

ANNEX XI

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1. Ministerial offices

1.1. Office of the Minister of the Economy, Finance and Industrial and Digital Sovereignty

Ms. Clémence Lenoir, advisor in charge of macroeconomics

1.2. Office of the Deputy Minister for Public Accounts

Mr. Rayan Nezzar, Accounts and Social Budget Advisor

1.3. Office of the Minister of Labour, Full Employment and Integration

Mr. Benjamin Maurice, Chief of Staff

M^{me} Bénédicte Legrand-Jung, Deputy Director of the Cabinet

M^{me} Kathleen Agbo, employment counsellor

1.4. Minister Delegate in charge of Cities and Housing

Mr. Olivier Klein, Minister Delegate in charge of the City and Housing

2. Public organizations

2.1. High Commission for Employment and Business Engagement

Mr. Thibaut Guilluy, High Commissioner

Mr. Jean-Philippe Vinquant

Mr. Mathieu Maucort, Deputy Chief of Staff of the High Commissioner

Mr. Mathias Dufour, consultant

Mr. Thibault Romatet, consultant

2.2. General Delegation for Employment and Professional Training (DGEFP)

Mr. Bruno Lucas, General Delegate of the DGEFP

Mr. Fabrice Masi, Deputy General Delegate and Head of Department, DGEFP

Mr. Stéphane Lherault, head of the Pôle emploi department at the Ministry of Labor

M^{me} Myriam Mesclon-Ravaud, director of the project Development of the quality of support for inclusion in employment carried out by the PES operators

Mr. Morad Ben Mezian, member of the Evaluation Commission

2.3. General Directorate of the Treasury

Mr. Edouard Chrétien, Head of the Labour Market and Employment Policies Office

2.4. France Stratégie

M^{me} Hélène Garner, Director of the Labour Market Department

2.5. Association of French Regions

Mr. Emmanuel Georges-Picot, Vocational Training, Education and Employment Advisor

2.6. Assembly of French Departments

Mr. Bernard Schmeltz, Director General of the ADF

Mr. Eric Bellamy, ADF Director of Solidarity, Health and Work

3. Actors of the French PES

3.1. General Management of Pôle emploi

Mr. Jean Bassères, Director General of Pôle emploi

Mr. Paul Bazin, Deputy Director General Service Offer of Pôle emploi

M^{me} Charline Nicolas, Deputy Director General Strategy and Institutional Affairs, Pôle emploi

Mr. Aymeric Morin, Deputy Director General of Pôle emploi in charge of the service offer

M^{me} Florence Dumontier, Director of Europe and International Relations, Pôle emploi

Mr. Jean-Pierre Callais, Project Manager, Europe and International Relations Department, Pôle emploi

M^{me} Myriam Huin, digital manager of Pôle emploi

M^{me} Sandrine Portier, Europe and International Relations Department of Pôle Emploi

Mr. Romain Sammut, Director of IS strategy at Pôle emploi

3.2. Pôle emploi agencies

M^{me} Dalida El Ougli, Director of the Pôle emploi agency in Clichy-sous-Bois

Mr. Guillaume Koning, territorial director of Clichy-sous-Bois

M^{me} Violaine Lafarguette, deputy director of the Pôle emploi agency in Clichy-sous-Bois

Mr. Daniel Goin, Director of the Lille Port Fluvial employment agency

Ms. Emmanuelle Sade, Director of the Pôle emploi agency in Tours Deux Lions

Ms. Sophie Marqueton, Deputy Director of the Pôle emploi agency in Tours Deux Lions

Mr. Jean-Marc Canonici, territorial referent Partnership, Pôle emploi Centre-Val de Loire

3.3. State services

Mrs. Marie Lajus, Prefect of Indre-et-Loire

Mrs. Sonia Hasni, sub-prefect of the North in charge of the Roubaix area

Mr. Xavier Gabillaud, Director, DDETS of Indre-et-Loire

Mr. Bruno Pépin, Deputy Director, DDETS of Indre-et-Loire

Ms. Sylvie Jarles, Head of the DDETS division of Indre et Loire

3.4. National Union of Local Missions

Mr. Ahmed El Khadiri, Deputy General Delegate of the National Union of Local Missions

M^{me} Sandrine Aboubadra-Pauly, General Delegate of the National Union of Local Missions

M^{me} Anne-Cécile Donne, integration advisor at the Missions Locales

Ms. Géraldine Godot, Director of the local mission of Touraine

3.5. Departmental advisors in charge of employment

M^{me} Anne-Sophie Casteigt, Director of the DEIAT of the Department of Seine-Saint-Denis

Mr. Benjamin Voisin, Deputy Director General of Services of the Department of Seine-Saint-Denis, in charge of the Solidarity Division

Mr. Martial Bourdais, Department of Integration, Housing and Accommodation, Indre-et-Loire

3.6. Regional advisors in charge of employment

M^{me} Valérix Six, Regional Councillor of the Hauts-de-France region

4. International organizations

4.1. OECD

Mr. Stefano Scarpetta, Director of the OECD Employment Directorate

Mr. Theodora Xenogiani, Economist in charge of active employment policies at the OECD

M^{me} Anne Lauringson, OECD Labour Market Economist

4.2. ILO

Mr. Lee Sangheon, Director of the Employment Department

Mr. Michael Mwasikakata, Economist

Mr. François Dumora, economist

Ms. So Yeon Kim, Economist

4.3. PES Network

Mr. Lambert Kleinmann, Department Director

M^{me} Barbara Nyari, employment policy expert

M^{me} Elodie Fazi, employment policy expert

M^{me} Heloise Harraudeau, employment policy expert

Mr. Bernd Becking, expert

5. Other actors

5.1. Researchers and qualified persons

Mr. Bruno Crépon, teacher-researcher at the National School of Statistics and Economic Administration (ENSAE)

Mr. Jean-Claude Barbier, Director of Research at the CNRS

Mr. Pedro Martins, labor market economist, former Portuguese Minister of Labor

Mr. François Fontaine, Professor at the University of Paris 1 - Panthéon-Sorbonne and PSE

Mr. Werner Eichhorst, Professor at the University of Bremen, Coordinator at the IZA, Institute for Labour Economics

M^{me} Danielle Kaisergruber, President of Danielle Kaisergruber Recherch Conseil

M^{me} Nicolas Düll, researcher and labour economist

Mr. Torben Andersen, Labour Market Economist

5.2. Private actors and companies

M^{me} Isabelle Eynaud-Chevalier, General Delegate of Prism'emploi

M^{me} Mathilde Bonnichon, in charge of European affairs at Prism'emploi

Mr. Sébastien Archi, Director of Economic Affairs of Prism'emploi

Mr. Xavier Parthenay, Sales Manager LIDL France

Mr. Bruno Bertin, HR Director of Stellantis France

M^{me} Christelle Blondin, Recruitment and Youth Director of Stellantis France

Mr. Max de Redelijkheid, strategy consultant at Elezia Conseil

Mr. Jean Mariani, strategy consultant at Elezia Conseil

6. People met during the mission's trips abroad

6.1. Travel of the mission to Germany

6.1.1. Embassy of France

M^{me} Christine Jacob, Social Affairs Advisor

6.1.2. *Bundesagentur für Arbeit*

Mr. Daniel Terzenbach, member of the executive committee, in charge of the network

Mr. Steffen Sottung, Director of International Affairs

M^{me} Janice Schmidt-Altmyer, International Affairs Directorate

Mr. Michael van der Cammen, International Relations Directorate

Mr. Alexander Wilehm, International Relations Directorate

M^{me} Jeannette Janschke, International Affairs Directorate

Ms.^{me} Renata Häublein, Director of the *Jobcenter* Nuremberg

Management of the *Jobcenter* Nuremberg

Mr. Martina Hoffmann, Director in the IT Services Directorate

Mr. Lens Krüger, in charge of development

Mr. Jürgen Sieg, Director of the Customer Portal

Management team and customer service representatives at the Nuremberg customer portal

M^{me} Karin Lang, Director of the Nuremberg branch

Management and consultants of the Nuremberg branch

M^{me} Nadja Sommer, Legal and Financial Director

^{me}Ms. Ramona Schröder, Regional Director Berlin-Brandenburg of the *Bundesagentur*

Ms.^{me} Birgit Rogg, Deputy Director of the *Jobcenter* Berlin-Mitte

Management and advisors of the *Jobcenter* Berlin-Mitte

Mr. Oliver Fischer, in charge of customer service at the *Jobcenter* Berlin-Mitte

Mr. Patryk Czaplewski, Department Manager at the Eberswalde branch

Management team and consultants of the Eberswalde branch

6.1.3. Other entities

M^{me} Elisabeth Ries, elected representative and referent for family, youth and social affairs at the town hall of Nuremberg

M^{me} Eva Haas, Director of the municipal integration organization NOA

NOA Inclusion Store Team

NOA Workshop Team

Annex XI

Evelyn Räder, Director for Labour Market Policies (Director for Social Policies of the German Trade Union Confederation (DGB))

Markus Hofmann, Director for Social Policy of the German Trade Union Confederation (DGB)

Ms.^{me} Gaby Wehrens, Director of the *Jobcenter* of the *Kreis Barnim*

Management and consultants of the Barnim *Jobcenter*

Mr. Bernd Schade, Director of the *Jobcenter* in Potsdam-Mittelmarkt

Deutscher Landkreistag Team

Team of the German Employers' Confederation (BDA)

Mr. Stephen Schmitt, Federal Department of Labor

6.2. Travel of the mission to Belgium

6.2.1. Embassy of France

Mr. François Sénémaud, French Ambassador to Belgium

6.2.2. VDAB

Mr. Wim Adriaens, Managing Director of the VDAB

Mr. Sven de Haeck, Director of Strategy of the VDAB

Mr. Jan Dobbenie, IT Director of the VDAB

Erick Arckens, in charge of European affairs at the VDAB

M^{me} Karolien Scheerlinck, prediction officer and AI of the VDAB

Mr. Amedee Audoorn, Director of Architecture and Innovation of the VDAB

Mr.^{me} Joost Bollens, VDAB evaluation team

Mr. Bernard Osting, director of the *competence center* in Vilvoorde

M^{me} Eva Rydams, deputy director of a *competence center* in Vilvoorde

M^{me} Carine Daene, head of the VDAB intensive cluster in Kortrijk

M^{me} Veerle Terrier, VDAB advisor

Mr. Sam Caes, VDAB consultant

Mr. Jürgen Sys, strategy director of a *competence center*

6.2.3. Other entities

Mr. Gerd Vandendriessche, Director General, Directorate General Regulations and Disputes, National Employment Office (NEO)

M^{me} Muriel Lejeune, Compensation Directorate, NEO

Mr. Ruben Bruyneels, coordinator of integration projects of the city of Kortrijk

M^{me} Evelyne Duyck, advisor of the public center of social action of Kortrijk

M^{me} Emma Messely, counsellor of the public social action center of Kortrijk

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M^{me} Lise Vanoosthuysse, Councillor W Win
M^{me} Ludwine Pauwelyn, program coordinator Groep
Mr. Arnout Vercruysse, Foodact coordinator

6.3. Travel of the mission to Denmark

6.3.1. Embassy of France

Mr. Christophe Parisot, French Ambassador to Denmark
Mr. Xavier Schmitt, Regional Advisor for Social Affairs
Mr. Pierre Pérard, attaché for social affairs

6.3.2. STAR

Mr. Jens Erik Zebis, Managing Director of the STAR Agency;
Mr. Morten Fonsskov Greising, Deputy Director General of STAR
Mr. Kristian Kranker Grosvik, Head of the Statistics and Evaluation Department at STAR
Mr. Morten Malsen, Head of the STAR Department
M^{me} Rikke Mark Seerup, Special Advisor to the STAR in relation to the PES Network

6.3.3. Municipalities and Jobcenters

Mr. Jeans Christian Sibbersen, Director of the *Job Centre* in Copenhagen
Mr^{me} Nicoline Lovmand Leifelt, Manager of the Social Service of the *Job Centre* in Copenhagen
Mr.^{me} Maria Bodker Boje, manager of the employment service of the *Job Centre* in Copenhagen
Mr. Lars Skov, head of the Taastrup employment department
Mr. Enrik Dons Christensen, Head of the Taastrup *Job Centre*
Mr. René Majlund Andersen, consultant at the *Job Centre* in Taastrup
Mr.^{me} Belma Ocak, *job ready* advisor at the Taastrup *Job Centre*
M^{me} Salma Razaq, *job ready* advisor at the Taastrup *Job Centre*
Mr. Jakob Heltoft, Director of STAR Regional (AMK) East Denmark (Roskilde)

6.3.4. Other entities

Mr. Magnus Paulsen Hanse, researcher at Roskilde University
M^{me} Christina May, ISS Talent Director
Mr. Erik Simonsen, Director of the Employment and Labour Market Department of DA
Mr.^{me} Maria Bille Hoeg, senior advisor of DA
Mr.^{me} Lise Lotte Toft, head of the employment department of the FH confederation
Mr. Jeppe Sorensen, Labour Market Policy Advisor of the FH Confederation

6.4. Travel of the mission to Spain

6.4.1. *Servei Públic Ocupació de Catalunya (SOC)*

Mr. Juan José Torres, Director of the SOC

Mr. Josep Duran, responsible for the coordination of the SOC directive

Susana Díaz, Deputy Director General of Active Employment Policies of the SOC

M^{me} Esther Estany, Head of the SOC International Programs Department

Mr.^{me} Dúnia Torres, Head of the Department of External Actuations of the SOC

Mr. Josep Márquez, Head of the Analysis, Planning and Evaluation Department of the SOC

Ms. Mercè Jou, Head of the SOC Technical Cabinet

Mr. Rafael Sanchez, Head of the Information and Career Guidance Department of the SOC

Mr. Alex Llovet, Head of the SOC Business Services Department

M^{me} Nuria Tuset, Secretary of the SOC Board of Directors

Mr. Àlex Sobrepera, Deputy Director of Economic Management and Assets

Mr. Antonio Rodrigo, Head of the Territorial Coordination Department

Mr. Miquel Carrión, Deputy Director of Professional Qualifications

Mr. Miquel Valado, Assistant to the Deputy Director of Active Policies at SOC

M^{me} Vanessa Chain, SOC Communications Department

Ms. Lucía Mayans, in charge of the territorial dialogue

Mr. Ramon Gutierrez, head of the Barcelona South territory

M^{me} Isabel Zueras, Director of the Poblenou branch

Mr. Xavier Villarejo, in charge of territorial consultation

Mr. Joan Badia Botey, Director of the Vic branch

M^{me} Teresa Clotet, Director of Territorial Services of the Vic Agency

Mr.^{me} Trinitat Rovira, head of the territorial service of the agency of Vic

6.4.2. **Other entities**

M^{me} Maria del Carmen Zapater Sampion, Provincial Director of ECCE

Mr. Alex Garrido Serra, Mayor of Manlleu

Management team and advisors of the Manlleu Employment Office

M^{me} Africa Cardona, Deputy Executive Director in charge of Strategy and Promotion of *Barcelona Activa*

Barcelona Activa's thematic managers

6.5. Mission trip to Sweden

Mr. Shawn Mendes, Director of International Affairs, *Arbetsförmedlingen*

Ms.^{me} Catrin Deden Marcellius, Senior Manager of the Training and Cooperation Office of the *Arbetsförmedlingen*

Mr. Hakan Lnd, senior manager of the training and cooperation office of *Arbetsförmedlingen*

Mr. Martin Sandblom, senior manager of the compensation system of the *Arbetsförmedlingen*

Mr.^{me} Viktoria Ay, Senior Manager of the Employment and Job Offer Office of the *Arbetsförmedlingen*

M^{me} Jeanette Mauritzon, EURES employment officer of the *Arbetsförmedlingen*

Mr. Peter Holm, EURES employment officer of *Arbetsförmedlingen*

M^{me} Sofie Carlsson, senior manager of the strategy office of *Arbetsförmedlingen*

Mr. Christer Rosén, Senior Manager of the Service Development Office of *Arbetsförmedlingen*

Mr. Isak Ström, Senior Manager of the Service Development Office of *Arbetsförmedlingen*

Mr. Andrés Durante, assistant to the director of international affairs of the *Arbetsförmedlingen*