

ANNUAL REPORT

EUROPEAN MASTER
IN OFFICIAL STATISTICS





EMOS ANNUAL REPORT 2023

*Overview of the implemented activities and outcomes in
the academic year 2022/2023*

May 2024

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1. About the European Master in Official Statistics

The European Master in Official Statistics (EMOS) is a network of [33 university master's programmes](#) and partner organisations producing official statistics in 17 European countries. EMOS-labelled master's programmes and their partners jointly organise courses, internships and other activities with the aim of providing students with an advanced training in official statistics. The EMOS label is awarded by the European Statistical System Committee (ESSC) to nationally accredited master's programmes that fulfil [the EMOS label criteria](#).

University	Name of the master's programme
Johannes Kepler University Linz	Statistics
KU Leuven	Statistics and Data Science
Mendel University in Brno	Economics and management - specialization: ENEMOS Economic Statistics
Prague University of Economics and Business	Economic Data Analysis
University of Bamberg	Survey Statistics and Data Analysis
Free University Berlin	Statistics
University of Munich	Statistics and Data Science
University of Trier	Applied Statistics
Technical University Dortmund	Statistics
Mannheim Business School	Applied Data Science & Measurement
Aristotle University in Thessaloniki	Mathematics (Specialisation in Mathematics)
Athens University of Economics and Business	Applied Statistics
Complutense University of Madrid	Máster Universitario en Estadísticas Oficiales e Indicadores Sociales y Económicos
University of Helsinki	Contemporary Societies / Social Data Science
ENSAI / University of Rennes	Master Mathématiques Appliquées, Statistique, parcours type Science des données pour la décision publique
University College Dublin	Statistics

University	Name of the master's programme
University of Bergamo	Economics and Data Analysis
University of Bologna	Statistical Sciences
University of Campania 'Luigi Vanvitelli'	Data Science
University of Firenze	Statistics and data science
University of Rome La Sapienza	Statistical methods and applications
University of Pisa	Economics
University of Luxembourg	Finance and Economics
University of Donja Gorica	Statistics
Leiden University	Statistics and Data Science
Utrecht University	Research Master Methodology and Statistics Behavioural Biomedical and Social Sciences
Gdańsk University of Technology	Economic Analysis Master Programme
University of Łódź	Informatics and Econometrics, module: Analytical Economics/Master in Econometrics and Data Analytics
Warsaw University of Life Sciences	Computer Science and Econometrics
University NOVA, Lisbon	Statistics and Information Management – specialization in Statistical Systems
University of Porto	Data Analytics
Bucharest University of Economic Studies	Master statistică aplicată și data science
Örebro University School of Business	Statistics - Statistical Modelling and Data Science

Table 1: EMOS-labelled master's programmes, academic year 2023/2024

The [permanently open call for applications](#) gives an opportunity for eligible master's programmes to join the EMOS network. Universities are invited to submit their applications as described in the [EMOS Guide for applicants](#) at any time. The annual cut-off date is 31 December.

By 31 December 2022, two new applications for the award of the EMOS label were submitted. In their meeting in May 2023, based on the recommendations by the EMOS Board, the ESSC

awarded the EMOS label to one new master's programme (master in Data Science offered by the University of Campania 'Luigi Vanvitelli). The other application did not fulfil the criteria.

The EMOS label is awarded for five years. To renew their EMOS label, master's programmes are invited to submit information on their motivation, plans to develop their programmes, teaching and coursework addressing the EMOS learning outcomes. 20 out of 22 eligible master's programmes applied for the renewal of their EMOS label in January 2023. The ESSC endorsed the recommendation of the EMOS Board to renew the EMOS label for 20 master's programmes (one was awarded with a condition).

The other two eligible universities (Wroclaw University of Economics and Business, master in Economic Analytics and Eötvös Loránd University, master in Survey Statistics) did not apply for renewal of the EMOS label and thus the label was revoked from them in May 2023.

2. EMOS outcomes – annual reports from EMOS labelled master’s programmes

Each year, EMOS-labelled master’s programmes report on enrolled students and successful graduates of the programme, evaluation of EMOS activities, the overall assessment of the academic year, completed internships, master’s theses and research topics in a questionnaire prepared by the EMOS Secretariat. The annual questionnaire is also a tool for the systematic collection of information on changes introduced to the EMOS-labelled programmes during the reporting year.

The annual reporting survey 2023 collected information about how EMOS-labelled programmes performed in the academic year 2022/2023. The survey was carried out in the period from 28 November 2023 until 12 January 2024. Thirty-three EMOS network members responded.

2.1. Number of EMOS graduates

In the academic year 2022/2023, 126 students requested and received the EMOS diploma supplement, which is approximately the same as in the academic year 2021/2022 (128). An increase in the number of graduates is estimated in 2023/2024 as 162 students are expected to finish their studies and qualify for the EMOS diploma supplement. In the past years, the number of forecast EMOS graduates has consistently been higher than the realised EMOS graduates reported at the end of the academic year.

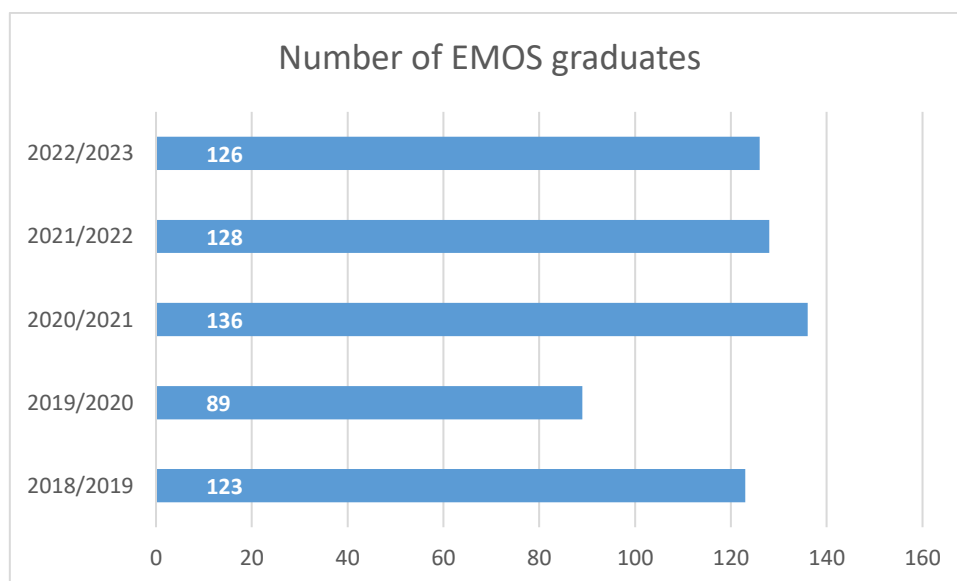


Figure 1: Number of EMOS graduates (2019 – 2023)

The number of students who have taken the courses covering the first EMOS learning outcome on the system of official statistics is significantly higher than the number of reported graduates. In the academic year 2022/2023, universities reported that 355 students have completed such courses and familiarised themselves with the system of official statistics.

2.2. Evaluation of EMOS activities

Several in-person and online activities and events were organised in 2023. In the annual reporting survey, EMOS activities organised by the EMOS Secretariat were rated as useful by most of the respondents. EMOS webinars, the EMOS workshop as well as the newly introduced EMOS network meetings were rated as most useful (85% or more of the respondents rated them as useful ‘to a large extent’ or ‘to some extent’).

They were followed by online teaching material, in-country internships, conference participation sponsorship, Master’s Thesis Competition, EMOS YouTube channel and EMOS promotional material. Cross-border traineeships landed in the penultimate place. It is important to mention that many respondents found the activity to be useful to a large extent (45 %). However, there were also many respondents who were not aware of this activity. The EMOS X (Twitter) channel was rated as least useful.

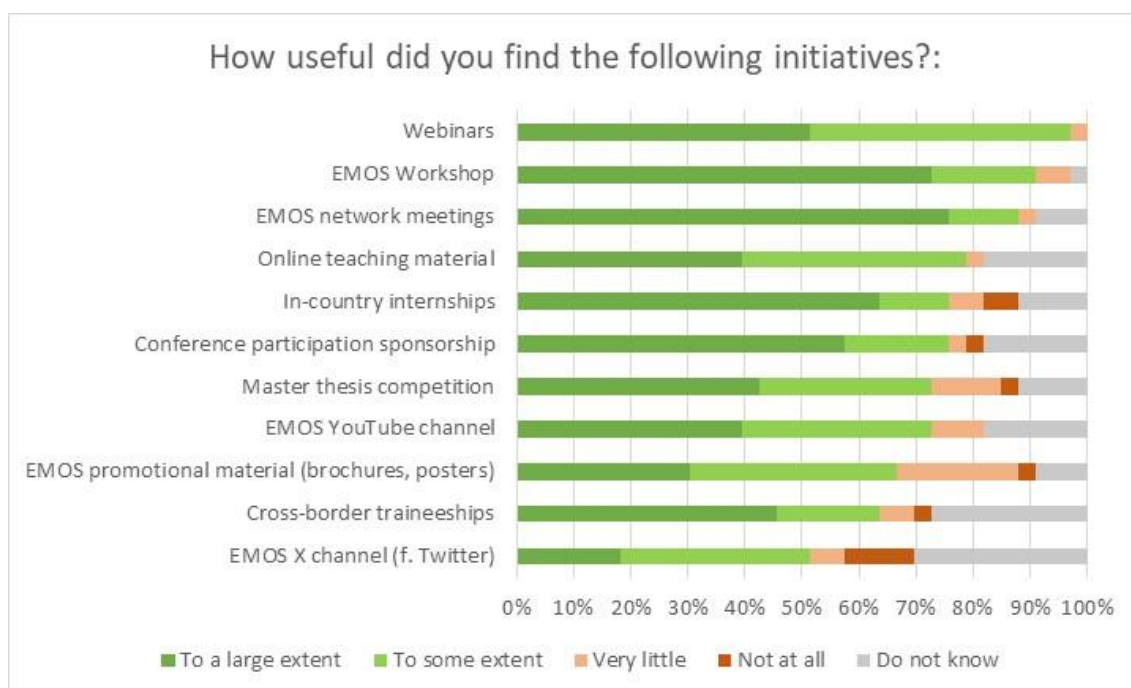


Figure 2: Usefulness of the EMOS activities (2022/2023)

2.3. Internships

Internships are a compulsory element for EMOS students who wish to complete the EMOS specialisation track and obtain the EMOS diploma supplement. They last for at least 8 weeks and focus on a topic relevant to official statistics. Internships can be carried out in the student's country of studies (in-country) or in a different country (cross-border), in a National Statistical Institute (NSI), Other National Authority (ONA), a National Central Bank, international organisation or any other organisation producing or dealing with statistics and data, as long as the internship focuses on work that is relevant to official statistics.

A total of 159 internships were carried out by EMOS students in 2022/2023 at 62 different organizations, based on reports by 30 EMOS-labelled universities. Three universities had not reported any internships performed in academic year 2022/2023.

Among the 62 intern host organisations, more than three quarters were NSIs, ONAs, regional statistical offices and public administration offices (145 out of 159). One internship took place in a European institution or international organization. The rest of the students completed their internships in private companies and research institutions (13).

In the academic year 2022/2023, 19 new organizations hosted EMOS interns. Some internships still took place fully or partly remotely but the number of remote internships substantially decreased in comparison to the previous year.

On average, internships lasted 13 weeks and included approximately 33 working hours per week.

2.4. Master's theses and research projects

135 master's theses and research projects were developed during the academic year 2022/2023 by 29 EMOS-labelled universities. Four universities reported that no master's theses were prepared in the reporting academic year.

2.5. Overall assessment of the academic year

Reports from the EMOS-labelled master's programmes confirm the benefits of EMOS, with increased European cooperation among universities as well as between statistical producers and academia cited by most respondents. Many universities reported that highly motivated and engaged students are key to the programme success. The programmes often attract students with diverse backgrounds, which gives a broader perspective on the application of statistical methods and practices. Several respondents particularly emphasised the attractiveness of collaborations with NSIs for students, creating opportunities such as internships, master's thesis projects and teaching collaborations. There is a high demand for EMOS graduates in the labour market and many are employed outside of the narrow field of official statistics.

Some universities reported attracting outstanding national and international visiting professors to co-teach courses through EMOS partnerships. The use of active forms of instruction through, for example, case studies and implementing methods to increase students' knowledge of using modern tools and technologies, including additional courses or freely available software, is also on the rise. An important and significant trend is modifying master's programmes, from changing the name to a complete redesign to include topics focusing on data science.

However, low student enrolment numbers and recruitment of graduates for positions in official statistics remain a concern. Increased competition from data science specialisation tracks is often mentioned as a challenge. Attracting students for master's studies in statistics is not an issue exclusive to the EMOS specialisation track – some respondents report general difficulties to recruit students for their programmes in statistics.

Another obstacle is the difficulty faced by some master's programmes to organise internships for EMOS students in NSIs and other organisations producing official statistics. Completing an internship in an organisation producing official statistics and preparing a master's thesis on a

topic relevant to official statistics are requirements for students to qualify for the EMOS diploma supplement. Even if they have completed the required coursework, students who do not have the opportunity to carry out such an internship cannot obtain the EMOS diploma supplement.

The organisation of the EMOS cross-border traineeships started in 2022 and this opportunity to gain work experience in an office producing official statistics in another European country has been taken up by several students. However, difficulties in organising such internships have been reported, including differences in academic semester programming and establishing cooperation agreements between the sending university and host organisation.

3. Activities organised by the EMOS Secretariat

3.1. Master's thesis competition

The [Master's thesis competition](#) for EMOS graduates highlights official statistics as a research topic and puts forward young talented statisticians with innovative contributions. The 2023 edition of the competition attracted 24 submissions from 12 universities based in 9 countries. The EMOS Board carried out the assessment of the nominated theses and selected 6 winners.

All winners were invited to attend the 2023 Conference on New Techniques and Technologies for Statistics (NTTS) in Brussels where they presented their work as part of the EMOS master's thesis competition award ceremony. The award ceremony was chaired by the Director-General of Eurostat, Mariana Kotzeva, who handed over the trophies and certificates to the winners.



Image 1: Master thesis competition 2023 winners

Back-to-back with the NTTS, the fourth edition of the European Big Data Hackathon in Brussels was organised. Teams from all over Europe gathered to foster their expertise in utilising Big Data sources related to financial transactions and develop innovative products and tools that are relevant for EU policies. The fourth edition of the European Big Data Hackathon brought together 24 teams composed of NSI experts and 4 teams of students and academic mentors from EMOS network universities.

3.2. Mobility programme

The first edition of the EMOS mobility programme was run by Eurostat with the support of an external contractor between 2020 and 2024. Under this programme, EMOS students could apply for financial support to perform cross-border internships and to attend events and conferences related to official statistics. The mobility activities aimed to provide EMOS students with an opportunity to gain professional experience and international exposure while also supporting cross-border cooperation and knowledge transfer among EMOS network partners.

As part of the first edition of the EMOS mobility programme, nine cross-border internships were completed in the academic year 2022/2023 (out of a total of 15 completed between 2020 and 2024). Additionally, eight students received the sponsorship for participation in statistical conferences in the academic year 2022/2023 (out of a total of 12). They attended the 2023 edition of the New Techniques and Technologies for Statistics conference, the 2022 edition of the European Conference on Quality in Official Statistics, the 2022 edition of the Conference of European Statistics Stakeholders 2022 and the 2021 edition of the Royal Statistical Society International Conference.

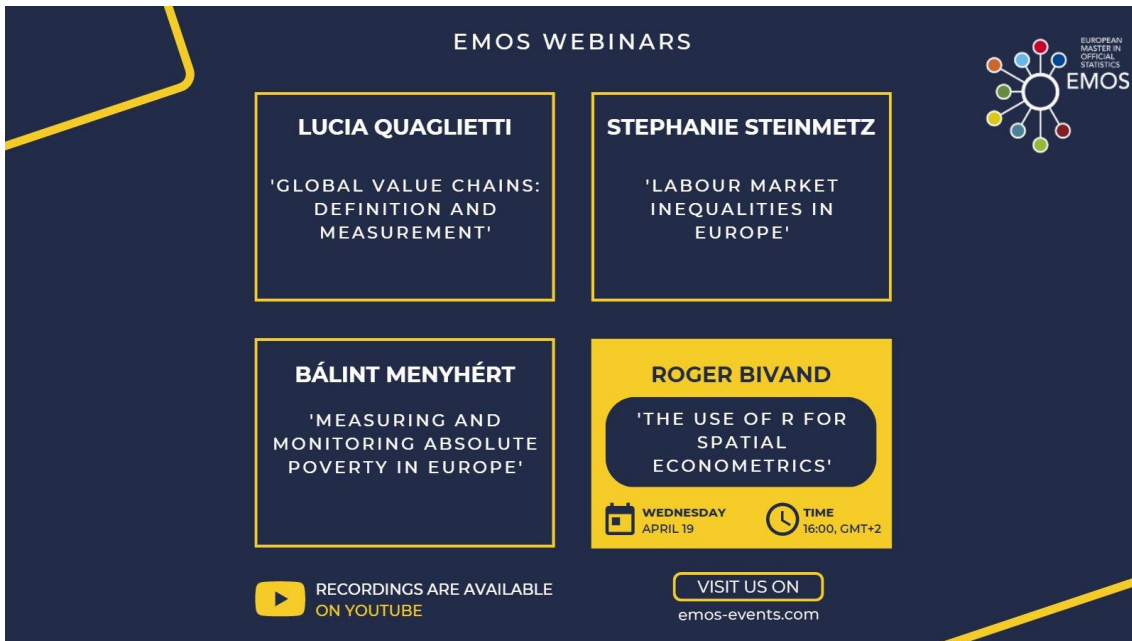
3.3. Webinars

EMOS webinar series are designed for EMOS students and staff working in organisations producing official statistics. They feature experts in statistics who offer contributions on the most salient issues in statistics. Speakers include university professors, practitioners from Eurostat, NSIs, ONAs and international organisations. In the reporting period, the eighth EMOS webinar series was organised by the University of Pisa on behalf of Eurostat. Between November 2022 and June 2023, ten webinars took place, each lasting around 60 minutes.

Date	Presenter(s)	Webinar Title
30 Nov 2022	Katharina Schüller, Stat-up	Data Literacy
15 Dec 2022	David Haziza, University of Ottawa	The use of machine learning methods for the treatment of unit nonresponse in surveys
18 Jan 2023	Ralf Münnich, University of Manchester	Non-probability sampling and big data
8 Feb 2023	Walter Radermacher, LMU Munich	Statistics for the public good
22 Feb 2023	Lucia Quaglietti, OECD	Global value chains: definition and measurement
15 Mar 2023	Stephanie Steinmetz, University of Amsterdam & Lausanne	Labour market inequalities in Europe
29 Mar 2023	Balint Menyhert, Joint Research Centre of the European Commission	The ABSPO project - Measuring and monitoring absolute poverty in Europe
19 Apr 2023	Roger Bivand, Norwegian School of Economics	The use of R for spatial econometrics
10 May 2023	Faidra Filippidou, e3modelling	Measurement and mapping of energy poverty in Europe
31 May 2023	Alessandra Coli, Eurostat	Household distributional accounts for measuring economic inequality: ongoing activities at Eurostat

Table 2: List of 2022/2023 EMOS webinars

The recordings of all webinars are made available [on the EMOS YouTube channel](#) while the slides can be found [on the EMOS website](#).



The image is a promotional graphic for EMOS webinars. It features a dark blue background with yellow accents. At the top center, it says "EMOS WEBINARS". In the top right corner, there is the EMOS logo, which consists of a circular network of colored dots and the text "EUROPEAN MASTER IN OFFICIAL STATISTICS EMOS". The graphic is divided into four main sections, each representing a webinar:

- LUCIA QUAGLIETTI**: 'GLOBAL VALUE CHAINS: DEFINITION AND MEASUREMENT'
- STEPHANIE STEINMETZ**: 'LABOUR MARKET INEQUALITIES IN EUROPE'
- BÁLINT MENYHÉRT**: 'MEASURING AND MONITORING ABSOLUTE POVERTY IN EUROPE'
- ROGER BIVAND**: 'THE USE OF R FOR SPATIAL ECONOMETRICS'

Below the Roger Bivand section, it specifies the date and time: "WEDNESDAY APRIL 19" and "TIME 16:00, GMT+2". At the bottom left, there is a YouTube icon and the text "RECORDINGS ARE AVAILABLE ON YOUTUBE". At the bottom right, there is a button that says "VISIT US ON" with the website "emos-events.com" below it.

Image 2: Promotional material presenting the EMOS webinars 2022/2023

3.4. Workshop

The [9th EMOS workshop](#) was held on 26 and 27 October 2023 in Prague, Czechia. The workshop was organised by Prague University of Economics and Business, the Czech Statistical Office and Eurostat. Almost 90 participants came together at the workshop, including representatives of EMOS-labelled master's programmes, national and international organisations producing official statistics, EMOS Board members, EMOS students and graduates, Eurostat, and other partners who gathered at the workshop to share their experiences and ideas for the future development of EMOS.



Image 3: Participants of the 9th EMOS workshop, 26-27 October 2023, Prague, Czechia

The beginning of the workshop programme was dedicated to sharing information on the latest developments in two key areas forming the future development of EMOS: official statistics and higher education policy in Europe. In two panel discussions, focusing on the employability of EMOS graduates and on expanding collaboration and strengthening cohesion in the EMOS network, representatives of EMOS partners organisations, EMOS students and graduates shared their experiences and perspectives. This discussion on key challenges, implemented solutions and good practices prepared the field for the second part of the workshop. The second day the organisers leveraged the diverse experiences and collective knowledge of the participants in a co-creation workshop, where the participants brainstormed concrete solutions for real challenges that the organisations participating in the implementation of EMOS face.

3.5. Learning resources

The [EMOS module in economic and financial statistics](#) was jointly designed and developed by the University of Trier, Destatis, Eurostat, Deutsche Bundesbank and the European Central Bank in 2021. The module includes recorded lectures, questions and answers sessions and a final exam. The four overarching topics are: Introduction to official statistics ([playlist on You Tube](#)), National accounts ([playlist on You Tube](#)), External statistics and financial statistics ([playlist on You Tube](#)), and Microdata for financial statistics ([playlist on You Tube](#)). The recorded lectures are used as supporting learning material for the EMOS courses provided by the University of Trier and LMU Munich. The learning material is freely available on the EMOS YouTube channel for all interested students and teachers.

On the EMOS website, learning resources on [key themes in official statistics that address the EMOS learning outcomes](#) are made freely available to support lecturers and students in their learning process.

3.6. Network meetings

For the first time in 2023, EMOS network meetings were organised with the aim to facilitate the sharing of best practices and experiences and to further enhance cooperation within the EMOS network. Participation in the meetings is open to representatives of EMOS-labelled master's programmes and their partner organisations producing official statistics. The University of Pisa organised five EMOS network meetings between October 2023 and April 2024. The meetings focused on the following topics:

- Sharing coursework among EMOS partners ([video](#))
- EMOS students' exchanges ([video](#))
- Redesigning EMOS-labelled master's programmes ([video](#))
- Research and thesis project collaborations with organisations other than NSIs ([video](#))
- NSIs supporting EMOS ([video](#))

Three additional EMOS network meetings were organised by the EMOS secretariat:

- EMOS network meeting on communication ([presentation](#))
- Information session on the Joint Research Centre (JRC) scientific traineeships programme ([presentation](#))
- DG EAC on Staff Exchange and Doctoral Networks ([presentation](#))

3.7. Study on the future of EMOS

In February 2023, an expert analysis of EMOS was launched, aiming to assess the implementation, the achievements and the challenges of EMOS over the past ten years. The overall purpose of the study was to assess whether EMOS as currently implemented is still fit for its purpose, whether it fulfils its objectives, and explore opportunities for its future development. This analysis was concluded in February 2024. [The report](#) was shared with the Partnership Group in March 2024 and with the European Statistical System Committee in May 2024. Based on the report and outcomes of the discussions at the meeting of the ESSC in May 2024, Eurostat supported by the EMOS Board will draft a roadmap for the future development of EMOS.

4. Enhancing communication and knowledge sharing

Effective communication, engagement and cooperation are key to the success of EMOS. Sharing information on EMOS informs the network members and students – both existing and potential – of the opportunities that the programme offers. For this purpose, the EMOS secretariat carries out regular communication activities, which have been enhanced in 2023 with the aim of raising awareness of the EMOS brand and sharing information on opportunities.

4.1. Webpages

Online content on EMOS was expanded and updated. A new [dedicated webpage](#) was published on the Eurostat website, providing users of Eurostat statistics and all other interested individuals with basic information about EMOS and links to further resources.

A detailed presentation of EMOS is hosted on Eurostat’s portal for Collaboration in Research and Methodology for Official Statistics (CROS). As part of the migration of CROS portal to a new platform, the extensive [EMOS dashboard](#) was published in January 2024. The dashboard includes information on the EMOS programme, latest news from the network, label award and renewal procedures, learning outcomes, events and activities, the EMOS Board. The new webpages give a comprehensive overview of all EMOS standard procedures, events and activities and aim to enhance communication, cooperation and community building within the EMOS network.

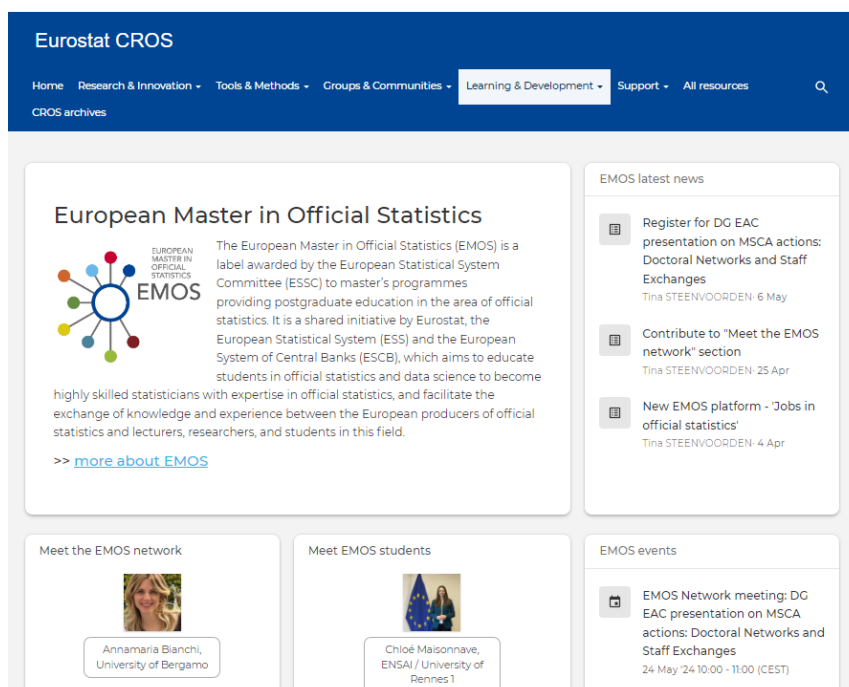


Image 4: New EMOS webpages on CROS

The new features of the website have been used to disseminate new content and introduce new sections. The section ‘Meet the EMOS network’ was created to feature representatives of

organisations that are part of the EMOS network and the EMOS Board members. The section is meant to facilitate networking and further strengthen cooperation among EMOS network partners. The section ‘Meet EMOS students’ presents the testimonials of EMOS students prepared at past events. Potential EMOS students can read about experiences from current and former EMOS students and get inspired by their activities.

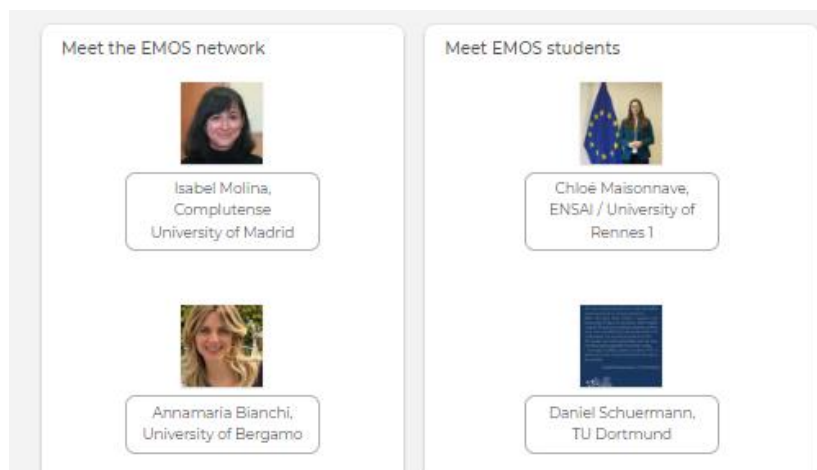


Image 5: New sections “Meet the EMOS network” and “Meet EMOS students”

4.2. Social media channels

EMOS is currently present on three social media platforms: [LinkedIn](#), [X \(Twitter\)](#), and [YouTube](#).

[The EMOS LinkedIn](#) page was launched in January 2024 with the aim of raising awareness of the EMOS brand. The channel is used to inform the EMOS network and the general public about the key activities and events.

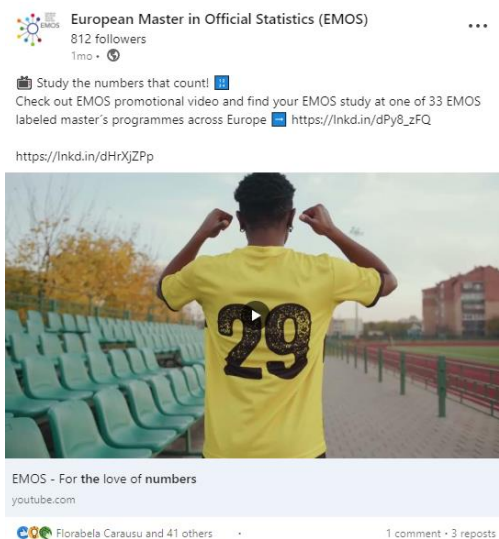


Image 6: Example of a LinkedIn post promoting the EMOS video [For the love of numbers](#)

Additionally, the EMOS Secretariat launched a showcase page for EMOS network partners, students and graduates: [Jobs in official statistics](#). This LinkedIn page serves as an online job

marketplace for the EMOS network. EMOS network partners are invited to publish vacancies for jobs/traineeships in official statistics in their organisations that can be of interest for EMOS students and graduates.

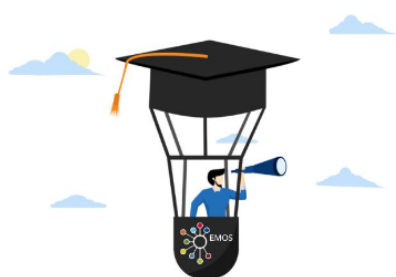
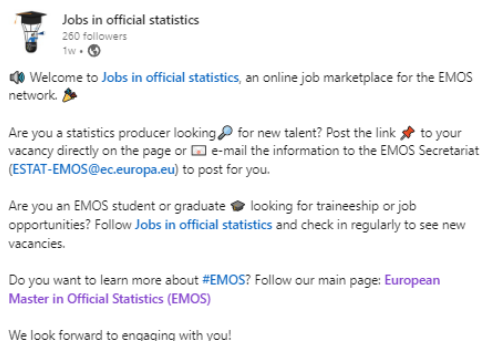


Image 7: Opening post on [Jobs in official statistics](#)

The [EMOS account on X \(Twitter\)](#) has existed since March 2015 and is used to inform the EMOS network and the public about the key activities and events and to raise the EMOS brand awareness.

The EMOS channel on YouTube was launched in May 2017 and it has over 60 uploaded videos. The YouTube channel is used for the dissemination of recordings of past events (e.g. webinars, network meetings, workshops), videos of lectures ([course in economic and finance statistics](#)), recordings of students' testimonials (e.g. [event attendees](#), [master's thesis competition winners](#)).

4.3. EMOS Secretariat e-mail contact

The EMOS secretariat (ESTAT-EMOS@ec.europa.eu) maintains several mailing lists used to distribute information and updates to the members of the EMOS network: contacts at EMOS-labelled master's programmes, EMOS contact points at NSIs, contacts at NSIs for cross-border traineeships, EMOS graduates, EMOS Board members.

The mailing lists are used to inform specific groups of relevant activities and events, most often when concrete action from the members of the group is required. This includes, for example, the launch of the annual reporting and relabelling exercises for EMOS-labelled master's programmes, launch of the master's thesis competition, invitation to register for EMOS webinars and network meetings.

5. EMOS governance

The ESSC is the competent decision-making body regarding matters relating to EMOS, specifically, strategic direction and label award. The ESSC appoints members to the [EMOS Board](#) who advise the ESSC.

5.1. EMOS Board

The EMOS Board is composed of fourteen members: six from universities, five from NSIs, one from the European Statistical Advisory Committee (ESAC), one from a National Central Bank representing the European System of Central Banks (ESCB) and one from Eurostat acting as Chair. The EMOS Board advises the ESSC on matters relating to EMOS, evaluates applications for the EMOS label, monitors compliance with the EMOS requirements and reports back to the ESSC.

Composition of the EMOS Board			
2021-2023		2024-2026	
ENSAI / University of Rennes 1	Francois Coquet	LMU Munich	Anna-Carolina Haensch
Warsaw School of Economics	Adam Czerniak	Warsaw School of Economics	Adam Czerniak
University of Naples Federico II	Francesca Di Iorio	Gdansk University of Technology	Marta Kuc Czarnecka
Bucharest University of Economic Studies	Claudiu Herteliu	Prague University of Economics and Business	Petr Mazouch
Utrecht University	Peter Lugtig	Utrecht University	Peter Lugtig
University of Pisa	Monica Pratesi	University of Bergamo	Annamaria Bianchi
Statistics Netherlands	Reinoud Stoel ⁽¹⁾	Statistics Netherlands	Reinoud Stoel
Central Statistics Office Ireland	Pamela Lafferty	Central Statistics Office Ireland	Kathryn Foskin
Statistics Lithuania	Inga Masiulaitytė-Šukevič	INSEE	Olivier Biau
Statistical Office of Montenegro	Bojana Radojević	Istat	Antonio Ottaiano
Destatis	Markus Zwick	Destatis	Markus Zwick

⁽¹⁾ Reinoud Stoel was nominated as a replacement of the original EMOS Board member for 2021-2023, Bart Bakker, who ceased active employment in 2022.

European System of Central Banks	Andrea Brandolini	European System of Central Banks	Silvia Fabiani
European Statistical Advisory Committee	Marie Bohatá	European Statistical Advisory Committee	Marie Bohatá
Eurostat, chair ⁽²⁾	Albrecht Wirthmann	Eurostat, chair	Albrecht Wirthmann
Eurostat, secretary ⁽³⁾	Maja Islam	Eurostat, secretary	Maja Islam

Table 3: Composition of the EMOS Board

Every three years, a new EMOS Board is formed. Representatives of NSIs, the ESCB and ESAC are nominated by their organisations. Representatives of universities are invited to apply as part of an open call for applications. EMOS Board members' term of office may be renewed once. The current Board members' term ends on 31 December 2026.

5.2. Meetings of the EMOS Board

Two meetings of [the EMOS Board](#) took place in 2023. The first one was organised on 7 March 2023, back-to-back with the NTTS conference in Brussels. At this meeting, the Board discussed the approach and timeline of the study on the future of EMOS presented by PPMI (the company contracted to carry out the study on the future of EMOS), the key findings from the annual reporting and relabelling exercises 2022, the evaluation of the 2022 applications for the award of the EMOS label by the ESSC. The meeting was also an opportunity to discuss the programme of the EMOS workshop 2023 and the EMOS mobility programme progress report.

The second meeting was organised on 26 October 2023, back-to-back with the EMOS workshop in Prague. The Board discussed the progress report on the study of the future of EMOS, was informed about the recent activities and relevant recommendations of the European Statistical Governance Advisory Board, and agreed to introduce some changes to the EMOS requirements related to internships.

⁽²⁾ The position of the EMOS Board Chair was held by Martina Hahn until 15 March 2021.

⁽³⁾ The position of the EMOS Secretary was held by Heli Lehtimäki until 15 October 2021 and by Carola Carstens between 1 December 2021 and 20 June 2022.



Image 10: Meeting of the EMOS Board meeting, 26 October 2023, Prague University of Economics and Business, Prague, Czechia