



REPUBLIC OF ESTONIA
MINISTRY OF SOCIAL AFFAIRS

Ann-Helén Bay
Chair of the ESS ERIC General Assembly
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Estonian representation on the ESS ERIC General Assembly

Dear Prof. Bay,

Hereby I confirm Dr. Marion Pajumets' appointment as the Member representative for the Republic of Estonia in ESS ERIC General Assembly.

Yours sincerely,

Nele Labi
Vice Chancellor of Innovation Affairs

