Government committed themselves to strengthening the role of the Council of Europe in the European multilateral architecture and global governance. In a geopolitical context characterised by numerous regional and global challenges and crises, including the Russian aggression against Ukraine, and where values such as the rule of law are being called into question, the Council of Europe's action on human rights, democracy and the rule of law is more essential than ever.

My experience as Belgian Deputy Prime Minister and Minister for Finance, Foreign and European Affairs and Defence, and then as European Commissioner for Justice, has enabled me to acquire in-depth knowledge of multilateral issues and to develop a high-level network. I have strong competences in intergovernmental negotiations, as I have shown when I chaired the Eurogroup at the time of the introduction of the euro, or the ECOFIN Council in 2001 and 2010.

As European Commissioner responsible for the respect of the rule of law, I have been committed to promoting an approach based on dialogue and equal treatment between States. Then Minister for Foreign and European Affairs, in 2016 I proposed the establishment of a peer review of the situation of the rule of law in each EU Member State. The annual report on the rule of law, published by the Commission since I took office, encourages reforms and allows for such a dialogue. In this context, I have been working closely with the Council of Europe, including the European Court of Human Rights, the Venice Commission and GRECO. The annual report will be extended in 2024 to include the most advanced candidate countries in their accession negotiations to the EU. Moreover, my work on the protection of personal data or in view of establishing ethical rules on artificial intelligence illustrates my commitment to defend the rights and dignity of everyone.

The Russian aggression against Ukraine recalls the importance of an international order based on respect for the law. As European Commissioner for Justice, I have been fully committed to ensuring that international crimes do not go unpunished, but also that Russia will contribute to reconstruction efforts. I would be honoured to continue this commitment in support of Ukraine as Secretary General.

Having had the opportunity to lead the Belgian departments of Finance, Diplomacy and Defence, and now the Directorate-General for Justice and the Internal Audit Service of the European Commission, I have shown leadership, assisted by high-quality teams, in multicultural and international contexts. During my national and European political career, I have been able to make use of my ability to negotiate with high-level interlocutors and to communicate to large audiences, both in English and French.

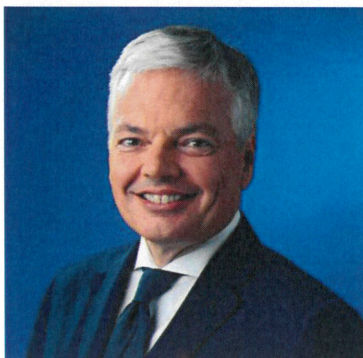
I wish to strengthen the role of the Secretary General and its relations with the Committee of Ministers and the Parliamentary Assembly. My ambition is to work closely with both bodies, through increased exchange of information and coordination. It is also important to promote synergies between the Council of Europe and the European Union at the highest level, while preserving the unique system specific to the Council of Europe, to which the European Union must adhere.

I want to be an ambitious and unifying Secretary General, guaranteeing respect for diversity and the defence of our common values.

Didier REYNDERS

---

## Didier REYNDERS



---

**Current position: EU Commissioner for Justice, in charge of the Rule of Law, consumer protection, data protection and the Commission's Internal Audit Service**

**Previous government positions: Member of the Belgian federal government from 12 July 1999 to 30 November 2019**

- Minister of Foreign Affairs and European Affairs, in charge of Beliris and Federal Cultural Institutions (October 2014 – November 2019), and of Defence (December 2018 – November 2019).
- Minister of Foreign Affairs, Foreign Trade and European Affairs (2011 - 2014)
- Deputy Prime Minister (18 July 2004 – 30 November 2019), also Minister in charge of the Belgian Buildings Agency (2003 - 2011), Minister of Institutional Reforms (2004 - 2011), Minister in charge of the National Lottery, the Federal Holding and Investment Company (FHIC) and insurance companies (2007 - 2011)
- Minister of Finance (1999 - 2011)
- President of the Ecofin (July - December 2001 / July - December 2010)
- Chairman of the Eurogroup (2001)
- Chairman of the G10, meeting of the main creditor States (2002)
- Member of the G7 (2001)

### Political activities

- Chairman of the Mouvement Réformateur (MR) (2004 - 2011)
- Member of the Bureau and Deputy Chairman of the Liberal International (2005 - 2011)
- Chairman of the liberal PRL-FDF Group in the Belgian Parliament (1995 - 1999)
- Member of Parliament (1992-1999)
- Chairman of the Brussels Federation of the MR (2013 - 2019)
- Member and Leader of the MR group of the Uccle Town Council (2012 – 2018)
- Chairman of the Provincial and District MR Federation of Liège (1995 - 2004)
- Leader of the MR Group of the Liège Town Council (1995 - 2012)
- Member of the Liège Town Council (1988 - 2012)
- Chief of staff of the Deputy Prime Minister, Minister of Justice and Institutional Reforms, Jean Gol (1987 - 1988)

### Academical functions

- Lecturer at the Université libre de Bruxelles (2017 - 2019)
- Visiting Lecturer at the Louvain School of Management – Université catholique de Louvain (2007 - 2019)
- Visiting Professor – HEC Management School of the University of Liège (2005 - 2017)
- Lecturer / Visiting Professor at the Hautes Etudes commerciales of Liège (1989 - 2004)

### Other professional activities

- Chairman of the National Society of Airways (1991 - 1993)
- Chairman of the National Railway Company of Belgium (1986 - 1991)
- Director General of the Local Authorities Department of the Ministry of the Walloon Region (1985 - 1988)
- Lawyer (1991 - 1985)