



32nd Meeting of the Governing Board

**ERA Conference Centre
Metzer Allee 4, 54295 Trier
10:00 a.m. (CET)**

20 November 2023

Minutes

Agenda

1. **Welcome address by the Vice President**
Establishment of a quorum
2. **Approval of the agenda**
3. **Approval of the minutes of the 31st Meeting of the Governing Board of 13 October 2022**
4. **Accession of Albania to the ERA Foundation**
Approval of the formal accession agreement
Signing of the accession agreement
5. **Report on general business and staffing developments in 2022-2023**
Management Board (oral report)
Discussion and approval of the report
6. **Annual financial statement for 2022**
Comments on the external audit and the 2022 balance sheet
External auditor: *Wirtschaftsprüfungsgesellschaft Dornbach GmbH*
Discussion and proposal to approve the 2022 annual financial statement
7. **Formal approval of the actions of the Management Board for the year 2022**
8. **Appointment of a new external auditor to audit the 2023 business year**
Lilian Erbel and Heinz Monsch
Proposal
9. **Report by the Management Board on the implementation of the 2023 budget**
Lilian Erbel (oral report)
Discussion and approval of the report
10. **ERA Development Strategy 2021-2027**
State of play of the Action Plan for 2023 (oral report)
Action Plan for 2024
Management Board
Discussion and approval of the Action Plan for 2024
11. **Forward projection of medium-term business and financial planning until 2028**
Budget 2024
Lilian Erbel
Discussion and approval of medium-term business and financial planning until 2028
Approval of the 2024 budget

- 12. Appointment of a new Member of the Management Board
Organisational changes from 2024**
Jean-Philippe Rageade
- 13. Appointment of the members of the Board of Trustees for the term of
office 2024-2027**
Marc van der Woude and Viktor Vadász
- 14. Miscellaneous, in particular: setting the date for the next meeting**
(Proposed date: Monday, 18 November 2024, 10:00 a.m.)

List of Participants

1. Members of the Governing Board

President

Jean-Claude Juncker

Former President of the European Commission, former Prime Minister of Luxembourg

Representing Luxembourg (*excused, represented by Sabine Verheyen, Chair of the Executive Board of ERA*)

Vice President

Hendrik Hering

President of the Parliament of the State of Rhineland-Palatinate

Representing Rhineland-Palatinate

Members

for the Court of Justice of the European Union

Representing the President of the Court, Koen Lenaerts

Sarah Jund, Legal Expert

for the European Parliament

Katarina Barley, Vice-President of the European Parliament (*excused, represented by Hendrik Hering*)

for Austria

Representing the Head of the Constitutional Service at the Federal Chancellery, Albert Posch

Christine Pesendorfer, Head of Section for European and International Law, Human Rights Protection at the Federal Chancellery (online)

for Belgium

Representing the Minister of Justice, Paul Van Tigchelt

Anne-Marie Flo, EU2024 Coordinator at the Federal Public Service Justice

for Bulgaria

Representing the Minister of Justice, Atanas Slavov

Petar Rashkov, Minister Plenipotentiary, Head of sector Justice, Police and judicial cooperation in criminal matters at the Permanent Representation of the Republic of Bulgaria to the EU

for Croatia

Representing the Minister of Justice and Public Administration, Ivan Malenica
Mladen Bručić-Matic, Acting Director General of the Directorate for European Affairs, International and Judicial Cooperation and Anti-Corruption at the Ministry of Justice (online)

for Cyprus

Representing the Attorney General of the Republic of Cyprus, George Savvides
Nicoletta Ioannou, Counsellor Legal Affairs at the Permanent Representation of Cyprus to the EU

for the Czech Republic

Representing the Minister of Justice, Pavel Blažek
Zuzana Fišerová, Director General for International and EU Cooperation at the Ministry of Justice (online)

for Denmark

Merethe Eckhardt, Director of Development at the Danish Court Administration (online)
Betina Tradsborg, Head of Training and Implementation at the Danish Court Administration (online)

for Estonia

Representing the Minister of Justice, Kalle Laanet
Age Inkinen, Adviser to the Secretary General on EU Affairs

for Finland

Riku Jaakkola, Director General of the National Courts Administration (online)

for France

Anthony Manwaring, Head of the European and International Department, Ministry of Justice (online)

for Germany

Representing the Federal Minister of Justice, Marco Buschmann
Matthias Korte, Ministerialdirigent

for the German Länder

Representing the Minister of Justice of North Rhine Westphalia, Benjamin Limbach
Markus Ausetz, Permanent Representative of the Head of Department, Department for Training and further training of judicial staff, Legal training,

recruitment of junior staff at the Ministry of Justice of North Rhine-Westphalia
(online)

for Greece

Representing the Deputy Minister of Justice, Ioannis Bougas

Petros Alikakos, President of the Court of First Instance of Thessaloniki
(online)

for Hungary

Ágnes Váradi, Deputy State Secretary of State at the Ministry of Justice
(online)

for Ireland

June Reardon, Office of the Attorney General

for Italy

Massimo Condinanzi, Professor at the University of Milan (excused)

for Latvia

Dace Kazāka, Director of Development Department at the Court
Administration of the Republic of Latvia (online)

for Lithuania

Representing the Chancellor of the Ministry of Justice, Augustas Rucinskas

Judita Aleksiejūnė, Adviser to the Minister of Justice of the Republic of
Lithuania

for Malta

Representing the Minister of Justice, Jonathan Attard

Katia Caruana, Director – Department of Justice at the Ministry of Justice
Johan Galea, Permanent Secretary at the Ministry of Justice

for the Netherlands

Margreet Blaisse, Rector of the Training and Study Centre for the Judiciary
(SSR)

for Poland

*Representing the Secretary of State at the Ministry of Justice, Sebastian
Kaleta*

Katarzyna Czaplewicz, Deputy Head of the Department of European Law
of the Ministry of Justice

for Portugal

Fernando Ventura, Director of the Centre for Judicial Studies (CEJ)

for Romania

Representing the Minister for Justice, Marian Cătălin Predoiu

Flavius-George Păncescu, Head of the Service of international judicial cooperation in civil and commercial matters within the Directorate of International Law and Judicial Cooperation of the Ministry of Justice (online)

for Scotland

Representing the Lord Advocate Dorothy R Bain QC

David J. Dickson, Prosecutor at the Crown Office (online)

for Slovakia

N.N.

for Slovenia

Blanka Javorac Završek, Director of the Judicial Training Centre (online)

for Spain

María Abigail Fernández González, Director of the Centre for Legal Studies at the Ministry of Justice (online)

for Sweden

Representing the Director General for International Affairs at the Ministry of Justice, Anna-Carin Svensson

Kristina Holmgren, Director at the Division for European Affairs, Ministry of Justice

for the City of Trier

Wolfram Leibe, Mayor of Trier

for the United Kingdom

N.N.

for the Association for the Promotion of the Academy

Jettie Van Caenegen, President of the Association, Inhouse Counsel

Co-opted member

Wolfgang Heusel, former Director of the Academy of European Law Trier

2. Members of the Executive Board

Sabine Verheyen MEP, Chair of the European Parliament Committee on Education and Culture; Chair of the Executive Board of ERA

Representing the Minister of Justice and Consumer Protection of Rhineland-Palatinate, Herbert Mertin

Matthias Frey, State Secretary at the Ministry of Justice of the State of Rhineland-Palatinate

Adrián Vázquez Lázara MEP, Chair of the European Parliament Legal Affairs Committee (excused)

3. Board of Trustees

Marc van der Woude, Vice-Chair of the Board of Trustees; President of the General Court of the European Union Luxembourg

4. Management Board of ERA

Jean-Philippe Rageade, Director

John Coughlan, Deputy Director, Director of Corporate Communications

Luc Doeve, Deputy Director, Director of Finance and Conference Services

Viktor Vadász, Deputy Director, Director of Programmes

5. Staff of ERA

Natalia Boxberg, Minutes Secretary

Lilian Erbel, Director of Finance & Human Resources

Heinz Monsch, Accounts Manager

Jutta Rasmus, Head of Unit Human Resources

6. External auditor

Hendrik Stoeber, Dornbach GmbH, Koblenz

7. Guests

Representing Minister of Justice of the Republic of Albania, Ulsia Manja
Klajd Karameta, Deputy Minister at Ministry of Justice Albania

Arben Rakipi, Director of the Albanian School of Magistrates

Electronic voting was implemented for agenda items 3, 6 and 11. There were no technical problems reported nor were they recognisable as such.

**Item 1 Welcome address by the Vice President of the Governing Board
Establishment of a quorum (for the Governing Board)**

Vice President Hering opened the meeting at 10:00 am. He warmly welcomed the participants to the meeting.

Unfortunately, President Juncker was absent due to illness and sent his best wishes for the meeting. The event was held in hybrid format, with more than half of the Governing Board members physically present and the rest participating online.

The list of participants has been corrected: The Chancellor of the Lithuanian Ministry of Justice, Mr Augustas Ručinskas, was unable to attend. Instead, his colleague, Judita Aleksiejūnė, represented him online. Furthermore, Ms Inkinen from Estonia was also present online, while Mr Condinanzi from Italy sent his apologies at short notice and was unable to attend the meeting.

Vice President Hering welcomed the national representatives who were attending the meetings for the first time and welcomed the guests from Albania, the Deputy Minister of Justice Klajd Karameta and the Director of the Albanian School of Magistrates Arben Rakipi.

The quorum of the Governing Board was established.

Item 2 Approval of the agenda

The agenda was unanimously approved by the members of the Governing Board.

**Item 3 Approval of the minutes of the 31st Meeting of the Governing
Board of 13 October 2022**

Jean-Philippe Rageade took the floor and welcomed the meeting participants on behalf of the Management Board and the ERA colleagues present in the room. He explained that the online voting procedure would be tested at the beginning of the meeting with the vote on item 3. He pointed out that only the Governing Board members listed under item 1 in the list of participants were entitled to vote.

The minutes were approved unanimously by electronic vote.

**Item 4 Accession of Albania to the ERA Foundation
Approval of the formal accession agreement
Signing of the accession agreement**

Vice President Hering was pleased to announce Albania's accession to the ERA Foundation. The agreement was sent to the Governing Board in advance as part of the documentation. He pointed out that the agreement was formally signed between the Ministry of Justice and ERA and not the Republic of Albania. He then gave the floor to the Deputy Minister of Justice, Mr Karameta.

On behalf of Albania, Klajd Karameta thanked the Governing Board for favourably considering the application for membership of the Foundation. He explained that Albania is striving for EU membership and that membership of ERA will enable many judges, prosecutors and members of Albanian institutions, especially the Ministry of Justice, to deepen their knowledge of EU law and have solid knowledge when the country is ready to join the EU. He hoped for good cooperation.

Following unanimous approval by the Governing Board, the accession agreement was signed.

Vice President Hering emphasised that Albania was making a contribution to preparing for EU membership through accession to the ERA Foundation and was pleased that this was possible.

Item 5 Report on general business and staffing developments for 2022-2023

For his part, Jean-Philippe Rageade warmly welcomed Albania as a new member of the Governing Board.

He then explained the current strategic priorities, including digitalisation, which affects practically all ERA departments. For example, the conference and interpreting technology in the Academy's buildings has been converted from analogue to digital. This strategically and financially significant investment enables ERA to improve and diversify its training programme and thus maintain a high number of participants.

In addition, ERA has also made progress in its distance learning programme over the past year. A series of basic e-learning courses on various topics such as data protection law, company law, criminal law and intellectual property were launched and are now available to all legal practitioners free of charge on the ERA website.

Mr Rageade also explained the "Green ERA" strategy. ERA had previously succeeded in attaining EMAS certification in the area of environmental management and environmental auditing and, following a recent audit, this had already been extended for a further two years (2024 and 2025). He particularly congratulated Luc Doeve and his team, who were in charge of this project.

Another important point he addressed was the funding of ERA. ERA receives an operating grant as one of the Jean Monnet institutions named in the Erasmus+ programme. Last year, this subsidy was increased by 10% for the first time in 15 years, due to inflation. He took this opportunity to thank Mrs Verheyen in particular for her support in this matter. In addition, ERA also receives a grant from the state of Rhineland-Palatinate totalling EUR 1,050,000. This was released in the last quarter, for which the Management Board is also very grateful.

The final point addressed by Jean-Philippe Rageade was the topic of personnel. He explained that ERA had experienced a generational change in recent years. On the one hand, this represents a major challenge for knowledge transfer, but on the other hand it also offers the opportunity to rethink the organisation chart and the

organisation. Since the end of the pandemic in particular, but also due to the proximity to Luxembourg, it has become increasingly difficult to recruit new staff as it is not possible to compete with salaries there. He took this opportunity to introduce the new Director of Finance and Human Resources, Ms Lilian Erbel.

Finally, Viktor Vadász and John Coughlan used a PowerPoint presentation to explain the development of ERA's programme activities and the number of participants, taking into account the different target groups and subject areas. Please refer to the presentation for details.

Vice President Hering expressed his thanks for the detailed report. The Governing Board unanimously approved the report.

Item 6 Annual financial statement for 2022
Comments on the external audit and the 2022 balance sheet

Auditor Hendrik Stoeber explained the results of the audit of the annual financial statements. Reference is made to the written report for details. The result of the audit was that an unqualified audit opinion could be issued.

Lilian Erbel took the floor to explain that the net loss for the year was not the result of ERA's business operations, but that the surplus carried forward from previous years would be reduced through investments.

Vice President Hering thanked Hendrik Stoeber for his report and Lilian Erbel for her explanation.

The following resolution was approved unanimously by electronic vote:

- 1. The Board approves the annual financial statement as at 31 December 2022 including the profit-and-loss account as per the report on the annual financial statement for 2022, drawn up by the management of the Academy of European Law and audited by the external auditors Dornbach GmbH, Koblenz.**

The Board hereby notes the annual financial statement.

- 2. The management proposes to cover the annual result of €-1.073.514,63 from previously accumulated positive reserves.**

The Board approves the management's proposal on the offset of the annual result. The 2022 annual result of €-1.073.514,63 shall thus be offset by drawing the same amount from the existing surplus carried forward.

Item 7 Formal approval of the actions of the Management Board for the
year 2022

The following resolution was approved unanimously:

The Governing Board formally approves the actions of the Management Board for the business year 2022 and thanks them for their work.

Item 8 Appointment of a new external auditor to audit the 2023 business year

Lilian Erbel explained that the audit by the auditing firm Dornbach GmbH, Koblenz, had taken place for the first time in 2021. In consultation with the Rhineland-Palatinate Ministry of Finance, the same auditing firm could be appointed for five consecutive years. It would therefore be possible to continue to employ Dornbach as auditors. Due to the existing experience and knowledge of the company, the effort involved would also be lower and it was therefore recommended to the Governing Board that the audit mandate for 2023 be again awarded to the auditing firm Dornbach GmbH.

The following resolution was approved unanimously.

The external audit of the 2023 final figures as well as the report on factual findings for the Academy of European Law Trier shall be carried out by the company Dornbach GmbH.

Item 9 Report by the Management Board on the implementation of the 2023 budget

Lilian Erbel explained the 2023 business plan, stating that it showed a positive development for 2023. According to this, income of EUR 8,689,749 would be offset by expenditure of EUR 8,653,998, resulting in a surplus. However, this does not mean that the balance sheet will then also show a balanced result, as the investments and construction measures will be financed from the carryovers from previous years.

The largest deviations within the extrapolation were in the area of conference income, with the majority of this deviation being attributable to open events. Cost savings were also higher due to the increased use of online participation options. Personnel costs are also expected to be lower than planned. This is partly due to the fact that filling some positions proved to be challenging due to ERA's geographical location and the shortage of skilled labour in Germany, and therefore took place later than planned. Personnel costs are expected to rise in the coming years and ERA will continue to work on recruiting qualified staff.

Savings were also made in the area of expenditure on the building and investments, whereby it was ensured that ERA's own funds and the amount from the surpluses of recent years as well as the grants from the state of Rhineland-Palatinate were put to good use and fully utilised. A large item for which the expenditure was used was the conversion to LED lighting and the renewal of the media technology. Other

investments, such as the installation of a video studio in combination with a hybrid-to-go system, have been postponed until next year.

The Governing Board took note of the report.

Item 10 ERA Development Strategy 2021-2027
State of play of the Action Plan for 2023
Action Plan for 2024

John Coughlan began by explaining that, as part of the ERA Development Strategy 2021-2027, various objectives of the 2023 Action Plan had been achieved. These include Albania joining the Foundation, the launch and completion of a certified European Patent Lawyers Course (EPLC), the first edition of the *Young European Lawyers Academy* (YELA), the second conference of the European Forum for the Legal Professions, and the cooperation with the company vLex, which makes selected ERA e-presentations available on its subscriber platform. The reorganisation of the Association of EU Data Protection Judges, which ERA co-founded, and the establishment of an internal travel agency to optimise travel arrangements and bookings for all ERA speakers, board members and employees are also worth mentioning. Some measures have already been initiated but will be continued next year, such as the development of free e-learning courses, the establishment of a fund to collect resources for training measures and study visits for legal practitioners from the Western Balkans and Ukraine, the finalisation of the written commemoration for ERA's 30th anniversary and the establishment of a video studio. In addition, progress is planned in the introduction of regular staff appraisals and appraisal interviews as well as improvements in long-term financial planning. However, the finalisation of the new website is still ongoing.

The annual action plan for 2024 contains a total of 60 action points, of which 18 are annually recurring measures, 17 are ongoing (which cannot be completed in a single year), five are deferred from 2022, and 20 are new action points. In terms of priorities, 31 of these action points were categorised as "must". For further details, please refer to the documentation.

Vice President Hering thanked John Coughlan for his detailed presentation.

The report was adopted unanimously.

Item 11 Forward projection of medium-term business and financial
planning until 2024
Approval of the 2024 budget

Lilian Erbel presented the 2024 business plan, stating that overall, income and expenses are expected to be slightly lower than in the previous year, corresponding to a decrease of around 6% in each case.

The conference programme comprises a mixture of face-to-face, hybrid and online events. There has been an increase in online and hybrid events, which generate around 43% of income from open conferences and events. The remaining income

comes from co-financed, fully financed and other projects. Due to the rise in costs caused by inflation, prices had to be increased slightly for a small number of events.

Personnel costs will decrease slightly, as new vacancies will not be filled immediately. After the focus in 2023 was on creating additional services and workplace health promotion for employees, the focus in 2024 will be on employee training.

Lilian Erbel explained that following the welcome increase in the EU grant in 2023, ERA hopes that this will remain unchanged. ERA is already aware of this for 2024 and the grant from the state of Rhineland-Palatinate is also important and indispensable.

The costs for construction measures and building maintenance are currently forecast at EUR 400,000 for 2024. With regard to the largest investments for construction and building maintenance measures, a renewal of the W-LAN technology is planned. The installation of a video studio and the purchase of a hybrid-to-go system are also planned.

The medium-term economic and financial planning up to 2028 focusses on several key points. On the one hand, there has been a continuous increase in personnel costs, which is due to inflation-related wage increases. At the same time, age-related personnel development is having an impact, leading to the replacement of various positions. The aim is to achieve good diversification in terms of professional and personal qualifications for ERA.

The planned investments will focus primarily on maintaining and modernising the buildings with a focus on digitalisation and sustainability as well as inclusive conferences. An expansion of the conference programme is planned, both on site and online.

Wolfgang Heusel took the floor to point out an aspect of the Rhineland-Palatinate grant that ERA had already been dealing with for more than 20 years. It was not about the grant as such, for which ERA was of course infinitely grateful and which had grown into a very substantial amount over the years, rather it is only about a modality that has been imposed as a condition for this grant for some years now, namely the so-called prohibition of betterment. This means that the principle applies when the state makes a grant to a beneficiary that this beneficiary may not pay its employees better than is the case for state employees. In principle, this is an understandable principle. However, it is unrealistic for ERA. Even 20 years ago, it was practically impossible for ERA to hire qualified multilingual lawyers due to its proximity to Luxembourg. In 2003, an agreement was reached with the state that exempted ERA from this ban on betterment – an agreement that lasted 17 years until 2020.

Wolfgang Heusel explained that there was no legal basis for the prohibition of betterment; it was purely an administrative regulation that could be deviated from if there were political reasons to do so. As there is currently no agreement on this, we have seen increasing difficulties since 2021. In practice, this means for ERA that a comparison must be made for each individual ERA position to determine whether the

salary corresponds at most to the salary paid by the state for comparable positions according to the state pay scale. Although there is still an agreement that certain extensions or supplements are possible under certain conditions, these are also narrowly defined. This year, there are specific cases where a divergent assessment has arisen between ERA and the state as to whether an allowance would be permissible under the state pay scale conditions for certain positions that are extremely important for ERA from a professional point of view, which is not permissible according to the state's previous understanding. However, because ERA considered this allowance to be permissible, the state would reclaim EUR 6,000 in overpayments from the grant for 2022. This is therefore only a small amount on the one hand, but which on the other hand would involve an infinite amount of effort to check this comparability, both on the part of ERA and, of course, on the part of the state. It would therefore be necessary for qualified employees in the Ministry of Justice to carry out this review job by job every year.

Wolfgang Heusel therefore suggested that the Governing Board support the Management Board and also the Executive Board in reaching an agreement with the state again and thus returning to the old regulation of exempting ERA as such from the ban on better pay. Overall, the personnel costs of ERA, which has developed its own salary system over the past 17 years, are lower than they would be if they applied the state pay scale to all positions. Thus, the application of this principle in the case of ERA does not even make sense from an economic point of view.

Vice President Hering thanked Wolfgang Heusel for the report and for his additions.

State Secretary Matthias Frey thanked Wolfgang Heusel for pointing out this problem, of which he was well aware. He wanted to examine the possibilities in this regard. The amounts as such are fixed for the next few years, at least as long as the budget is running, and the Ministry of Justice intends to register this amount with the Ministry of Finance again.

Vice President Hering asked the members to approve further medium-term business and financial planning until 2029 and the budget for 2024.

The Board approved the first item unanimously and the second item by electronic vote with one abstention.

- 1. The Board approves the medium-term financial planning 2023 to 2029.**
- 2. The Board approves the 2024 budget with income and expenditure of €9.134.862,00.**

Item 12 Appointment of a new Member of the Management Board Organisational changes from 2024

Jean-Philippe Rageade reported that after the position of Finance Director could not be filled last year, the position was advertised again immediately after the Governing Board meeting in December 2022 and led to the recruitment of Ms Lilian Erbel. Ms

Erbel took up her position at ERA in July 2023. With the appointment of Lilian Erbel, great progress has already been made in the areas of digitalisation and professionalisation of finances as well as in the area of human resources. Mr Rageade therefore asked the Governing Board to appoint Ms Erbel as a member of the Management Board from 1st January 2024.

Jean-Philippe Rageade then announced that John Coughlan, whose contract as a member of the Management Board expires at the end of 2023, had decided to leave ERA at the end of the year after 19 years in order to take on a new professional challenge. He will join the International Society for Cerebral Palsy as Secretary General. Jean-Philippe Rageade emphasised that Mr Coughlan had made a significant contribution to making ERA what it is today.

However, Jean-Philippe Rageade explained that he had decided not to fill Mr Coughlan's position with an exact replacement, but to create a new position of *Business Unit Manager* for the Corporate Communications, Marketing and Sales portfolio. The position had already been advertised, but could not be filled as planned on 1st January 2024.

In terms of ERA's structure, this means that from 2024 the Management Board will now consist of a director and two deputy directors as well as two senior managers (general managers). Although the two general managers would not formally be part of the Management Board, they would be heavily involved in the strategy and its implementation.

Matthias Korte took the floor and congratulated on the successful recruitment of Lilian Erbel. A convincing choice had been made and a very well-founded proposal had been made to fill the post of Deputy Director. He also enquired whether the decision to reorganise the Management Board would have an impact on the search for a candidate for the vacant post with regard to the issue of the prohibition of better positions, which had already been raised. The impact on salary resulting from the reorganisation of the position could potentially lead to a reduction in the pool of candidates, which is important if you want to attract a highly qualified person. Jean-Philippe Rageade confirmed this.

Vice President Hering thanked Jean-Philippe Rageade for his detailed report, congratulated Lilian Erbel on her appointment to the Management Board and thanked John Coughlan for his outstanding work for ERA over the years.

The following resolution was passed unanimously:

The Governing Board approves the recruitment of Ms Lilian Erbel as Director for Finance and Human Resources and appoints her as Deputy Director and member of the Management Board from 1 January 2024 until 30 June 2026. Should her contract end prematurely due to a departure from ERA, this appointment will be terminated.

The Board also thanks Mr John Coughlan for his work and his decisive contribution to the development of ERA in recent years and wishes him all the best for his new professional challenges.

Item 13 Appointment of the members of the Board of Trustees for the term of office 2024-2027

Marc van der Woude took the floor and briefly explained how the Board of Trustees works. He noted that the current Board of Trustees' term of office had been overshadowed by the pandemic. As a result, the only plenary meeting had only taken place this year. However, it had been possible to work online in the first few years. With the expiry of the last appointment period, it is now necessary to appoint a new Board of Trustees for the period 2024 to 2027.

Viktor Vadász took the floor and referred to the proposed resolution on the new appointment of the Board of Trustees for details. He explained that the Management Board had had three objectives in mind when composing the new Board of Trustees: a more balanced gender ratio, representation of all legal and judicial professions and a better geographical distribution of members. It should also be emphasised that, for the first time, one new member each from Serbia and North Macedonia has been proposed in order to ensure representation of the Western Balkan states. Next year, the Management Board will propose another member from Albania.

The following resolution was unanimously approved:

- 1. The Board approves the report by the Management Board.**
- 2. The Board appoints the persons named in the motion for resolution for the period from 1 January 2024 until 31 December 2027 to the Board of Trustees.**

The list of the persons appointed to the Board of Trustees is shown in the appendix to these minutes.

Item 14 Miscellaneous, in particular: setting the date for the next meeting
(Proposal: Monday, 18 November 2024, 10:00 a.m.)

The proposal was unanimously approved.

Vice President Hering thanked the meeting participants.

He closed the meeting at 12:00 p.m.

Signed Natalia Boxberg
Minutes Secretary

Signed Hendrik Hering
Vice President

Appendix



Setting the scene

Strategic priorities

- Digitalisation
- Diversification of the training offer (more hybrid)
- Free basic e-learning courses and further online resources
- Young Generation
- Western Balkans
- Green ERA

Finances

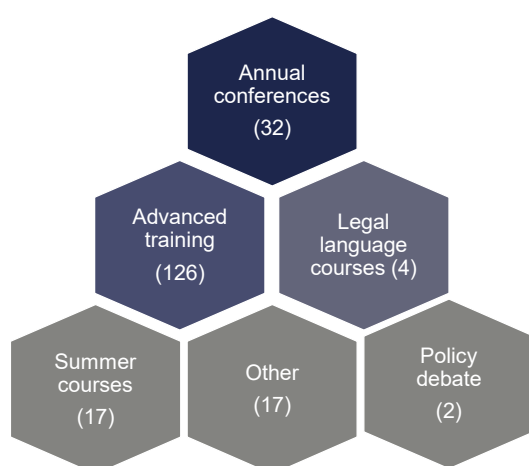
- EU operating grant for 2023
- RLP grant for 2023

Human resources

- Generational change
- Director of Finance and HR

Activities

Events in 2022



- Alone (42%) or in partnership (58%)
- Language regime: 82% monolingual (consisting of 88% EN) vs 18% multilingual
- Events in 18 different languages
- 75 events online, 34 hybrid and 89 face-to-face events

Total number of events and participants

including speakers



Events

250

200

150

100

50

0

7139

6357

7626

7776

7817

6086

9010

8429

2023 (proj)

154

144

158

164

176

145

209

198

184

Participants

10000

9000

8000

7000

6000

5000

4000

3000

2000

1000

0

+19.5%

Events and participants by funding type



Events

250

200

150

100

50

0

17

25

48

64

14

23

30

77

15

23

44

76

31

26

28

79

37

29

29

81

20

28

22

75

Participants

8000

7000

6000

5000

4000

3000

2000

1000

0

Other contract

EU fully-funded

EU co-funded

Open

+61%

2023 (proj)

16

39

26

103

20

37

58

94

21

40

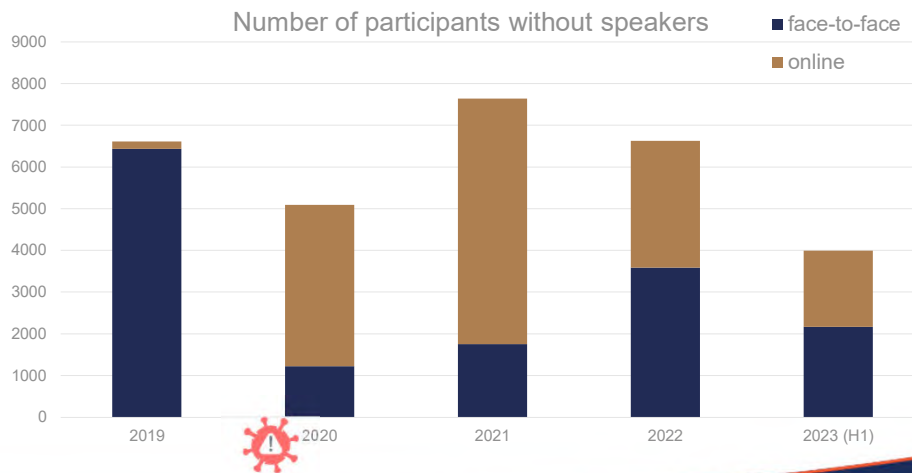
86

51

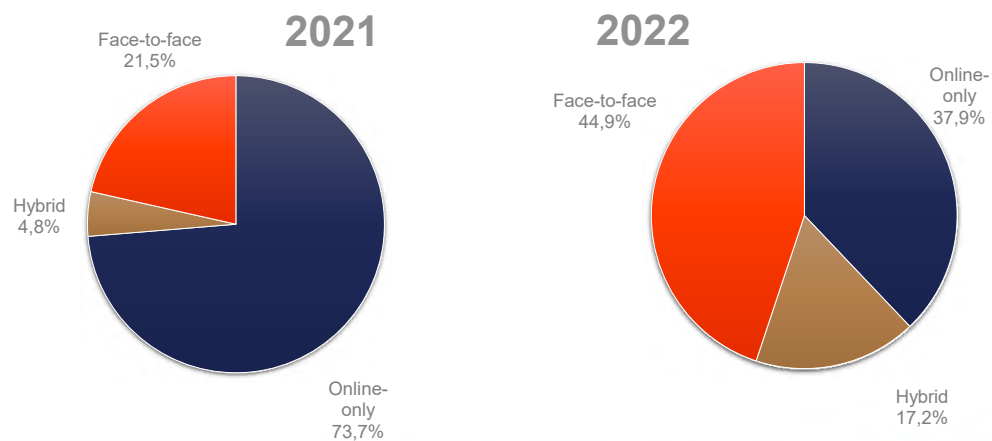
2023 (proj)

Online and face-to-face participation

Trend since the COVID-19 outbreak



Execution type of event 2021 vs 2022



New initiatives in 2022



European Forum of the Legal Professions



Highlights of 2022



30 years – 30 cases

Jubilee Conference
European Sovereignty:
The Legal Dimension,
a Union in Control
of its Own Destiny



New training projects

Awarded in 2023



DG FISMA Training on Intra-EU Investment Protection for Judges



DG ENV

5th specific contract on the preparation of a tailor-made training module and delivery of one tailor-made workshop on access to justice in environmental cases for Polish judges



6th specific contract on wildlife trafficking, deforestation and illegal logging and combating associated crime by judges and prosecutors



DG JUST

Seminars to train judges and legal practitioners on EU gender equality and EU non-discrimination legislation



Justice Programme

Awarded in 2023



Digitalisation and AI in criminal justice

2024-2027 (36 months)
12 seminars

Judges, prosecutors, lawyers in private practice
480 participants



European criminal law for defence lawyers

2024-2026 (24 months)

6 seminars, 1 conference, 1 study visit,
1 e-learning, 6 half-day webinars
6 bar associations + ECBA + Lithuanian MoJ
385 F2F + 150 ONL participants



Baltic network of EU law experts

2024-2025 (24 months)

3 seminars, 1 study visit, 5 webinars
Estonian, Lithuanian, Latvian judiciaries
205 F2F + 150 ONL participants

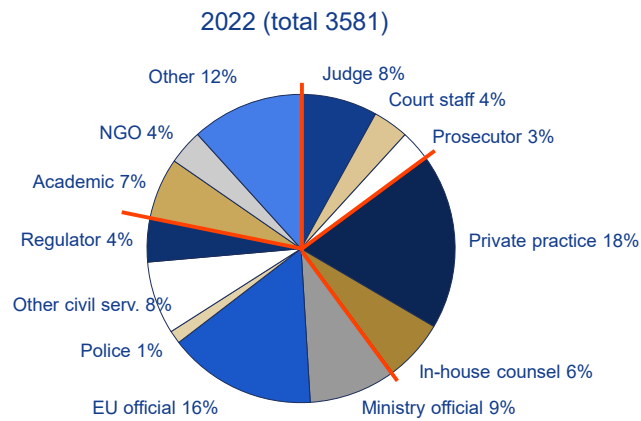


Participants

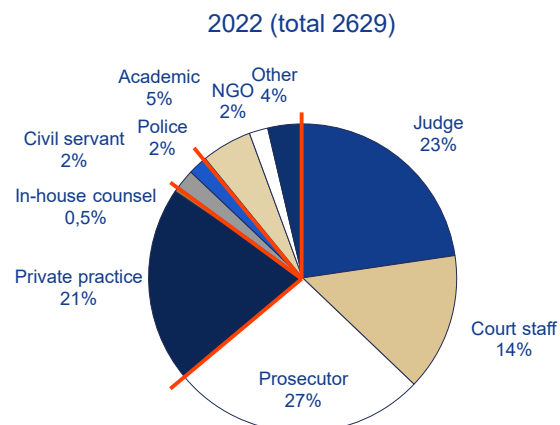
ERA's activities have different sources of funding:

<i>Open activities</i>	<i>EU co-financed</i>
<i>Open activities</i>	<i>EU-funded</i>
<i>Other contract activities</i>	<i>EU fully financed</i>

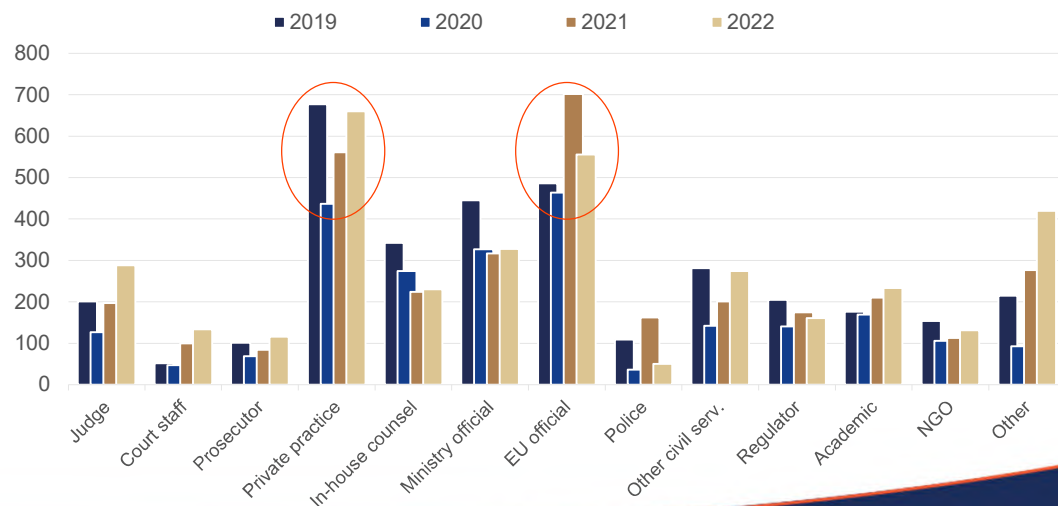
Participants at OPEN events



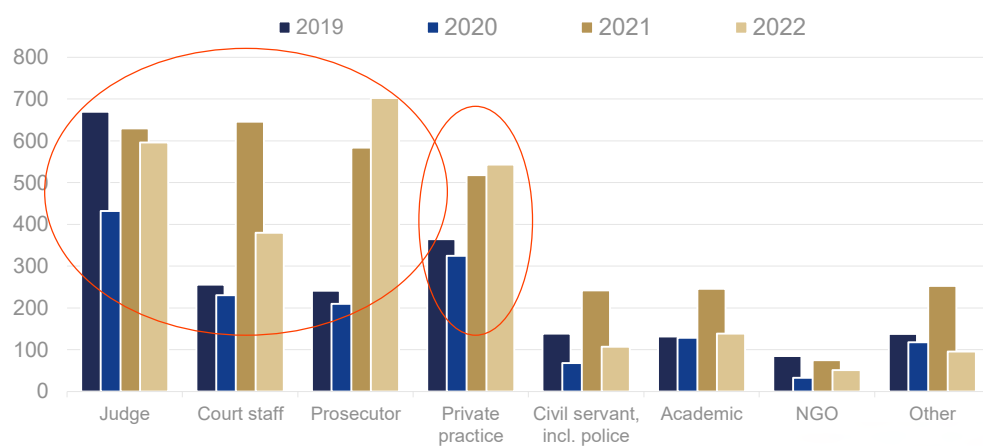
Participants at EU-FUNDED events



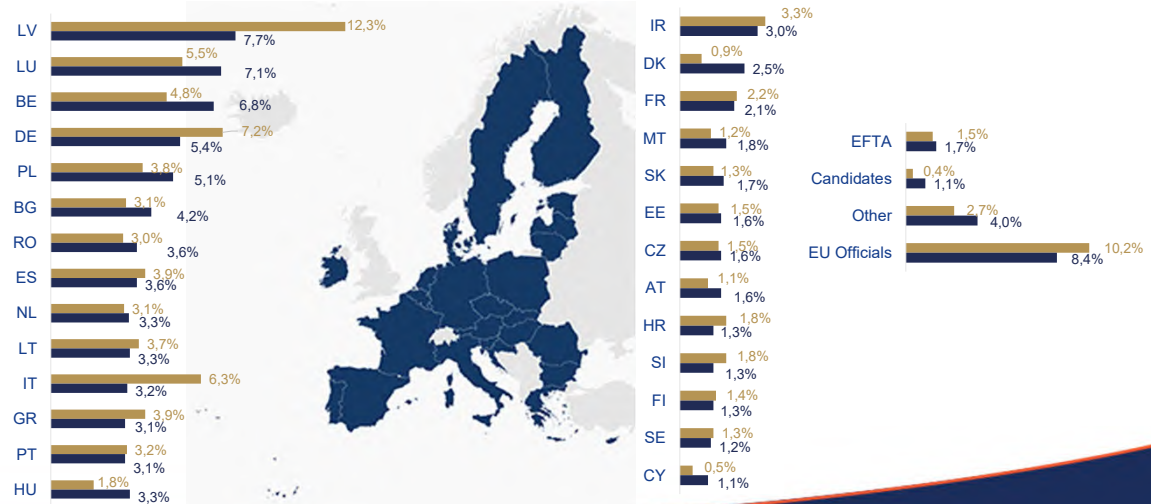
Participants at open events (absolute terms)



Participants at EU-financed events (absolute)



Participants 2021 vs 2022 Country of residence

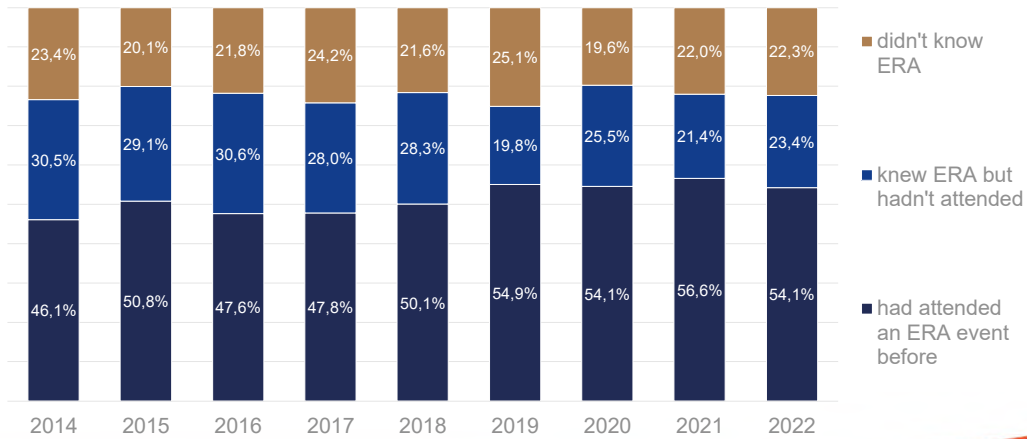


Evaluations



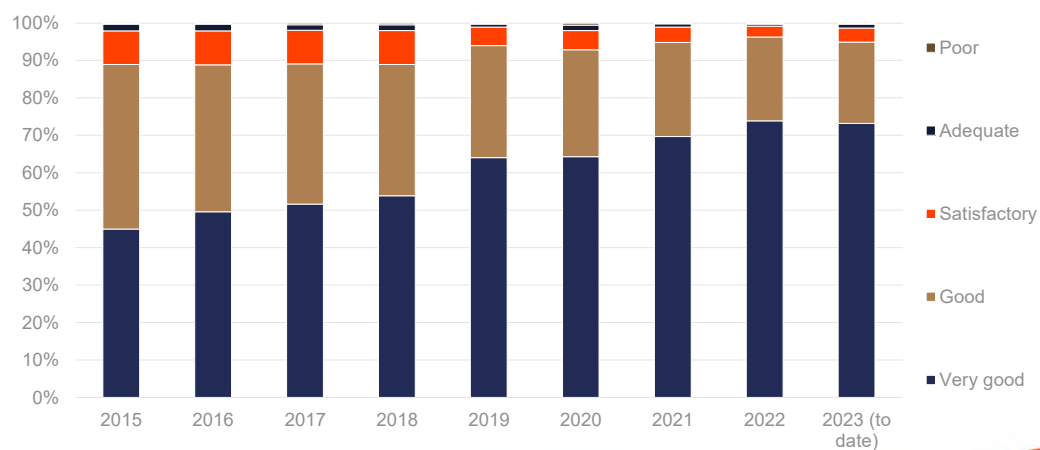
Participant evaluations

Before you attended this event, you...



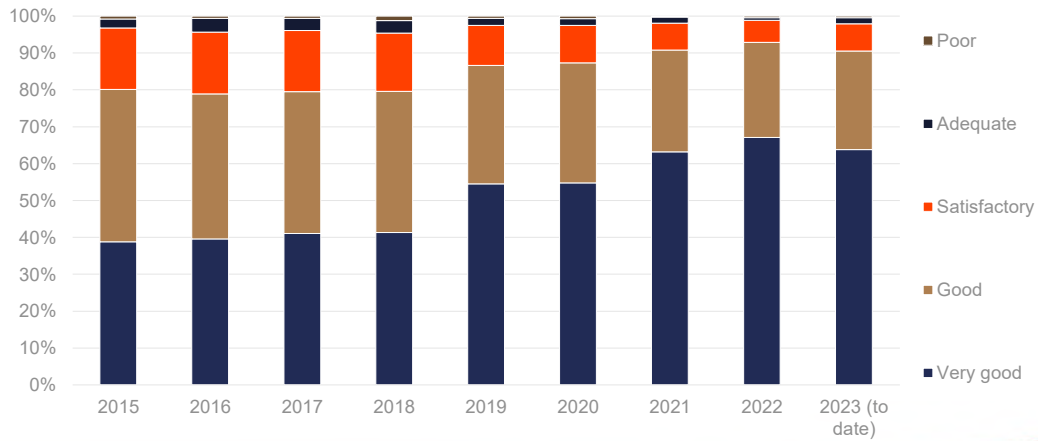
Participant evaluations

I gained new insights into the subject matter



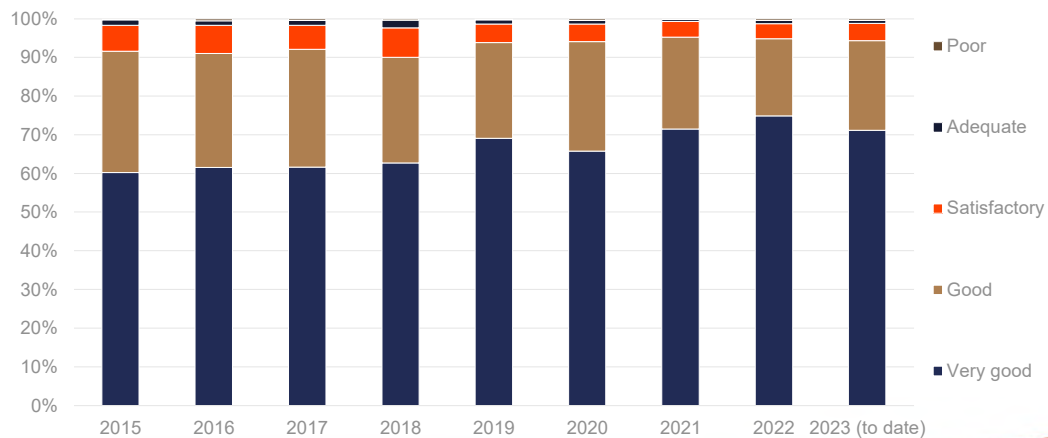
Participant evaluations

I received useful advice on application/implementation



Participant evaluations

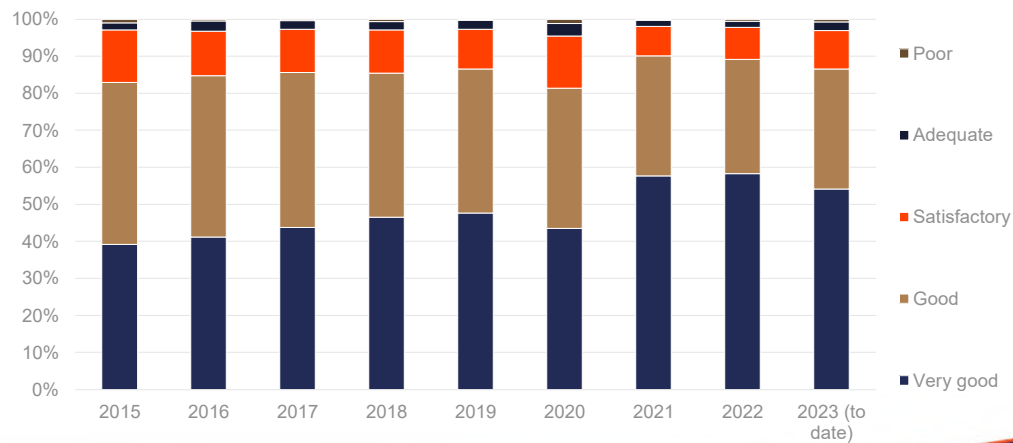
Documentation



Participant evaluations (open events only)



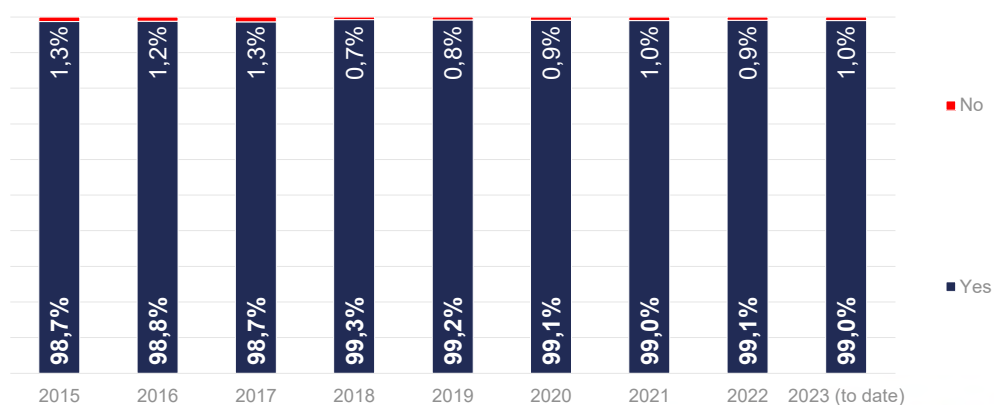
In terms of value-for-money, the service offered is...



Participant evaluations



Would you recommend ERA events to colleagues?



Annual financial statement for 2022

ITEM 6

**AUDIT OF THE ANNUAL FINANCIAL STATEMENTS
FOR THE PERIOD ENDING 31 DECEMBER 2022**

ACADEMY OF EUROPEAN LAW (ERA)

MEETING OF THE GOVERNING BOARD 20 NOVEMBER 2023

agenda

- › 1. Audit Engagement
- › 2. Net assets (Balance)
- › 3. Income & Expenditure

- › 1. **Audit Engagement**

AUDIT ENGAGEMENT



a) Independence of the auditor

We have confirmed in the audit report, in accordance with § 321 paragraph 4a HGB, that we have complied with the applicable provisions on independence.

- Business, financial and personal independence according to § 319 para. 2 HGB was given.
- Declarations of independence of all employees are available.
- DORNBACH GmbH has successfully participated in the profession's quality control system.

b) Proper commissioning

Appointment by the Meeting of the Governing Board on 13 October 2022.

AUDIT ENGAGEMENT



c) Audit planning

- Audit scope
 - ⇒ Annual financial statements and management report as at 31 December 2022
 - ⇒ Catalogue of questions for the examination of the regularity of the management and the economic situation
- Risk-oriented audit approach, key audit areas
 - ⇒ Fixed assets and grant for building maintenance measures
 - ⇒ Sales (trade receivables, deferred income, sales revenue)
 - ⇒ Cash and cash equivalents

AUDIT ENGAGEMENT



- d) Process of preparing the financial statements
 - Preparation of the annual financial statements of ERA by the Company
- e) Audit procedure
 - Audit in the period from 10 Feb to 20 June 2023
- f) Unqualified auditor's report
 - Propriety of the accounting confirmed
 - Accounting in accordance with the law



2.

Net assets (Balance)



NET ASSETS (BALANCE)



A. Assets

I. Fixed assets

1. Intangible assets
2. Tangible assets
3. Financial assets

4. Total

II. Current assets

1. Inventories
2. Trade account receivables
3. Receivables from donors
4. Cash on hand and bank balances
5. Other assets
6. Total

III. Deferred charges and prepaid expenses

IV. Total assets

31.12.2022		31.12.2021		Change	
EUR 000	%	EUR 000	%	%	EUR 000
147	0.6	86	0.4	70.9	61
17,096	73.5	16,956	69.5	0.8	140
544	2.3	581	2.4	-6.4	-37
17,787	76.4	17,623	72.3	0.9	164
73	0.3	46	0.2	58.7	27
1,051	4.5	1,109	4.5	-5.2	-58
545	2.3	545	2.2	*	0
3,657	15.8	4,958	20.4	-26.2	-1,301
71	0.3	32	0.1	*	39
5,397	23.2	6,690	27.4	-19.3	-1,293
91	0.4	67	0.3	35.8	24
23,275	100.0	24,380	100.0	-4.5	-1,105

NET ASSETS (BALANCE)



Notes on assets

- Investments in fixed assets of EUR 877,000 are offset by depreciation of EUR 623,000; slight increase in fixed assets
- ERA has a very good liquidity position of almost EUR 3,657,000

NET ASSETS (BALANCE)



B. Equity and liabilities

I. Equity

1. Foundation capital
2. Retained earnings
3. Funds carried forward
4. Net loss/income
5. Total

II. Liabilities

1. Long-term liabilities

- Special reserve for investment
- Loan from donors

Total

2. Short-term liabilities

- Provisions
- Trade account payable
- Other liabilities
- Deferred income

Total

3. Total liabilities

III. Total equity and liabilities

31.12.2022		31.12.2021		Change	
EUR 000	%	EUR 000	%	%	EUR 000
5,090	21.8	5,090	20.8	0.0	0
500	2.1	500	2.1	0.0	0
1,285	5.5	1,354	5.6	-5.1	-69
-1,074	-4.6	-69	-0.3	*	-1,005
5,801	24.8	6,875	28.2	-15.6	-1,074
14,759	63.4	14,631	60.0	0.9	128
61	0.3	121	0.5	-49.6	-60
14,820	63.7	14,752	60.5	0.5	68
540	2.3	385	1.6	40.3	155
597	2.6	240	1.0	*	357
388	1.7	637	2.6	-39.1	-249
1,129	4.9	1,491	6.1	-24.3	-362
2,654	11.5	2,753	11.3	-3.6	-99
17,474	75.2	17,505	71.8	-0.2	-31
23,275	100.0	24,380	100.0	-4.5	-1,105

NET ASSETS (BALANCE)



Notes on the capital

- ERA has a very good equity base. The equity capital amounts to EUR 5,801,000 and the equity ratio is 24.8%
- Together with the special reserve for investment, the economic equity amounts to EUR 20,560,000 and the economic equity ratio is 88.3%

3. Income & Expenditure

INCOME & EXPENDITURE



	2022		2021		compared to prev. year	Impact on results
	EUR 000	%	EUR 000	%	%	EUR 000
A. Operating income						
Revenues	4,244	99.7	3,722	99.8	14.0	522
Other operating income	13	0.3	7	0.2	85.7	6
Total income	4,257	100.0	3,729	100.0	14.2	528
B. Operating expenses						
Conference expenditure	2,235	52.5	1,462	39.2	52.9	-773
Personnel	4,504	105.8	4,364	117.0	3.2	-140
Amortisation and depreciation	598	14.0	550	14.7	8.7	-48
Other operating expenses	1,389	32.6	1,142	30.6	21.6	-247
	8,726	204.9	7,518	162.3	16.1	-1,208
C. Operating result (A - B)	-4,469	-104.9	-3,789	-62.3	17.9	-680
D. Grants	3,392	79.7	3,690	99.0	-8.1	-298
E. Financial result	4	0.1	2	0.1	100.0	2
F. Result from commercial activities	0	0.0	28	0.8	100.0	-28
G. Net loss/income	-1,073	-25.2	-69	-1.9	*	-1,004

INCOME & EXPENDITURE



Notes to income and expenditure

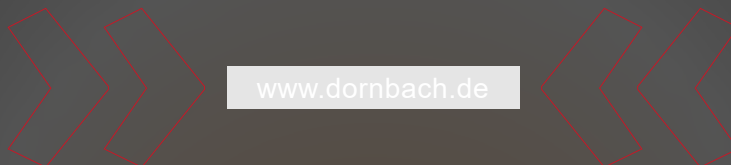
- Through the further development and expansion of the range of online and hybrid events, the turnover could be increased by EUR 522,000. So, the turnover was again at a comparable level to the pre-Corona period.
- This is offset by higher expenses amounting to EUR 1,208,000
- Grants have decreased by EUR 298,000
- Overall, the result decreased by EUR 1,004,000 and a loss of EUR 1,073,000 is reported for 2022

Thank you for your
time.

© DORNACH 2022 | All rights reserved
This document is confidential and its circulation and use are restricted
DORNACH ist eine überregional tätige Unternehmensgruppe in den Bereichen
Wirtschaftsprüfung, Steuerberatung, Rechtsberatung und Unternehmens-
beratung. Der Name DORNACH bzw. „wir“ bezieht sich in diesem
Unternehmensprofil auf alle deutschen Unternehmen der DORNACH-Gruppe,
die rechtlich selbstständig und unabhängig sind und nicht für das Handeln oder
Unterlassen eines jeweils anderen DORNACH-Unternehmens haften.

Find out more about us
here.

Current press releases as well as editorial publications from all areas can
be found on our **homepage**



as well as in the **social networks**.



Come and visit us!

	1.284.616 € Carried forward from previous years until 1.1.2022	1.073.515 € Used until 31.12.2022
	500.000 € Existing Operating Capital Reserve	211.101 € Forecasted use until 31.12.2023

Report on the 2023 budget

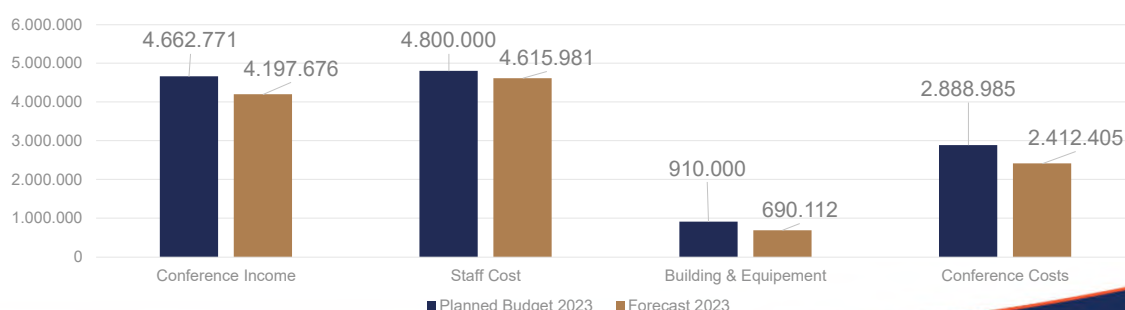
ITEM 9

8.689.749 €

Total Income (Forecast 2023)
(- 10% from planned budget 9.669.396 €)

8.653.998€

Total Expenses (Forecast 2023)
(- 11% from planned budget 9.669.396 €)



ERA Development Strategy

ITEM 10

Action Plan 2023

Action Plan 2023 – complete



- ❖ Accession of Albania
- ❖ European Patent Litigation Certificate
- ❖ Young European Lawyers Academy, incl. EYBA
- ❖ e-Presentations: cooperation with VLex
- ❖ 2nd edition of EU Forum and enlarged YELC
- ❖ Relaunch Assoc EU Data Protection Judges



Action Plan 2023 – complete



- ❖ EMAS: renewal of certification
- ❖ New Finance and HR Director
- ❖ New internal travel agency
- ❖ Digitalisation of audio/interpretation technology
- ❖ Rollout of Sharepoint



Action Plan 2023 – on course



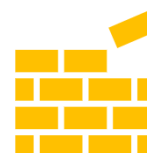
- ❖ New free e-learning courses
- ❖ Western Balkans Fund
- ❖ Friends of ERA: national chapter events
- ❖ Training for mobile working
- ❖ Internal building management



Action Plan 2023 – in progress



- ❖ ERA30 congress proceedings
- ❖ Revised social media strategy
- ❖ Scholarships for students/researchers
- ❖ Ukraine cooperation
- ❖ Video studio
- ❖ Regular individual staff assessments
- ❖ Improvements in financial planning



Action Plan 2023 – blocked



- ❖ New website
- ❖ Centre of Excellence
- ❖ Internal database



Draft Action Plan 2024

Draft Action Plan 2024



- ❖ 60 individual action points in total
 - ❖ 18 recurrent action points
 - ❖ 17 ongoing action points
 - ❖ 5 action points postponed from 2023
 - ❖ 20 new action points
- ❖ All elements of Development Strategy defined in action points since 2023

Action Plan 2024 – new goals



- ❖ Mid-term review of the development strategy
- ❖ Introduce ERA to newly elected Members of the European Parliament
- ❖ New ecological targets (EMAS)
- ❖ New initiatives to develop human resources
- ❖ Infrastructural improvements
- ❖ New measures to optimise financial management

Action Plan 2024 – priorities



	Actions points for 2024	Completion rate in 2023	
❖ Must-have	31	76%	
❖ Should-have	21	63%	
❖ Could-have	8	24%	

Medium-term business and financial planning



Budget for 2024

ITEM 11

Budget 2024 9.134.862 € Total Income 	23.100 € Administrative and other Income	 4.875.237 € Conference Income
	150.000€ Income from commercial activities	4.086.525 € Income from operating grants and subsidies apart from equipment

Budget 2024 9.134.862 € Total Expenses 	4.695.600 €	Staff costs	
	400.000 €	ERA buildings	
	796.000 €	Administrative & other costs	
	2.966.961 €	Conference costs	
	130.000 €	Equipment	
	146.301 €	Expenditure on commercial activities	

Highlights Budget 2024



Conferences & Events

- Mix of F2F, hybrid and online events
- Rising costs due to inflation
- Partial price increases for events
- Increase in online and hybrid event offerings



Staff

- 2023: Focus on additional services such as Deutschland Ticket, Bike Garage, digitally animated break
- 2024: Focus on internal training of employees, set up regular offer



Staff

- Slight decrease due to the fact that some positions won't be replaced by 1 January 2024

Highlights Budget 2024



Operating Grants EU & RLP

- EU: stable after increase in 2023
- RLP operating subsidy: future development appears uncertain
- RLP construction & maintenance grant for large investment needs



Investments Building & Equipment

- Renewal of WiFi Technic ERA for improved access
- Refurbishment for new office concept & single point access
- Video studio and hybrid2Go system



ECC / Commercial business operations

Slightly lower revenues and costs as 2024 focuses on developing new business models

Academy of European Law Trier									
Forward budgetary planning 2023 - 2029									
Income (in EUR)	2022 actual	2023 budget	2023 forecast	2024	2025	2026	2027	2028	2029
Administration	77.919	70.100	84.500	18.100	20.000	20.000	20.000	20.000	20.000
Events	3.502.344	3.703.273	3.391.497	3.749.091	3.775.000	3.810.000	3.835.000	3.850.000	3.873.823
Elearning & streaming	763.838	959.498	806.179	1.126.146	1.163.475	1.178.475	1.193.475	1.200.000	1.200.000
Interest on Foundation capital	2.884	10.000	8.000	5.000	10.000	15.000	20.000	20.000	20.000
EU subsidies	2.724.114	2.996.525	2.996.525	2.996.525	2.996.525	2.996.525	2.996.525	3.296.178	3.296.178
RLP operating subsidy	699.658	700.000	693.200	700.000	700.000	700.000	700.000	700.000	700.000
RLP building & maintenance subsidy	0	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000
Federal states subsidy, building	0	0	0	0	0	0	0	0	0
Other subsidies from patrons	0	0	0	0	0	0	0	0	0
Carried forward from previous years	1.075.258	640.000	211.000	0	0	0	0	0	0
Subsidies from third parties/donations	54.573	40.000	33.000	40.000	45.000	50.000	55.000	50.000	50.000
Commercial activities	142.765	200.000	115.848	150.000	200.000	250.000	280.000	268.823	280.000
Transfer from foundation capital	0	0	0	0	0	0	0	0	0
Total	9.043.353	9.669.396	8.689.749	9.134.862	9.260.000	9.370.000	9.450.000	9.755.000	9.790.000
Expenditure (in EUR)	2022 actual	2023 budget	2023 forecast	2024	2025	2026	2027	2028	2029
Staff	4.508.286	4.800.000	4.615.981	4.695.600	4.750.000	4.775.000	4.800.000	4.950.000	4.980.000
Building/maintenance measures	722.567	750.000	561.112	350.000	350.000	350.000	350.000	350.000	350.000
Depreciation costs Academy building(s)	38.629	50.000	50.000	50.000	55.000	55.000	60.000	60.000	65.000
Administration	857.734	814.411	770.500	791.000	800.000	800.000	805.000	830.000	830.000
Events	2.566.345	2.878.985	2.367.405	2.896.962	2.900.000	2.950.000	2.975.000	2.985.000	2.990.000
Elearning & streaming	79.559	90.000	90.000	70.000	70.000	70.000	70.000	75.000	75.000
Fixtures and fittings	125.370	110.000	79.000	130.000	150.000	175.000	175.000	250.000	250.000
Unforeseen expenditure	0	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000
Commercial activities	143.120	171.000	115.000	146.300	180.000	190.000	210.000	250.000	245.000
Additions to Foundation capital	0	0	0	0	0	0	0	0	0
Liquidity appropriation	0	0	0	0	0	0	0	0	0
Total	9.041.610	9.669.396	8.653.998	9.134.862	9.260.000	9.370.000	9.450.000	9.755.000	9.790.000
Difference Income/Expenditure	1.743	0	35.751	0	0	0	0	0	0

Budgetary Planning 2024-2029



Employees & investments in buildings / equipment



Increases in personnel costs to keep pace with inflation and to attract and retain high qualified employees.
Investments in building maintenance and modernisation, digital and sustainable developments.

Conference Income & Cost

Expanding the onsite and online offers by attracting new legal professionals, expanding digital learning opportunities.

Operating Grants EU & RLP

EU grant to remain stable for the time being. Hope to be increased to counter inflation for the next Erasmus+ period.
RLP Grant: its future development will be discussed.

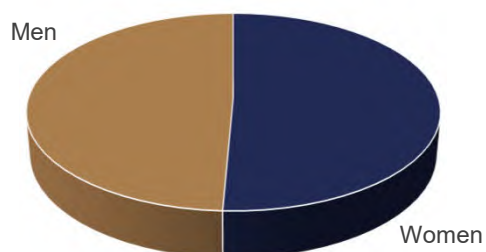
Board of Trustees

Proposals for 2024-2027

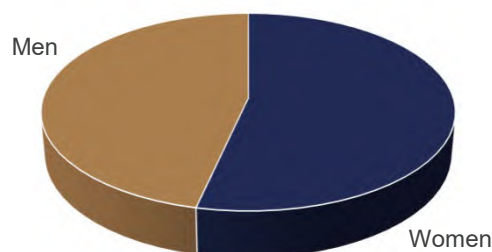
ITEM 13

Gender Balance

2019-2023



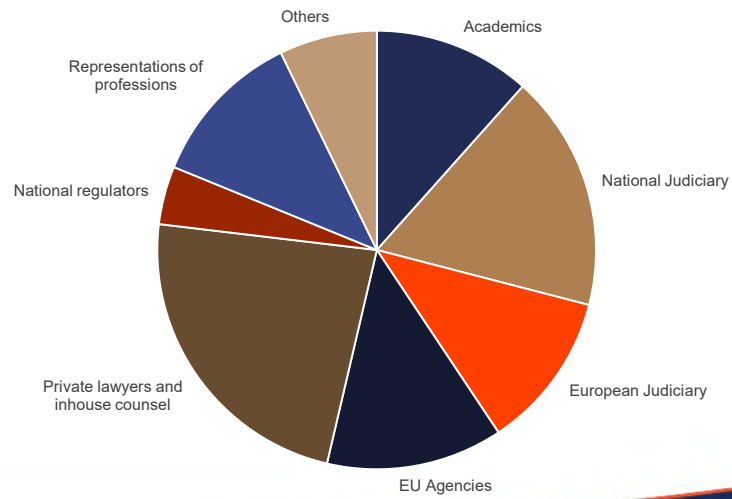
2024-2027



Professions

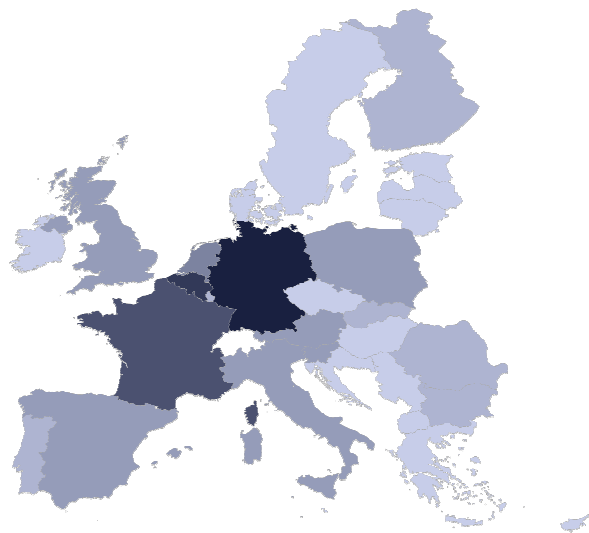


2024-2027



National affiliations

Members
1 8



Board of Trustees 2024-2027

Chair

Chair

- **Marc van der Woude**

President of the General Court of the European Union, Luxembourg

Deputy Chairs

- **Adriana de Buerba**

Partner at Pérez-Llorca, Madrid

- **Iris Goldner Lang**

Professor at the University of Zagreb

Members

Vladimir Beljanski

President of the Bar Association of Vojvodina, Novi Sad

Anna Bryngelsson

Partner at Mannheimer Swartling, Malmö

Christopher Buttigieg

Chief Officer, Supervision, Malta Financial Services Authority, Birkirkara
Associate Professor, University of Malta

Jacek Chlebny

President of the Polish Supreme Administrative Court, Warsaw

Stefan Clauwaert

Senior Legal & Human Rights Advisor at the European Trade Union Confederation (ETUC),
Brussels

Pierre-Henri Conac

Professor at the University of Luxembourg

Simone Cuomo

Secretary-General of the Council of Bars and Law Societies of Europe (CCBE), Brussels

Catherine De Bolle

Director of Europol, The Hague

Ingrid Derveaux

Secretary-General of the European Judicial Training Network (EJTN), Brussels

Aileen Donnelly

Judge of the Supreme Court of Ireland, Dublin

Natasha Gaber-Damjanovska

Director of the Academy for Judges and Public Prosecutors of the Republic of North
Macedonia, Skopje

Anna Gardella

Senior Legal Expert at the European Banking Authority (EBA), Paris

Cristina González Beilfuss

Professor at the University of Barcelona

Klaus Grabinski

President of the Court of Appeal, Unified Patent Court (UPC), Luxembourg

Nina Gregori

Executive Director of the European Union Agency for Asylum (EUAA), Valetta

Dineke de Groot

President of the Supreme Court of the Netherlands, The Hague

Alice Guimaraes-Purokoski

Judge of the Finnish Supreme Court, Helsinki

Ladislav Hamran

President of Eurojust, The Hague

Philippe Hoss

Partner at Elvinger Hoss Prussen, Luxembourg

Iris Kieft

Partner at NautaDutilh, Rotterdam

Vanessa Knapp OBE

Visiting Professor Queen Mary University of London

Laura Codruța Kövesi

European Chief Prosecutor, Luxembourg

Julia Laffranque

Judge at the Supreme Court of Estonia, Tartu

Marie Lamensch

Professor at the Vrije Universiteit Brussels

Łukasz Lasek

Partner at Wardyński & Partners, Warsaw

Jean-Philippe Lhernould

Professor at the University of Poitiers

Norbert Lorenz

Director of the European Parliament's Legal Service, Luxembourg

Paula Meira Lourenço

President of the Portuguese Data Protection Authority, Lisbon

Aude Mahy

Partner at DALDEWOLF, Brussels

Anna Marcoulli

Judge at the General Court of the European Union, Luxembourg

Sabine Matejka

Vice-President of the European Association of Judges (EAJ), Vienna

Madeleine Mathieu

Advocate-General at the French Court of Cassation; Member of the Board of the European Network of Councils for the Judiciary (ENCJ), Brussels

Andrea Moravčíková

Vice-President of the Supreme Court of the Slovak Republic, Bratislava

Hara Nikolopoulou

Vice-President of the Hellenic Competition Commission, Athens

Rimvydas Norkus

Judge at the General Court of the European Union, Luxembourg

Jan Passer

Judge at the Court of Justice of the European Union, Luxembourg

Vania Petrella

Partner at Cleary Gottlieb, Rome

Vânia Costa Ramos

Partner at Carlos Pinto de Abreu e Associados, Lisbon

Eszter Ritter

Partner at Lakatos, Köves and Partners Law Firm, Budapest

Christine Roger

Director General for Justice and Home Affairs in the General Secretariat of the Council of the European Union, Brussels

Jacob Sand

Partner at Gorrissen Federspiel, Copenhagen

Oliver Servas

Director of the German Judicial Academy, Trier/Wustrau

Marc Schmitz

President of the European Union of Judicial Officers, Brussels

Petra Senkovic

Director General Secretariat and Secretary to European Central Bank decision-making bodies, Frankfurt am Main

Nathalie Smuha

Assistant Professor at KU Leuven

Octavia Spineanu-Matei

Judge at the Court of Justice of the European Union, Luxembourg

Walter Szöky

President of the *Europäische Union der Rechtspfleger* (EUR), Vienna

Maciej Szpunar

First Advocate General of the Court of Justice of the European Union, Luxembourg

Miglena Tacheva

Director of the Bulgarian National Institute for Justice (NIJ), Sofia

Rudite Vidusa

Judge at the Latvian Supreme Court, Riga

Sophie Vuarlot Dignac

Head of Legal and Enforcement Department at the European Securities and Markets Authority (ESMA), Paris

Eva Wendler

Vice-President of the Association of European Administrative Judges, Vienna

Michael Jürgen Werner

Partner at Norton Rose Fulbright LLP, Brussels

Anne-Marie Witters

President of the Market Court, Brussels

Dragomir Yordanov

Executive Director of the European School of Enforcement, Sofia

Roman Završek

Vice-President of the Council of Bars and Law Societies of Europe (CCBE), Brussels

Honorary members**Francesco De Angelis**

Hon. Director General of the European Commission, Brussels

David A. O. Edward

former judge of the Court of Justice of the European Union, Edinburgh

Charles Elsen

former Director General for Justice and Home Affairs in the General Secretariat of the Council of the European Union, Luxembourg

Gregorio Garzón Clariana

former Director General of the Legal Service of the European Parliament, Barcelona

Hans-Jürgen Hellwig

former President of the CCBE, Frankfurt am Main

Wolfgang Heusel

former Director of ERA

Pauliine Koskelo

Judge at the European Court of Human Rights, Strasbourg

Peter-Christian Müller-Graff

Senior Professor, Honorary Jean Monnet Professor, University of Heidelberg

Diana Wallis

former Vice-President of the European Parliament, Hull

Heinz Weil

former President of the Council of Bars and Law Societies of Europe (CCBE), Paris