



REPUBLIC OF ESTONIA  
MINISTRY OF SOCIAL AFFAIRS

Laurent Muschel  
Acting Director-General  
DG HERA, European Commission  
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**Nomination of HERA Board Member and Sherpa**

Dear Mr Laurent Muschel,

We would like to renew the Estonian representatives for the HERA Board as follows:

**Ms Birgit Lao** (HERA Board Member)  
Director General  
Health Board  
[birgit.lao@terviseamet.ee](mailto:birgit.lao@terviseamet.ee)

**Mr Ragnar Vaiknemets** (Sherpa)  
Deputy Director General  
Health Board  
[ragnar.vaiknemets@terviseamet.ee](mailto:ragnar.vaiknemets@terviseamet.ee)

Yours sincerely,



Anniki Lai  
Deputy Secretary General on Health

Tiina Rootamm  
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