EUROPEAN CURRICULUM VITAE FORMAT



Sylvie Lacroix, CISA
eIDAS, Digital Identity & Trust Services Expert

PERSONAL INFORMATION

Name	**LACROIX SYLVIE, DOROTHÉE, GEORGETTE**
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Fax	
E-mail	**sylvie.lacroix@sealed.be**
Nationality	Belgian
Date of birth	7 JUNE 1969

CV SUMMARY

Sylvie Lacroix, CISA (Certified Information Systems Auditor), Managing Partner of SEALED, is an **information security consultant with 30+ years of experience** in digital identity, trust services and cryptography. With a Master from the École Polytechnique de Louvain as technical background, Sylvie started her career as a researcher in **cryptography** at UCLouvain for 3 years.

She then worked for a major telecom operator, where she was a key player in the creation of the **first qualified certification service provider** to be recognised in Belgium. She later played a key role in the creation of a subsidiary dedicated to eSecurity and eInvoicing, where she held **managerial positions**, before **co-founding SEALED** with Olivier Delos.

Sylvie is a **European Commission**'s security expert for the **once-only technical system (OOTS)** supporting the **Single Digital Gateway**, where she focuses on **IT security risk management** and trust models. She was previously an expert for the Commission on the **eIDAS Regulation** and its revision. She currently works for governments in several regions of the world and for large enterprises, and has also worked for CEN, EU institutions and agencies such as ENISA. She contributes to **standardisation** at **ETSI**, where she **led several ETSI Special Task Forces** on trust services and identity proofing standards.

She has acquired significant experience in business representation, governance and exploitation of security, cryptography and PKI topics through her involvement in major projects within Europe and beyond, such as **national eID cards, eID means** and **ePassports** deployment, or the integration of eSignature and other trust services within diverse ecosystems.

She has also acquired significant experience in the **compliance** management of such ecosystems, by preparing their owners for audits against eIDAS or other relevant legal frameworks, or by supporting public administrations in building their **supervision and certification schemes**.

CERTIFICATIONS

Professional

- **CISA** (ISACA) (Certified Information System Auditor), certification no. 0754011, since 3 March 2007.
- **CSX-F** (ISACA) (Cyber Security Fundamentals Certification), certification no. 2016-379078.

WORK EXPERIENCE

• Dates (from – to)	**07/2005 – present**
• Name and address of employer	**SEALED SRL** Rue Monseigneur Dechamps, 2 7540 Rumillies Belgium
• Type of business or sector	Information security consulting
• Occupation or position held	Managing Partner

• Main activities and responsibilities	• Senior Information Security Consultant
	  ○ Design and risk assessment of eID solutions and trust services
	  ○ Compliance assessment and audit preparation for trust services and identity documents issuance
	  ○ Author and Co-author of Standards, Assessment and Supervision Programs and Policies & practices for (e)Identification and trust services provisioning
	  ○ Integration of digital proofs, eSignatures & time-stamping in business workflows
	  ○ Electronic identity & authentication management (eID credentials and ICAO MRTDs)
	  ○ Long term preservation & archival of information
	• Business Development Manager

• Dates (from – to)	**02/2003 – 06/2005**
• Name and address of employer	**Certipost s.a. – n.v**. Centre Monnaie 1000 Brussels Belgium
• Type of business or sector	Facilitation & Certification of electronic Communication
• Occupation or position held	Trust Solutions and PKI Projects Unit Manager *(10 persons)*
• Main activities and responsibilities	• Certification Service Provider (E-Trust Qualified CSP, CSP for Belgian electronic identity eID Cards) • PKI related complex projects • ASP platform of eServices : eDelivery, eInvoicing, eBilling, eSupply, eWorker, eRegistered Mail • Key player in the creation of Certipost, the subsidiary of Belgacom and The Post. Successful achievement of project milestones in accordance with agreed scope and objectives under very aggressive schedules. • Belgian eID Cards Certification Services Program Manager • Complex projects team management in the area of PKI and Trusted Third Party Services. • Bid management • Senior consulting in the area of PKI and Trusted Third Party Services, in both business and technological aspects and in compliance with relevant national and international legislation.
• Dates (from – to)	**04/1997 – 01/2003**
• Name and address of employer	**Belgacom s.a. (now Proximus s.a.)** Bd du roi Albert II, 27A 1030 Brussels Belgium
• Type of business or sector	Telecommunication and multimedia

• Occupation or position held	• Belgacom E-Trust Project /Product Managers Team Manager • Belgacom E-Trust Product Manager Expert.
• Main activities and responsibilities	• Key player in the set-up of the Belgacom (main Belgian TelCo) E-Trust line of Services realization (set-up and development of the Belgacom E-Trust product line and management of related products (20 + people), including definition of business plans. E-Trust was the first Certification Service provider to be recognised in Belgium for the issuance of Qualified Certificates (Genesis: 1996-1998, Launch: end 1998, Qualified: end 1999). • Bid management, in particular of Belgacom's proposal for the Belgian electronic ID card (eID card) (EUR 70 million project, PKI and smart card technologies).
• Dates (from – to)	**07/1994 – 03/1997**
• Name and address of employer	**École Polytechnique, Université catholique de Louvain (UCL)** Telecommunication and Microelectronics laboratories Place de l'Université, 1 1348 Louvain-la-neuve Belgium
• Type of business or sector	Applied research
• Occupation or position held	Research assistant
• Main activities and responsibilities	• Research: Information Security, Cryptography, Smart Cards (research done as a founding member of the UCL Crypto Group headed by Prof. J.-J. Quisquater) • PhD research (1995 – 04/1997): « Cryptographic Protocols dedicated to the Securing Multimedia Services » • Teaching microelectronics tutorials • Consultant for the European projects RACE ACCOPI (**A**ccess **C**ontrol and **CO**pyright **P**rotection for **I**mages) and ACTS OKAPI (**O**pen **K**ernel to **A**ccess **P**rotected **I**nteroperable Services). o Adviser on the role of Trusted Third Parties Architectures for Information Security products support. o Responsible for the standardization of research regarding Trusted Third Party services

EDUCATION AND TRAINING

• Dates (from – to)	**09/1987 – 07/1994**
• Name and type of organisation providing education and training	**École Polytechnique**, Université catholique de Louvain Louvain-la-neuve, Belgium
• Principal subjects/occupational skills covered	• Engineering curriculum. **Electronic and telecommunication** specialisation. • Master Thesis: « Study of gamma radiation effects on a SOI (**S**ilicium **O**n **I**nsulator) bipolar technology devoted to spatial usage». In collaboration with Alcatel-SDT (now Thales Alenia Space Belgium). Personal curriculum included management-oriented courses. • September 1995: admitted as PhD candidate on « Cryptographic Protocols dedicated to the Securisation of Multimedia Services ». This PhD work was carried out at the Microelectronics Laboratory of the University of Louvain under the direction of Professor J.-J. Quisquater
• Title of qualification awarded	Master in applied science (**Ingénieur civil en électricité**) ; Microelectronics and Telecommunications orientations, June 1994
• Level in national classification (if appropriate)	Master level (EQF 7), Cum laude

PERSONAL SKILLS AND COMPETENCES

Acquired in the course of life and career but not necessarily covered by formal certificates and diplomas.

MOTHER TONGUE	**FRENCH**

OTHER LANGUAGES

ENGLISH

• Reading skills	excellent
• Writing skills	excellent
• Verbal skills	excellent

DUTCH

• Reading skills	excellent
• Writing skills	good
• Verbal skills	good

SOCIAL SKILLS AND COMPETENCES

Living and working with other people, in multicultural environments, in positions where communication is important and situations where teamwork is essential (for example culture and sports), etc.

Outstanding communication and presentation skills both written and oral

- Drafting and presentation of formal project reports to top management
- Lecturer at diverse conferences
- Ability to convey technical messages to a non-technical audience

Ability to communicate/negotiate at different levels

- Proven experience in communicating/negotiating at Executive level and with highly specialised IT staff
- Strong written and verbal communication skills; excellent listening and presentation skills
- Strong negotiation skills both with external and internal customers/partners

Effective leadership and team building skills

- Proven experience in building and leading teams
- Conflict resolution skills and techniques
- Proven experience in providing motivation to project team members
- Ability to motivate people under stress
- Ability to manage a team and to manage highly skilled IT people (a team of post sales project managers or a team of sub-contractors (developers, integrators). Knowledge of engineering and operations matters.

Problem-solving and comfortable working with detail

- Strong IT background allowing deep understanding of complex IT issues

Excellent analytical skills

- Capacity to analyse complex environment

ORGANISATIONAL SKILLS AND COMPETENCES

Coordination and administration of people, projects and budgets; at work, in voluntary work (for example culture and sports) and at home, etc.

Leadership & coordination of multidisciplinary and multicultural team

- Key person in setting up and leading the Belgacom E-Trust product line team (20+ people), then in its integration into Certipost (see Work Experience above).
- ETSI STF leader (Trust Services for Signature Validation, Identity Proofing STFs)

Audit (CISA, CSX-F)

IS Risk Management Skills:

- **ITSRM²**: In-depth knowledge and hands-on experience of the European Commission's IT Security Risk Management Methodology (aligned with ISO/IEC 27005)
- Conception of eID & Trust Services Licensing / Supervision schemes for several governments

Active participation and leadership in standardisation bodies (see details below)

- **Leader** of **ETSI ESI** Special Task Forces
- **Expert** for several ETSI Special Task Forces
- **Rapporteur**, **Editor** and **Co-editor** of numerous ETSI and CEN publications (TRs, TS, ENs)
- **Chairperson** of an international pre-standardisation body (DAVIC) Security working group.

Project definition and planning

- Creation and Implementation of a Project Management Methodology dedicated to complex projects (CertiComPro), (ongoing project controls, risk management, definition of project communication plans, …).
- Solid experience of schedule and budget estimations on IT projects involving state-of-the-art technologies and complex task relationships
- Critical path calculation, task prioritisation, etc.
- Experience of people selection (internal and external)

Project control

- Implementation of change management controls, e.g. Change Advisory Boards to manage client expectations
- Definition of escalation procedures in formal environments
- Project tracking and control techniques, e.g. budget follow-up, etc.
- Practical experience of project dashboard communication techniques
- Project management tools, e.g. MS Project
- Process and procedures establishment

Management of 3rd party suppliers

- Experience of managing and negotiating strategic contracts (development outsourcing, quality reviews, etc.)
- Extensive experience of bid management (writing and evaluating IT & Business services proposals)

Other organisational skills

- Result driven and quality minded
- Ability to manage very complex situations at high level
- Able to think abstractly and translate the abstract matter to concrete
- Combination of a highly demanding job with a family life with three children and strong commitment in rowing club

REFERENCES

- **Governments (EU, Africa, Middle East) (2005 – present):**
  - writing and issuing of RFPs for trust services, identity proofing, eID means and EU Digital Identity Wallets (EUDIW)
  - support to selection of providers
  - design of the infrastructures and related procedures
  - follow up implementations
  - pre-audit of compliance
  - establishment of directives related to the usage of the PKI services
  - set-up of national schemes for the licensing / recognition / supervision of trust services and eID means
- **European Commission, DG DIGIT (2022 – present):** EC's security expert for the security sub-group as specified in Commission Implementing Regulation (EU) 2022/1463. The 'once-only' technical system (**OOTS**) is the technical and operational vehicle for the SDG, a pan-European network for the cross-border exchange of evidence.
- **BNPPF,** a major bank **(2015 – present):** Consultancy for the set-up of a **Remote Signature Creation Services**; support for conformity assessment under Regulation (EU) No 910/2014 (eIDAS).
- **ETSI: active expert in eSignature & trust services standardization (2005 – present):**
  - **Contributor** to ETSI TS 119 478 specifying interfaces to Authentic Sources
  - **Leader** of the Special Task Force **ETSI ESI STF 588** on Identity Proofing, in charge of publication of policy and security requirements for **identity proofing** (ETSI TS 119 461).
  - **Leader** of the Special Task Force **ETSI ESI STF 524** on **Trust Services for Signature** in charge of publication of security and policy and protocol for signature validation.
  - **Expert** on Mandate M460 in ETSI STF 427-QF1 on *"General Guidance and*

Requirements on Certificate Service Provider (CSP) conformity assessment" and ETSI STF 427-QF4 on *"Signature Algorithm Maintenance"*, their successors; STF 458, STF leader of STF 524 on signature validation
    - **Rapporteur** (until 2024) of ETSI EN 319 411-1 (security and policy requirements for trust service providers issuing certificates) and ETSI EN 319 411-2 (security and policy requirements for trust service providers issuing qualified certificates)*;*
    - **ETSI ESI TS 119 441 -** Rapporteur of *Policy and security requirements for Trust Service TSP providing signature validation services.*
    - **ETSI EN 319 401, TS 119 101, TS 119 300** Co-editor for several years
    - **CEN: editor** of ***CEN/TR 419040 and CEN/TR 419030*** *–Rationalised structure for electronic signature standardization — Guidelines for citizens, and — Best practices for SMEs.*
    - Chairperson of the **DAVIC** (Digital Audio-Visual Council) Security working group.
- **European Commission, DG CONNECT (2020 – 2023):** Support to the European Commission work on the revision of Regulation (EU) No 910/2014, adopted as Regulation (EU) 2024/1183 (**eIDAS**). Specific expertise and inputs in:
    - ledger and archiving trust services definition
    - revised rules for issuing qualified certificates (identity proofing in particular)
    - eID means certification aspects
- **ENISA, the European Union Agency for Cybersecurity (2016 – 2023):** support to activities in the area of electronic identification and trust services, in the framework of the implementation of Regulation (EU) No 910/2014 (eIDAS), e.g. assessment of standards eligible to be listed in implementing acts.
- **European Commission (DG CONNECT and DIGIT) (2019 – 2020):** expert for the **EBSI** project, the European Blockchain Services Infrastructure, responsible for the trust framework definition.
- **Flemish government (2015 – 2019)**: support to the design of the electronic signature solutions (creation, validation and preservation).
- **Chamber of Commerce (CCI Lyon) offering PKI services (EU member state) (2016 – 2018):** Consulting. SEALED supported the organisation in updating its PKI to successfully pass its conformity assessment under Regulation (EU) No 910/2014 (eIDAS).
- **ADOBE (2016 – 2017): AATL program** revision
- **General Secretariat of the Council of the European Union (2014 – 2017):** as subcontractor of STERIA (main contractor), SEALED contributed to the set-up of the General Secretariat's PKI, in particular the design of the CA key ceremonies and the drafting of the CP and CPS documents.
- **Belgian French and German speaking lawyers' bars (2014 – 2017):** support to the selection of an adequate professional signing and authenticating card for the lawyers.
- **Allianz** a major insurance company **(2015 – 2016):** support to the selection of a solution for dematerialization of certain workflows requiring the qualified co-signatures of broker and customer.
- **European Commission (DG CONNECT) -** Study to support implementation of a Pan-European framework on electronic identification and trust services for electronic transactions in the internal market (SMART 2012/0001) **(01/2013 – 12/2015)**. Together with its partners (time.lex, PwC, Studio Notarile Genghini, Security4Biz, Nick Pope and DLA Piper, main contractor), SEALED contributed to a study financed by the European Commission, aiming to
    - monitor the take-up of electronic identification and trust services in Europe including e-signatures;
    - provide legal and technical input (including standardisation) to devise the secondary legislation foreseen in the Commission proposal that became Regulation (EU) No 910/2014 (eIDAS);
    - propose communication and awareness-raising activities to promote the uptake of trust services in EU.
- **European Commission (DG MARKT) - Study MARKT/2011/057 (2012 – 2013) and MARKT/2012/087 (2013 – 2014).** Together with its partners (Universitat Politècnica de Catalunya - UPC, Barcelona, Spain and 3xA Security AB, Sweden), SEALED contributed to the analysis of Trusted Lists (as defined by Commission Decision 2009/767/EC, as amended by Commission Decision 2010/425/EU and Commission Implementing Decision 2013/662/EU) and to the monitoring of the developments and enhancements of the Trusted

List Manager software and the SD-DSS signature creation and verification software both funded by the EC.

- **A Middle East Government (05/2012 – 03/2013)**. Together with its local partner (main contractor), SEALED contributed to the set-up of a national licensing scheme for the licensing of certification service providers issuing digital certificates and providing time-stamping services.
- **European Commission (DG INFSO) - "Study on an electronic identification, authentication and signature policy (IAS)" (05/2011 – 11/2012)**. Together with its partners (time.lex, PwC, Studio Notarile Genghini, and DLA Piper, main contractor), SEALED contributed to a study, financed by the European Commission, aiming to study the feasibility of a comprehensive EU legal framework for identification-related electronic credentials required to secure electronic transactions (including ancillary services). The work was undertaken in the form of four tasks with several accompanying deliverables, intended as building blocks for future EU legislation.
- **European Commission (DG MARKT) - Study MARKT/2011/047/E (2011)** conducted by SEALED and its study partners (Universitat Politècnica de Catalunya - UPC, Barcelona, Spain and 3xA Security AB, Sweden and ETSI, France) with regards to the analysis of **Trusted Lists** (as defined by Commission Decision 2009/767/EC, as amended by Commission Decision 2010/425/EU). This study aimed to provide the European Commission with assistance in:
    - Task 1. Analysing Member States Trusted List (TL). This task consisted in a semantic analysis of existing Member States implementations of TL's and identifying compliance with Commission Decision 2009/767/EC, as amended by Commission Decision 2010/425/EU with regards to the content of the TL entries and in particular the topology of the supervised or accredited certification services (e.g. identification of the correct Sdi(s) to be listed – root or direct issuing service, required extension values for compensating lack of information of certificates, need for listing CRL/OCSP associated services, etc.) and identifying errors that inter alia led to difficulties of using these lists for cross-border signature validation.
    - Task 2. Collecting and assessing Certification Authorities/Qualified Certificates topologies and sampling certificates.
- **European Commission (DG INFSO)** through the **Cross-Border Interoperability of eSignatures (CROBIES) study (08/2008 – 06/2010): SEALED**, together with Siemens and time.lex, performed for the European Commission a study analysing the actions necessary to a truly interoperable cross-border use of Qualified Electronic Signatures. The objective of the project was to analyse the requirements in terms of cross border use of electronic signatures to establish a general strategy based on common requirements aiming at cross border interoperability of qualified electronic signatures and advanced electronic signature based on qualified certificates.

  The results of the study were used as input to Mandate M460 from the EC to the European Standardisation Organisations CEN, CENELEC and ETSI in the field of Information and Communication Technologies applied to electronic signatures, 7 January 2010.

  The study contributed significantly to the technical specifications and annex of Commission Decision 2009/767/EC of 16 October 2009 setting out measures facilitating the use of procedures by electronic means through the 'points of single contact' under Directive 2006/123/EC of the European Parliament and of the Council on services in the internal market. (OJ L 299, 14.11.2009, p. 18), and to Commission Decision 2010/425/EU amending Commission Decision 2009/767/EC. These Decisions established, inter alia, the mutual recognition of Advanced electronic signatures based on Qualified Certificates ($AdES_{QC}$) and Qualified electronic signatures (QES) as well as the provisions for Member States' Trusted Lists.
- **European Commission (DIGIT) regarding the set-up of an Electronic Signature Services Infrastructure (ESSI) (2008 – 2012).** Consulting activity for the Directorate Informatics (DIGIT) regarding the *collection of the common requirements* regarding the use of electronic signatures within the European Commission in its move towards eCommission, the *definition of the ESSI conceptual framework* on both aspects of PKI certification and related services and on the required centralized eSignature creation and validation services, the *establishment of the detailed specifications for the ESSI Platform* and *advice on the eProcurement process and refinement of the specifications***.**
- eSignature expert in the context of the **EU-CHINA Information Society Project (2008 – 2009)** providing advice on successful and interoperable eSignature implementation models.

- **Co-author of the book "Best Practice for Applications using the [Belgian] electronic Identity Card (eID)" (2008)**: Key player in the set-up of the DIS (Digital Identity Standards) initiative around the Belgian eID card, aiming to help organisations to develop trustworthy eID applications and aiming to issue a best practices standard for these purposes in association with Deloitte, Ernst & Young, Integri, Protiviti, time.lex and Microsoft.
- **European Commission Study on Standardisation Aspects of electronic Signatures (2007):** Consulting for the DG INFSO. Based on the effective use of eSignatures and related EU standards, this study analysed the "legal requirements / standardisation" model of Directive 1999/93/EC and provided the information and assessment needed for a possible review of the needs for standardisation in this context and to design new standardisation tasks that would help establish trust in e-transactions/e-services. Recommendations were made in terms of legal, standardization and marketing tasks, as well as quick-wins for the effective mutual recognition of Qualified Electronic Signatures.
- **European Commission Study on User identification and authentication methods in e-payments (2007):** Consulting for the DG MARKT in order to provide a study on a User identification and authentication methods in e-payments. In particular, the market evolution and new perspectives around such techniques, was at the heart of the study.
- **European Member State governments (two countries) (2005 – 2019)***:* Consulting in the context of the writing and issuing of RFPs related to the provision of PKI-based certification services in the support of electronic identity cards and ICAO compliant Machine Readable Travel Documents (MRTDs).
- **International organisation in the energy sector (EU):** contribution as a sub-contractor to the pre-study of the PKI framework for this organisation and in particular to the Certification Practice Statements principles and to the establishment of directives related to the usage of the PKI services, and in particular, the use of electronic signatures and the associated supporting trusted services.
- **Ministerie van Vlaamse Gemeenschap (BE)***:* contribution to the establishment of directives related to the usage of the PKI services within the Ministerie van Vlaamse Gemeenschap and in particular the use of electronic signatures and the associated supporting trusted services.
- **Belgian Federation of Notaries:** audit of compliance of the notaries' signature application with the Belgian law on electronic signature (transposing Directive 1999/93/EC).

(Before the creation of SEALED):

- **Belgian electronic identity card (eID)**: PKI Project Program Manager Budget: EUR 16 million
- Bid management, Project Manager and Senior PKI consultant for the FedPKI project (Belgian Federal PKI study);
- **Brussels Order of French Lawyers, Belgian National & European Commission** customised Certification Services
- **Carenet network – Healthcare (Belgium)**
- **LuxTrust (Luxembourg government and banks)** Senior consultant, main contributor to the study aiming to identify the possibilities to create, in the Grand-Duchy of Luxembourg, a certification services centre that complies with the specific needs of both public and private sectors related to the e-identity provisioning, securing of information exchanges, electronic commerce and electronic signature.
- **Dematerialisation** In this area, Sylvie drove the complete delivery of the eBidding platform together with EBP and Belgacom.
- ***European Commission IDA-2001 PKI II*** *(2001) (Framework contract ENTR/01/032-IDA-2001/PKI II)*
- **European project RACE ACCOPI** *(**A**ccess **C**ontrol and **CO**pyright **P**rotection for **I**mages:* consultant.
- **European project ACTS OKAPI** *(**O**pen **K**ernel to **A**ccess **P**rotected **I**nteroperable Services)*.

TECHNICAL SKILLS AND COMPETENCES

With computers, specific kinds of equipment, machinery, etc.

Practical expertise of IT security technologies, techniques and related Regulatory frameworks (30+ years)

- **eID and trust Services** (**eIDAS**)
    - hands-on experience and in-depth knowledge of **Regulation (EU) No 910/2014 (eIDAS)**, including through participation in its drafting, and of its implementing acts.
    - hands-on experience and in-depth knowledge of **ETSI standards** supporting the

eIDAS, including through participation in their drafting

- **PKI & cryptography:** Public Key Infrastructures (PKIs), cryptography, PKCS standards, smart cards technologies, CryptoAPI, Hardware Security Module and underlying e-business technologies SSL, TLS, LDAP, OCSP, Smart Cards, blockchain, identity proofing, TCP/IP, etc.
- Directive (EU) **2022/2555** (**NIS2**)
- Regulation (EU) 2019/881 (**Cybersecurity Act**) and **Commission Implementing Regulation (EU) 2024/482** (**EUCC**)
- **Commission Implementing Regulation (EU) 2022/1463** (**OOTS**) under Regulation (EU) 2018/1724 (**SDG**)
    - **Directive (EU) 2017/1132 as amended by Directive (EU) 2025/25 (digital tools and processes in company law)**
- **eGovernment (e)ID and MRTDs** hands-on experience and in-depth knowledge of:
    - **ICAO Doc 9303**
    - Council Regulation (EU) **2025/1208** (**ID and residence cards**)
    - Council Regulation (EC) No 1030/2002 as amended by Regulation (EU) 2017/1954 (**residence permits**)
    - Regulation (EU) 2016/679 (**GDPR**)
    - Council Regulation (EC) No 2252/2004 and the related Commission Decisions on **security features and biometrics in passports and travel documents issued by Member States**; Commission Implementing Decision C(2013) 6178 amending Commission Decision C(2002) 3069 (uniform format for residence permits)
- Directive 2014/55/EU (e-Invoicing)
- Directives 2014/24/EU and 2014/25/EU (e-Procurement)
- Directive 2006/123/EC (Services Directive), including a major contribution to the technical specifications of Commission Decision 2009/767/EC (‘**points of single contact**’)

OTHER SKILLS AND COMPETENCES

Competences not mentioned above.

- Keen sportswoman; still water **rowing** & instructor for leisure rowing section, member of the management board of the Royal Club Nautique de Tournai, **sailing**, owner of ICC (International Certificate for Operators of Pleasure Craft), and SRC (radio operator) certificates, swimming, downhill skiing and touring **skiing**.
- Avid reader.

DRIVING LICENCE(S)

Category B.

ADDITIONAL INFORMATION

See www.sealed.be

ANNEXES

N.A.