

# THE COMMISSION'S LEADERSHIP AND THE GOVERNANCE OF EUROPE



Spring 2015

*Media partner*

**Europe's World**



**Friends of Europe is a leading think-tank  
that aims to stimulate thinking on key global  
and European political challenges.**

**We are a key player in 6 policy areas:**

Future Europe | Smarter Europe | Greener Europe  
Quality Europe | Global Europe | Security Europe



Some of the familiar faces and household names who have used **Friends of Europe's** high-profile yet neutral platform to put across their ideas to decision makers and to public opinion

For more information on Friends of Europe's work and to download our publications, please visit

**[www.friendsofeurope.org](http://www.friendsofeurope.org)**

# THE COMMISSION'S LEADERSHIP AND THE GOVERNANCE OF EUROPE

Report of the Policy Insight

co-organised by Friends of Europe,  
and the Jacques Delors Institute

with media partner Europe's World

Spring 2015  
Brussels

This report reflects the conference rapporteur's understanding of the views expressed by participants. Moreover, these views are not necessarily those of the organisations that participants represent, nor of Friends of Europe, its Board of Trustees, members or partners.

Reproduction in whole or in part is permitted, provided that full credit is given to Friends of Europe and that any such reproduction, whether in whole or in part, is not sold unless incorporated in other works.

**Rapporteur:** David Koczij

**Publisher:** Geert Cami

**Director:** Nathalie Furrer

**Programme Executive:** Françoise Soudaz

**Photographer:** Philippe Molitor

**Design:** Ilaria Dozio

© Friends of Europe - Spring 2015

Image credit: CC/Flickr - European's People Party

This report is printed on responsibly produced paper

# Table of contents

Introduction	7
Redressing the institutional balance of the EU	10
Solidarity and subsidiarity	14
A new democracy for the EU	18
Looking to the future	20
Annex I - Programme	24
Annex II - List of participants	26



# INTRODUCTION

With the new European Commission settling in after its first hundred days in office, Friends of Europe and the Jacques Delors Institute, invited [Jean-Claude Juncker](#), President of the European Commission, and [Etienne Davignon](#), Vice-President of the European Commission (1981-1985) and President of Friends of Europe, to discuss the challenges ahead for the governance of Europe, with a video contribution by [Jacques Delors](#), President of the European Commission (1985-1995) and funding President of the Jacques Delors Institute.

“One hundred days of the Juncker Commission have revealed a Commission already full of promise, especially in the way that it has been organised by its president,” noted [Yves Bertoncini](#), Director of the Jacques Delors Institute. “Though this Commission is still in early days, we can already see a more politicised and decisive approach to governance than in recent years.”

**“Though this Commission  
is still in early days, we  
can already see a more  
politicised and decisive  
approach to governance  
than in recent years.”**

[Yves Bertoncini](#),  
Director of the Jacques Delors Institute



The Commission headed by Delors remains a reference in the history of European construction. “Jacques Delors is a true father of European unification, killing the ‘Eurosclerosis’ of the 80s and 90s,” Juncker noted. “Without him, we would not have the euro, the Economic and Monetary Union (EMU) or indeed the EU as we know it. He is at the heart of the great successes of the EU.”

Leadership of the EU, and particularly the European Commission has become more difficult over the past decade, noted Delors in a video contribution, owing in large part to two factors in the European political landscape.

Firstly, he said, public opinion in the EU has become deeply fragmented. As a result of the trauma of globalisation, populist and nationalist movements have grown in popularity on both the far-left and far-right of the political spectrum. This fragmentation has led to a search for identity and an increase in demagogic, undermining the task of pro-EU governments.

"It is indisputably more difficult today to be Commission President than at the end of the 20th century", he stressed. "If pro-EU work is not accomplished on the level of national governments, the Commission cannot compensate on its own."

The second factor contributing to the challenges facing current EU leadership is the scale of the EU. "We are now 28 countries," he added. "I am not saying that this is too many, as enlargement has been, and is, an historical necessity."

**"It is indisputably more difficult today to be Commission President than at the end of the 20th century. If pro-EU work is not accomplished on the level of national governments, the Commission cannot compensate on its own."**

Jacques Delors, President of the European Commission (1985-1995)

Furthermore, the political landscape in Europe is split between the Eurozone and non-Eurozone members. Among the non-Eurozone countries, there is a tendency to say that EU decision-making occurs in the core countries of the union, thus reinforcing nationalist tendencies.

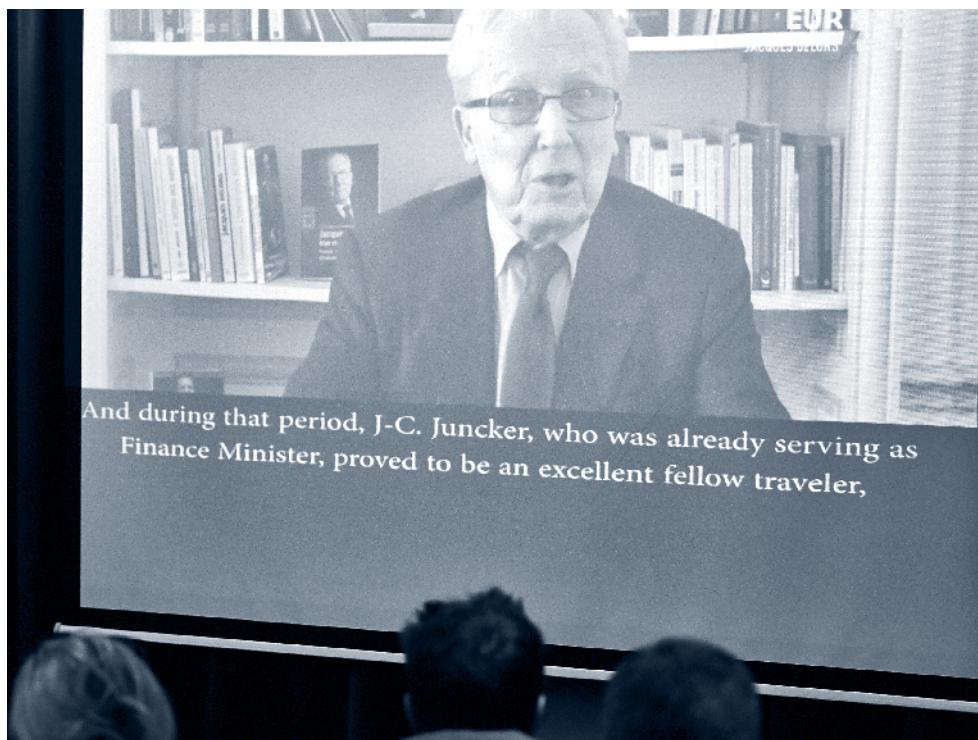
Leaving these political factors aside, Delors underlined that a good European Commission President:

- 1) should not believe that he/she is the first among equals, but rather is at the service of the European member state governments;
- 2) needs to be sure to establish a true collegiality with commissioners so that, after frank and open discussion, the college upholds a unified perspective;
- 3) should assert the Commission's monopoly on the right of initiative, and finally;
- 4) must have a lot of energy.

"Far too often the President wakes up in the morning to find that a villainous beast has destroyed his work from the day before, which must then be restarted", he concluded.

These human factors are important but not the only criteria by which a commission can be said to succeed. Among the other factors at play, institutional organisation and governance methods are at the forefront of how the EU's leadership reacts and interacts to govern Europe.

**"Far too often the President wakes up in the morning to find that a villainous beast has destroyed his work from the day before, which must then be restarted."**



Jacques Delors, President of the European Commission (1985-1995)

## REDRESSING THE INSTITUTIONAL BALANCE OF THE EU

At its birth, the institutional structure that has evolved into the current EU was a wholly new approach to transnational community building, stressed Davignon. Established in 1958, the European Commission, a body whose only responsibility was to ensure a European future, gave the EU construction its unique character.

In recent years, the executive powers of the Commission have come up against strong-willed member state governments. When it could not accomplish what was critically important because of political context or difficult compromises, it shifted its attention to secondary matters.

“The simple fact is that no single member state, whatever its capacity for administration, is able to know and understand the situations in the other 27 member states,” said the former Vice-President. “Europe’s administrative structure should be a European structure. Though the Commission has had to step aside in the past because it did not use all of its competences, maybe it can regain its position.”



“The simple fact is that no single member state, whatever its capacity for administration, is able to know and understand the situations in the other 27 member states.”

Etienne Davignon, Vice-President of the European Commission (1981-1985)

"I want to re-establish the political dimension of the European Commission," Juncker stressed. "The Commission is not a gang of bureaucrats, not an ad hoc mix of circumstance. It is a political institution, this is its role."

The institutional balance in the EU needs to be redressed, he continued, with a particular focus on crafting a stronger alliance between the Commission and Parliament in the face of a resistant European Council.

Strengthening the political foundation of the Commission means strengthening its right of initiative and selecting Commissioners with the knowledge and understanding of European diversity, mechanisms, and the sensitivity of certain nations, he stressed, adding that "we cannot build the EU against the will of the member states and citizens. We need to build Europe together with these nations."

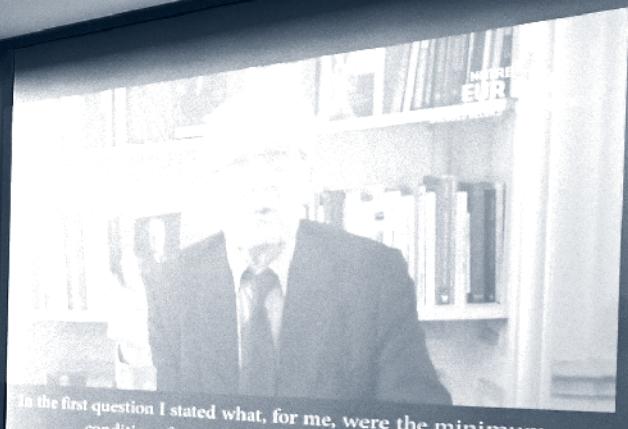
For this reason, Juncker sought to staff his College of Commissioners with former ministers and heads of state, ensuring a maximum of leaders with a deep understanding of the situations and needs of various member states.

Finally, he aims to firmly re-establish the Community method in all things, noting that in recent years, given the economic and financial crises, the EU and its member states have been relying far too often on the intergovernmental method of governance.

The EU's Investment Plan is a concrete example of the use of the Community method in practice. Though it is well within the mandate of the Commission to handle the plan on its own, the President insisted on including the Parliament, inviting MEPs to debate and appropriate the Commission's proposals.

"We have invited the Parliament to follow our proposals for the EU's Investment Plan," he concluded. "We will succeed in reaching an agreement. Though there are many Eurosceptic MEPs, we can rely on the virtuous majority who, just like the Commission, want the EU to be a strong and lasting reality."





In the first question I stated what, for me, were the minimum conditions for a Commission to succeed.

## SOLIDARITY AND SUBSIDIARITY

The greatest challenge facing the Commission's leadership is not the lack of legitimacy of the same, noted President Juncker. Rather, it is the legitimacy of the EU as a whole as understood by its citizens. Rebuilding and maintaining trust between citizens, member state governments, and the EU institutions is at the top of the list of priorities for the Commission.

However, while the Commission can be an instrument to narrow the gap between citizens and policy, it is not the only institutional player. "The lack of confidence in the EU is to be placed at the feet of the member state governments," he underlined. "Subsidiarity and solidarity belong together. The way national governments present EU decision-making as a zero-sum game is a total disaster and contrary to the spirit of the EU. We need to change this."

"I am pleading for a big Europe on big issues and a more modest Europe on the smaller ones," he said. "I do not think that we are respectful enough to the principle of subsidiarity. Let local, regional and national governments do what they do best and let the EU concentrate on what greater issues it can."



From left to right: Jean-Claude Juncker, President of the European Commission, and Valentina Pop, EU Correspondent at The Wall Street Journal

The shift of the institutional balance towards the national governments in the European Council has fuelled the divisions between the member states since the economic crisis. “The current state of relationships in the Eurozone has become very antagonistic,” underlined commentator [Valentina Pop](#), EU Correspondent at The Wall Street Journal. “We are ever more falling into a ‘1 vs. 18’ logic with Greece, increasing concerns about the possibility of Grexit, and now Brexit.”

“The further one is from the centre of the EU, the less it seems to matter,” Juncker said. “Europe needs to adopt a no-nonsense political approach to EU cohesion. Either a Greek or British exit from the EU would not be in the best interests of anyone involved.”

**“The current state of relationships in the Eurozone has become very antagonistic. We are ever more falling into a ‘1 vs. 18’ logic with Greece, increasing concerns about the possibility of Grexit, and now Brexit.”**

Valentina Pop,  
EU Correspondent at The Wall Street Journal



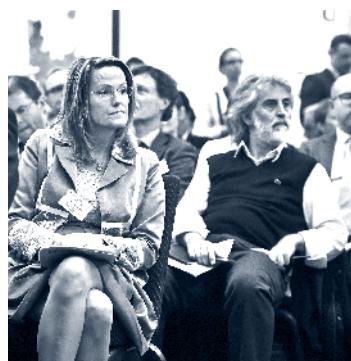
What the EU needs to accomplish with Greece and Britain is a fair deal for all, while respecting certain red lines, he continued. The answer lies with national lawmakers and the behaviours of their governments. All sides of the debate need to be encouraged to show solidarity and work to discourage the exit of any member state.

Having put into place firewalls and other preventative measures, the Commission President and his College are convinced that the systemic danger of Greece’s exit from the Eurozone does not exist. However, he stressed, the real danger is with the humanitarian crisis currently spreading throughout the country.

“The Greek crisis is about the Greek people,” he concluded. “They have to face the huge weight of austerity and, while they have to respect their commitments, the solution is about the love we must have for them. We need to treat them with solidarity, dignity, and respect. We are 19 democracies in the Eurozone, not 18 vs. 1.”



1. From left to right:  
Peter Oomsels, Etienne Davignon,  
Giles Merritt, Jean-Claude Juncker  
and Valentina Pop.





2. Jean-Claude Juncker,  
President of the European  
Commission, and Etienne  
Davignon, Vice-President  
of the European Commission  
(1981-1985) and Friends of  
Europe's President.



3.

3. Jean-Claude Juncker,  
President of the European  
Commission and Giles Merritt,  
Giles Merritt, Secretary  
General at Friends of Europe



4.

4. Nathalie Furrer, Director  
of Friends of Europe, handing  
Friends of Europe's high-level  
working group report  
«Unequal Europe» to  
Jean-Claude Juncker



## A NEW DEMOCRACY FOR THE EU

During the past years, the European approach to governance has been too heavily weighted towards the intergovernmental method, noted commentator [Peter Oomsels](#), Vice-President of the Young European Federalists (JEF-Europe).

As citizen worries about fundamentalism, growing intolerance movements, tax evasions, and so on, increase, there is a lack of corresponding democratic opportunities to bring these issues to the forefront of the EU discussion. While citizens can vote every 5 years, absenteeism is on the rise, especially among young people and in addition, technological advances in communication and diffusion are making Europe's democracy seem outdated.

"President Juncker's nomination and election to the head of the Commission was a result of a democratic innovation put into place by the Lisbon Treaty," he noted. "Would it not then follow that the European Commission work towards supporting the foundations of a new approach to European democracy?"

**"President Juncker's nomination and election to the head of the Commission was a result of a democratic innovation put into place by the Lisbon Treaty."**



Peter Oomsels, Vice-President of the Young European Federalists (JEF-Europe)

The novel concept of including lead candidates in the most recent EU elections was most likely overlooked by many voters, though this will not be the case in the future, Juncker stressed. EU citizens should now know that the lead candidates in the next elections will be those occupying the top jobs. This democratic innovation aims to increase citizen involvement and interest in the democratic processes of the EU

"We have to start anew with public opinion in Europe," underlined Davignon. "We have difficulty remembering that our European future does not stand alone but depends on the different strengths we need to gather in a globalised world."

More efforts in particular need to be aimed at European youth, he added. The figures for youth absenteeism in European elections are very high. Combatting this trend requires motivation through education, mobilisation, and inclusion from the old guard of European politics.

"If we speak to EU citizens, it is because we want to be influenced by them," Juncker stressed. "It is important to listen to the people, and when I do, they tell me that the EU is too busy with too many things. All the problems in Europe are not necessarily problems for the EU."

The European Citizens' Initiative (ECI) has the potential to become a powerful tool for direct democracy in the EU, if the Commission is able to adopt a fresh approach to the way in which it encourages its use. The widening gap between citizens, the Commission, and the EU must be closed so that the EU may enjoy a good and healthy future, he concluded.

## LOOKING TO THE FUTURE

To address the future direction of the EU, on the 6th of June this year the Commission will release a report on deepening the Union, indicated Juncker, adding that “it is critical that we strengthen our Union because the world around us does not understand where we are going. With so many external representatives, we have made ourselves ridiculous in the eyes of our global partners in the Bretton Woods institutions and elsewhere.”

Deepening the EU means beginning with the EMU, which is ineffective for the simple reason that Europe has a central bank but no central government to regulate it. In 25 years, no single member state will be wealthy enough to be included in the G7, meaning that European voices will not be heard at the highest level unless the EU can regulate and legislate the EMU and create a true, deep, and effective union.

Another cause for concern for the future of the EU are the demographics, indicated moderator [Giles Merritt](#), Secretary General at Friends of Europe. “By 2050, we can expect a 10% drop in size of the EU population,” he noted, “and an even greater decline in its workforce. These are worrisome and important issues for our leaders.”

**“By 2050, we can expect a 10% drop in size of the EU population, and an even greater decline in its workforce. These are worrisome and important issues for our leaders.”**



Giles Merritt, Secretary General at Friends of Europe

Indeed, with Europe being the smallest continent, as its population and workforce decline, so will its relative portion of global GDP. "We are losing demographic weight," agreed Juncker, "so the time has come to deepen our European relationships. Internally, we need our smaller entities but to see the EU re-dividing itself is anathema to European development in the future."

The EU needs to invest intellectually and materially to set Europe on the right track for the future, Davignon stressed. A clear example of this need can be found in the energy union project. "The world of energy has completely changed," he said. "In this case, the market alone cannot provide the answers we are looking for, we must also consider elements such as climate and safety."

**"We are losing  
demographic weight, so  
the time has come to  
deepen our European  
relationships. Internally, we  
need our smaller entities  
but to see the EU re-  
dividing itself is anathema  
to European development  
in the future."**

Jean-Claude Juncker, President of  
the European Commission



The EU spends €1bn per day on energy costs, a figure which could be decreased by €40bn per year by interconnecting national and regional networks. With energy costs being 40% higher in the EU compared to the United States (US), important questions need to be addressed as to the industrial future of Europe.

Equally important to the future of the EU is the introduction of the digital single market on the continent. The digital single market is important as a source of income but could also create up to 2 million new jobs in Europe over the next five years.

“The digital issue is very real,” Juncker said, “and we are lagging behind. We have not more than two years to bring ourselves up to the level of the US and other global competitors.”

“The EU, for those who live here, is still a *sui generis* construction,” he concluded. “There are no examples in the world that we can follow because we are the example. We need to strive to build Europe together with our citizens, member states, and with people in the European Commission who know and understand our European diversity, our regions, and our strengths.”

**“The EU, for those who live here, is still a *sui generis* construction,  
There are no examples in the world that we can follow because we are  
the example.”**



Jean-Claude Juncker, President of the European Commission



## ANNEX I – Programme

---

With the Juncker Commission now in office for a hundred days, the Jacques Delors Institute and Friends of Europe have invited Jacques Delors, Jean-Claude Juncker and Etienne Davignon to debate the challenges facing European governance.

Key issues for discussion include the qualities needed for the job of President of the European Commission: is it all about personality, or are factors like institutional architecture and the political context also in play? Should the Commission do more to make public the shortcomings of national governments? Would a regular TV address by the Commission president help to improve the connection with Europe's citizens by updating them on recent developments, global flashpoints and key issues ranging from Ukraine and Syria to migration, unemployment, energy and the euro? Is the rise of Syriza, Podemos and extremist newcomers likely to change the EU's political calculus significantly?

---

Welcoming remarks by [Yves Bertoncini](#), Director of the Jacques Delors Institute

---

Speakers

[Jean-Claude Juncker](#)      President of the European Commission

---

[Etienne Davignon](#)      Vice-President of the European Commission (1981–1985)

---

Video contribution by

[Jacques Delors](#)      President of the European Commission (1985 – 1995)

---

Commentators

[Peter Oomsels](#)      Vice President of the Young European Federalists (JEF-Europe)

---

[Valentina Pop](#)      EU Correspondent, The Wall Street Journal

---

Moderated by [Giles Merritt](#), Secretary General at Friends of Europe



## ANNEX II – List of participants

[Sami Acef](#), Intern Journalist, La Libre Belgique  
[Kavita Ahluwalia](#), Adviser, Political Affairs and Corporate Communications, E.ON SE  
[Stephane Alonso Casale](#), Journalist, NRC Handelsblad, Netherlands  
[Laurence Amand-Eeckhout](#), Policy Analyst, European Parliament  
[László Andor](#), Trustee, Friends of Europe and former EU Commissioner  
[Sami Andoura](#), Researcher, Institut Jacques Delors  
[Alexander Anton](#), Secretary General, European Dairy Association (EDA)  
[Carlos Appelgren Balbontin](#), Ambassador, Mission of Chile to the EU  
[Justyna Balbier](#), EU Policy Assistant, Norsk Hydro  
[Giulio Barbolani di Montauto](#), Senior Administrator, European Space Agency (ESA)  
[Yvonne Barcelona](#), Managing Director, European Coil Coating Association (ECCA)  
[Eugenia Bardaro](#), Policy Advisor, Cepess  
[Stéphanie Baz](#), Communication Manager, Jacques Delors Institute  
[Maria Angeles Benitez Salas](#), Deputy Head, European Commission, European Political Strategy Centre (EPSC)  
[Yves Bertoncini](#), Director, Notre Europe - Jacques Delors Institute  
[Ana Bessa](#), Consultant, Cartago Consulting S.L., Portugal  
[Christos Bezirtzoglou](#), Policy Officer, European Commission, Secretariat General  
[Jean Blatz](#), Administrator, European Commission, Directorate-General for Trade  
[Nicolas Boblin](#), Research Assistant, Institut Européen des Relations Internationales, France  
[Robespierre Bolívar](#), Deputy Chief of Mission and Consul General, Mission of the Philippines to the EU

[Linda Boll](#), Policy Researcher, Shell International, Belgium  
[Jean-Louis Bordet](#), Counsellor, Justice and Home Affairs; Internal security; Frontex, Permanent Representation of Luxembourg to the EU  
[Mike Bostan](#), Public Affairs Manager, European Association for Coal and Lignite (EURACOAL)  
[Frédéric Bouchard](#), Journalist, Euronews  
[Philippe Bourdeau](#), Académie Royale de Belgique  
[Claire Boussagol](#), Managing Director, APCO Worldwide  
[Andrew Bradley](#), Director, International Institute for Democracy and Electoral Assistance (IDEA)  
[Chantal Bruetschy](#), Head of Unit "Innovation and Sustainability", European Commission, Directorate General for Health and Food Safety  
[Ioan Bucuras](#), Secretary-General, Young European Federalists  
[Günter Burghardt](#), Honorary Trustee, Friends of Europe  
[Geert Cami](#), Co-Founder & Director, Friends of Europe  
[Francesca Carrozza](#), Analyst, International Finance Corporation (IFC)  
[Anne Cavendish](#), Senior Corrdinator, Statoil  
[Carmelo Cedrone](#), Member, EESC, Italy  
[Rosalind Cook](#), Senior Policy Advisor, Third Generation Environmentalism (E3G)  
[Robert Cox](#), Trustee, Friends of Europe  
[Mark Cryans](#), Head of Communications, Fertilizers Europe  
[Daniel Daianu](#), Member of the Board, National Bank of Romania, Romania  
[Etienne Davignon](#), President, Friends of Europe  
[Philippe de Buck](#), Chairman, Belgian Business for Europe  
[Charles de Marcilly](#), Brussels Director, Fondation Robert Schuman

**Jean De Ruyt**, Senior European Policy Adviser, Covington & Burling

**Philippe de Schoutheete**, Ambassador, Notre Europe

**Béatrice Delvaux**, Journalist, Le Soir

**Polydoros Demetriades**, Programme Manager, European Commission, Directorate General for Education and Culture

**Carlos Demeyere**, First Counsellor, Chambre des Représentants de Belgique

**Maria Denaxa**, Journalist, Mega Channel, France / Greece

**Monika Derecque-Pois**, Director General, European Association of Pharmaceutical Full-Line Wholesalers (GIRP)

**Eleni Despotou**, Secretary General, European Lime Association (EULA)

**Francesco Di Lillo**, Head of Office, European Union Office of The Church of Jesus Christ of Latter-day Saints, Italy

**Lorraine Diguer**, Counsellor and Head of Political Section, Mission of Canada to the EU

**Camille Djurovic**, Secretary General, Jeunes Européens Lorraine, France

**Mark Dober**, Managing Director, Dober Partners

**Nils Dressel**, Senior Consultant, Weber Shandwick

**Andrew Duff**, Federalist, Former MEP

**Sahra El Fassi**, Policy Officer, European Centre for Development Policy Management (ECDPM), The Netherlands

**Gilbert Fayl**, President, The Global Round Table , Denmark

**Elisa Ferreira**, Member, European Parliament, Committee on Economic and Monetary Affairs

**Jing Fu**, Bureau Chief, China Daily

**Tetsuro Fukunaga**, Executive Director, Japan Machinery Centre for Trade & Investment (JMC)

**Nathalie Furrer**, Director, Friends of Europe

**Mauro Galluccio**, Researcher and Political Adviser, ULB University

**Isabelle Garzon**, Head of Unit, European Commission, Directorate General for Maritime Affairs and Fisheries

**Edouard Gaudot**, Political Advisor, Group of the European Greens-European Free Alliance (Greens-EFA)

**Thomas Gauthier-Lafaye**, Senior Director Public Policy and Government Affairs EU, PepsiCo Europe

**Filip Geerts**, Secretary General, European Committee for the Co-operation of the Machine Tools Industries (CECIMO)

**Solenn Geidel**, Assistant to President Juncker, European Commission, Cabinet of EU Commission President Jean-Claude Juncker

**Quentin Genard**, Researcher, Third Generation Environmentalism (E3G)

**Graeme Gibbs**, Policy Officer, European Public Real Estate Association (EPRA)

**Paul Goldschmidt**, Member of the Advisory Board, Thomas More Institute

**Juan José Ignacio Gómez Camacho**, Ambassador, Mission of Mexico to the EU

**Ian Gorog**, Assistant of the Communication Officer, Fedarene

**Marcin Grajewski**, Head of Think Tank Service, Strategy and Coordination Unit, European Parliament research service (EPRS)

**Zoltan Gyevai**, Journalist, Figyelő, Hungary

**Renee Haferkamp**, Senior Adviser, European Parliament

**Julia Harrison**, Senior Managing Director & Managing Partner Brussels, FTI Consulting

**Kristian Hedberg**, Deputy Head of Cabinet, European Commission, Cabinet of EU Commissioner for Internal Market & Industry  
Elżbieta Bieńkowska

**Muriel Heller**, Legal Advisor, European Commission, France

**Anne Houtman**, Principal Adviser, European Commission, Representation in France

**Fraser Hughes**, Deputy Chief Executive Officer, European Public Real Estate Association (EPRA)

**Erich Hutter**, Chief Executive Officer, Sigmund Hutter, Austria

**Nagla Ilze**, Europe Correspondent, Latvian Television

**Elisa Irlandese**, Policy and Events Officer, VoteWatch Europe

**Pervine Jamil**, President, Bureau Kurde de Liaison et d'Information

**Jan Peter Jebsen**, Vice president, Norsk Hydro

**Mark Johnston**, Senior Adviser, European Policy Centre

**Ignas Jonynas**, Policy Officer, European Commission, Directorate-General for Humanitarian Aid and Civil Protection (ECHO)

**Anne-Claire Julienne**, EU Public Affairs Officer, Servier

**Jean-Claude Juncker**, President, European Commission

**Milivoje Jurisic**, First Secretary, Mission of Montenegro to the EU

**Constance Kann**, Director for Institutional Relations and Public Affairs, European Investment Bank (EIB)

**Keiichi Katakami**, Ambassador, Mission of Japan to the EU

**Johannes Klumpers**, Head of Unit, European Commission, Directorate General for Research and Innovation

**Gulsum Koc**, Consultant, The Brussels Office

**Aris Kokkinos**, Journalist, eurobole.com

**Chhaya Kokubo**, Professor, University of Shizuoka, Japan

**Beata Kolecka**, Civil Servant, European Commission, Directorate General for International Cooperation and Development

**Katalin Kolosy**, Project Manager, AEIDL

**Aude Korfer**, Permanent Delegate, Délégation Bretagne Europe

**Sandra Kramer**, Director of Coordination and Administration (Liaison with Belgian authorities on EU initiatives in Belgium), European Commission, Cabinet of EU Commission President Jean-Claude Juncker

**Dennis Kredler**, Director of European Union Affairs & Head of Office, The Dow Chemical Company

**Roland Krimm**, Representative of Cantons, Mission of Switzerland to the EU

**Matthias Krupa**, Journalist, Die Zeit

**Jurek Kuczkiewicz**, Journalist, Le Soir

**Jan Kurleemann**, Journalist, Belgieninfo / Germany

**Piotr Kus**, Director, Gaz-System S.A., Poland

**Susanne Kuschel**, Senior Manager Energy & Climate Policy, BASF SE

**Anders Ladefoged**, Director of European Affairs, Confederation of Danish Industry (DI)

**Masa Lampret**, Communications and EU affairs officer, ACT

**Henri-pierre Legros**, Eulogos Athéna

**Ivan Lekovic**, Ambassador, Mission of Montenegro to the EU

**Elisa Lironi**, Policy Officer, Union of European Federalists

**Dong Liu**, Correspondent, People's Daily

**Thibaut L'Ortye**, Executive Assistant to the Managing Director, American Chamber of Commerce to the EU (AmCham EU)

**Arnaud Maheas**, Director for European Public Affairs, Servier

**Margarida Marques**, Civil Servant, European Commission, Directorate General for Communication, Portugal

**Carlo Marzocchi**, Head of Sector, Central and Language Library, Council of the European Union

**Marta Mazur**, Assistant to the Chief Executive Officer, Central Europe Energy Partners (CEEP)

**Aurélien Mazuy**, Policy Adviser, Mission of Australia to the EU

**Giles Merritt**, Secretary General, Friends of Europe

**Ann Mettler**, Head, European Political Strategy Centre, European Commission

**Pierre Mirel**

**Guilherme Monteiro Ferreira**, Pharmacist, GSK

**Brian Moran**, President, European Union & NATO, Boeing International Corporation

**Maximilien Mougel**, Policy Analyst, European Commission, Directorate General for Migration and Home Affairs

**Berit Müller**, Corporate Communications & Public Affairs, Continental AG

**Claus Müller**, Director, Hanse-Office, Germany

**Peter Oomsels**, Vice President, Young European Federalists (JEF)

**Agathi Pafili**, Senior Regulatory Policy Advisor, European Fund and Asset Management Association (EFAMA)

**Thibault Paulet**, Student, Maastricht University, The Netherlands

**Claudio Perez Palleja**, Journalist (Economics & Finance), El País, Spain

**Helena Petaisto**, Journalist, MTV-Finlande, Finland

**Morten Petersen**, Consultant, EPPA

**Mooz Petr**, Head of Unit, European Commission, Directorate General for Budget, Czech Republic

**Erik Pettersson**, Press & Communications Officer, Permanent Representation of Sweden to the EU

**Andris Piebalgs**, Trustee, Friends of Europe, and former EU Commissioner

**Emil Pietras**, Head of Sector, Strategic Analysis, Permanent Representation of Poland to the EU

**Alexandre Pirson**, Student, College of Europe

**Valentina Pop**, EU Correspondent, The Wall Street Journal Europe

**Jarrett Reckseidler**, Political Officer, Mission of Canada to the EU

**Kyriakos Revelas**, Economist, EEAS

**Thomas Reynaert**, President Europe, United Technologies Corporation (UTC)

**Elisa Robles Fraga**, Counsellor Science and Innovation, Permanent Representation of Spain to the EU

**Claude Rolin**, Member, European Parliament, Committee on Employment and Social Affairs

**France Roque**, Partnership Director, Le Nouvel Observateur, France

**Paola Rossi**, Official, European Commission, European Political Strategy Centre (EPSC)

**Linda Rowan**, Head of Unit, European Commission, Office for Infrastructure and Logistics in Brussels

**Azize Sargin**, Counsellor, Permanent Delegation of Turkey to the EU

**Ullrich Schröder**, Member, EESC, The Netherlands

**Fabrice Serodes**, Administrator, Institute for Cultural Diplomacy

**Fabrice Serodes**, Deputy Director, Institute for Cultural Diplomacy, Germany

**Rong Shuai**, Correspondent, Xinhua News Agency

**Gao Shuang**, Journalist, China Daily

**Miranda Sidran Kamisalic**, Charge d'Affaires, Mission of Bosnia and Herzegovina to the EU

**Frank Siebern-Thomas**, EU Official, European Commission, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs

**Gonçalo Silva Pereira**, Student, Catholic University of Lisbon, Portugal

**Viktorija Smatko-Abaza**, Principal Adviser to the Deputy Director General Coordination Social Market Economy Member States I and II, European Commission, Directorate General for Employment, Social Affairs and Inclusion

**Guy Sneyers**, Executive Director, The European Cooperative for Rural Development (EUCORD)

**Françoise Soudaz**, Project Executive, Friends of Europe

**Fernando Sousa**

**Jonathan Stearns**, Journalist (Health, finance and regulation), Bloomberg News

**Andreas Stein**, Head of Unit, European Commission, Directorate General for Justice and Consumers, Germany

**Pawel Stelmaszczyk**, Civil Servant, European Commission, Directorate General for Justice and Consumers

**Lucia Stoican**, Lawyer, European Parliament, Romania

**Alice Stollmeyer**, Director, @StollmeyerEU

**Jonathon Stoodley**, Lawyer, European Commission, Secretariat General, United Kingdom

**Mingxi Sun**, First Secretary, Mission of the People's Republic of China to the EU

**Istvan-Pal Székely**, Director, Economies of the Member States I, European Commission, Directorate General for Economic and Financial Affairs

**Lieven Taillie**, Journalist, Association of European Journalists in Belgium

**Johan Ten Geuzendam**, Advisor, European Commission, Directorate General for Justice and Consumers

**Flaviana Teodosiu**, Policy Officer, European Commission, Directorate-General for Employment, Social Affairs and Inclusion

**Michel Theys**, Journalist, EuroMedia Services

**Emma Trogen**, Director, Legal Affairs, Cosmetics Europe

**Mirte Van den Berge**, Executive Director, TEPSA

**Paul van Hoof**, European Government Affairs Director, GlaxoSmithKline (GSK)

**Joost Van Iersel**, Member, EESC, The Netherlands

**Robert F. Vandenplas**, Managing Director, Belgoprocess

**Pierre Vercauteren**, Professor, Université Catholique de Louvain

**Claire Versini**, Events Manager, Notre Europe - Jacques Delors Institute

**Diego Villalba de Miguel**, Policy Officer, European Commission, Directorate General for Regional and Urban Policy

**Sebastian Vos**, Partner, Head of European Public Policy and Government Affairs, Covington & Burling

**Vuk Vujnovic**, Public Affairs Specialist & First Secretary, Mission of Montenegro to the EU

**Andreas Wild**, Desk Officer, Civilian Planning and Conduct Capability (CPCC), European External Action Service (EEAS)

**Aiichiro Yamamoto**, Associate Fellow & Representative of JICA to the EU, Friends of Europe

**Victor Zhang**, President of the European Public Affairs and Communications Office, Huawei Technologies

**Joe Zou**, EU Public Affairs Manager, Huawei Technologies





Friends of Europe – Les Amis de l'Europe  
4, Rue de la Science, B-1000 Brussels, Belgium  
Tel.: +32 2 893 9823 – Fax: +32 2 893 9829  
[info@friendsofeurope.org](mailto:info@friendsofeurope.org)  
[www.friendsofeurope.org](http://www.friendsofeurope.org)

