EUROPE

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.

This electronic document was made available from www.rand.org as a public service of the RAND Corporation.

Skip all front matter: Jump to Page 1 ▼

Support RAND

Browse Reports & Bookstore

Make a charitable contribution

For More Information

Visit RAND at www.rand.org

Explore RAND Europe

View document details

Limited Electronic Distribution Rights

This document and trademark(s) contained herein are protected by law as indicated in a notice appearing later in this work. This electronic representation of RAND intellectual property is provided for non-commercial use only. Unauthorized posting of RAND electronic documents to a non-RAND Web site is prohibited. RAND electronic documents are protected under copyright law. Permission is required from RAND to reproduce, or reuse in another form, any of our research documents for commercial use. For information on reprint and linking permissions, please see RAND Permissions.
This product is part of the RAND Corporation corporate publication series. Corporate publications describe or promote RAND divisions and programs, summarize research results, or announce upcoming events.
IDENTIFY ISSUES
SHAPE POLICY
EVALUATE IMPACT
RAND Europe celebrated its 20th anniversary in 2012, a significant milestone for an organisation grown from tiny beginnings with a ten-person research team and now numbering over 80 staff. We continue to grow – both in numbers and influence – and are entering a new phase after a transition in leadership. After six years as President, Jonathan Grant has stepped down. While he continues to pursue his passion for research at RAND Europe, I am privileged to have taken over as President of this great institution. Over the coming years, I look forward to RAND Europe helping European policymakers tackle new and evolving policy challenges.

As always, Spotlight highlights a cross section of the year’s research, and in this issue we present selected examples that support decisionmaking at different stages of the life cycle or evolution of a policy issue. From identifying emerging issues, to shaping and refining policy addressing well-recognised problems, to evaluating and comparing the impact of mature policies, RAND Europe applies innovative methods to the best available data, to deliver high-quality analysis.

“RAND Europe continues to serve as a leading provider of objective research and analysis to support policymakers”

Hans Pung
President
hans_pung@rand.org
The direct costs of global consumer cybercrime in 2012 were €84 billion.

15% of social network users reported their profile had been hacked.

30% of share trading in the UK is by high-frequency computer trading.

Nearly 4 billion RFID tags were sold in 2012.
New policy challenges emerge constantly, and from many different sources. Governments and policymakers must swiftly identify these emerging issues and understand their significance. What potential benefits or harms may affect different groups of citizens? What are the wider implications for society? How might a new development interact with other global trends? Is previous experience a help or a hindrance in making predictions?

Disruptive and easily adopted technologies generate their own new challenges, yet can also contribute to fresh solutions. In an increasingly connected world with new players and higher stakes, policymakers must be alert to developing threats and opportunities. As the following highlights show, RAND Europe’s expertise in innovation and technology policy has helped inform the evidence base for a range of emergent policy issues, all of which have global consequences: cybercrime, computer trading and track-and-trace tagging.
“Europe needed to coordinate its fight against rising cybercrime”

NEIL ROBINSON, RESEARCH LEADER
Theft of credit card details, child sexual exploitation and attacks on critical infrastructure are just some of the internet-based offences collectively known as ‘cybercrime’. To provide a focal point for regional expertise, the European Union (EU) Justice and Home Affairs Council asked RAND Europe to help define a model and location for a new European Cybercrime Centre.

The team examined existing mechanisms to tackle cybercrime at both EU and country level, and identified gaps. They then analysed eight different options, from setting up a new organisation to ‘no change’. The project included interviews with the cross-European Cybercrime Task Force in members’ home countries. “Personal visits tell you so much about the local situation,” says Neil Robinson, Research Leader at RAND Europe.

The team recommended that the Centre be hosted in Europol, the criminal intelligence agency of the EU, to build on existing capabilities. Its independence would be supported by a Programme Board of stakeholders across Europe. The official proposals for the new Centre drew heavily on RAND Europe’s findings.
“Chief economists found the more dystopian and disruptive future scenarios particularly challenging”

JONATHAN CAVE, SENIOR RESEARCH FELLOW
UNCERTAIN FUTURES

On 6 May 2010, $1 trillion was temporarily wiped off the Dow Jones stock market index. This ‘flash crash’ prompted an evaluation of how high-frequency computer trading is changing financial markets. In April 2012, chief economists from some of the world’s largest financial institutions gathered in London for a workshop on the future of computer trading.

Jonathan Cave, Senior Research Fellow at RAND Europe, was chosen to lead the workshop, using the ‘scenario planning’ technique pioneered by the RAND Corporation in the 1950s. First the economists pooled ideas on what factors will shape the environment for financial markets over the next decade, such as demographics and global economic cycles. They then created four alternative macroeconomic futures and assessed market performance and the role of computer trading in each.

The scenario voted most likely to represent our future is one of sustained high financial market growth, led by emerging economies such as Brazil, India and China. Restrictive regulation would increase, while financial products would become less sophisticated, resulting in fewer benefits from computer-based trading.

200 million shares daily in the UK
“Open data and transparency are essential to reap the wider benefits of radio-frequency identification”

HELEN REBECCA SCHINDLER, SENIOR ANALYST
SMART TRASH

A military technology first developed for ‘friend or foe’ recognition now has other uses, from tracing global supply chains to mobile health monitoring. As radio-frequency identification (RFID) tags become more pervasive, the European Commission asked RAND Europe to assess the benefits for product life cycle management, and the implications of disposing of the tags themselves.

The researchers found that RFID enables better tracking and information sharing, but there are stumbling blocks to wider use. Product manufacturers pay for the tags and often load them with proprietary information, while different parties need access to a subset of the data to allow smart disposal of products and tags.

“Public and private interests must be balanced to reap the huge potential offered by RFID,” explains Helen Rebecca Schindler, Senior Analyst at RAND Europe. If achieved, this would enable new business models and services, such as information about a product’s carbon footprint.

The global value of the RFID market in 2012 was over €5 billion.
the ratio of retirees to workers across the EU by 2060 will be 1 to 2

up to 20% of European defence procurement spending could be saved in a competitive market

from 2015 over £200 million of UK research funding will depend on impact
from 2005 to 2011, employment rates for 65- to 74-year-olds grew by 15%.

SHAPE POLICY

As a policy issue becomes clearer and more mainstream, decisionmakers look for innovative, cost-effective solutions and ways to refine existing approaches. Policy is shaped and reshaped as underlying drivers become better understood; economic, demographic or political contexts continue to evolve or the focus of the challenge shifts. As the issue starts to appear in multiple settings and geographies, different approaches and their results can be shared.

RAND Europe’s research in 2012 has helped inform and focus policy on a variety of ‘hot’ topics. Defence budgets across Europe are dwindling, putting pressure on governments to protect domestic industries; ageing populations in western societies are increasing the dependency ratio of retirees to employees; and higher education institutions in the UK face new tests to demonstrate the wider societal benefits of their research. Our projects in these areas are highlighted in the following pages.
“Open competition is the tip of the iceberg: 90% of defence contracts are still awarded non-competitively”

MARYSE PENNY, ANALYST
The classic game theory situation known as ‘the Prisoner’s Dilemma’ aptly describes tensions in the European Union (EU) market for defence goods and services. Currently, Member States preserve domestic industries through closed contracting processes. However, Europe would benefit collectively if all nations shared opportunities to tender.

RAND researchers in the 1950s first framed this theory of competing choices for self-preservation or cooperation. Now RAND Europe is helping the European Defence Agency to assess whether defence integration policies, designed to ensure a future for this industry in Europe, are working. These include simplified licensing for intra-EU transfers, and a website listing openly competed contracts.

The researchers developed a toolkit of indicators to track transparency in the market over time. “We had to devise new ways to analyse public data,” says project co-lead Maryse Penny, Analyst at RAND Europe. A key indicator was comparing the volume and value of openly competed contracts in 2010 with the estimated total market value. Open competition accounted for just 10% of the total.

defence contracts worth €11.5 billion a year are not open to competition
“Europe is much better at keeping older people in employment than keeping younger workers on board”

CHRISTIAN VAN STOLK, ASSOCIATE DIRECTOR
Europe faces a demographic time bomb that makes it desirable for older workers to delay retirement. RAND Europe research for Eurofound, the European Foundation for the Improvement of Living and Working Conditions, found that employers are supporting this change, but risk creating an economic time bomb instead, as younger workers struggle.

The team examined workplace policies in nine Member States and conducted case studies of two large employers in each country. They found a variety of practices were successful in retaining older workers, such as flexible hours, working from home and well-being programmes. Despite the economic crisis between 2008 and 2011, employment levels for those aged 55 and over remained stable. Instead, workers aged under 25 and women of childbearing age were more likely to lose their jobs. Younger workers were also more likely to be on temporary contracts.

“Countries can share learning on the most successful and acceptable ways to keep older people in the workplace,” says lead researcher Christian van Stolk, Associate Director at RAND Europe, “but the key challenge now is how to support those younger workers in less secure jobs.”

**UNEQUAL WORK**

Europe faces a demographic time bomb that makes it desirable for older workers to delay retirement. RAND Europe research for Eurofound, the European Foundation for the Improvement of Living and Working Conditions, found that employers are supporting this change, but risk creating an economic time bomb instead, as younger workers struggle.

The team examined workplace policies in nine Member States and conducted case studies of two large employers in each country. They found a variety of practices were successful in retaining older workers, such as flexible hours, working from home and well-being programmes. Despite the economic crisis between 2008 and 2011, employment levels for those aged 55 and over remained stable. Instead, workers aged under 25 and women of childbearing age were more likely to lose their jobs. Younger workers were also more likely to be on temporary contracts.

“Countries can share learning on the most successful and acceptable ways to keep older people in the workplace,” says lead researcher Christian van Stolk, Associate Director at RAND Europe, “but the key challenge now is how to support those younger workers in less secure jobs.”

**38% to 47%**

employment rates for those aged 55 to 64 grew from 38% to 47% during 2000–2010
“This is the first time many university researchers have measured the wider impacts of their work”

MOLLY MORGAN JONES, SENIOR ANALYST
RIPPLE EFFECT

The new Research Excellence Framework (REF) will assess UK universities’ research performance, and determine funding allocations. The wider, non-academic impacts of a higher education institution’s research will make up 20% of the REF score. Because RAND Europe contributed to the development of the framework, several institutions asked RAND Europe to help them explore impact when preparing their REF 2014 submissions.

RAND Europe responded by creating a support package called ImpactFinder, which includes a workshop on the REF process and a survey of research outcomes to produce ‘impact maps’. Using the university’s best case studies to describe impact, the package incorporates a critical review of cases and a mock peer-review panel.

Molly Morgan Jones, Senior Analyst at RAND Europe, reports that “the research staff really value the workshops for helping them articulate research impact.” And having reviewed over 100 case studies, RAND Europe now has a unique insight into the rich and diverse benefits of university-led research for our economy, society, environment and quality of life.

the impact survey analyses over 200 questions about research benefits and outcomes
the energy efficiency sector in the UK provides
136,000 jobs

UK Carbon Plan scenarios require each person to reduce energy consumption between 2011 and 2050 by 21–47%

during two years of integrated care emergency admissions unexpectedly rose by 2%
EVALUATE IMPACT

A mature policy issue has typically received widespread attention, and many different approaches will have been tried. The challenge for policymakers now is to accurately measure and evaluate the effects of their policies, to see whether they have achieved the desired outcomes and to inform future decisions. Even the most familiar approaches and issues can yield new insights when carefully scrutinised.

Evaluations and comparisons form a significant proportion of RAND Europe’s work, drawing on our wide experience in evaluation methods and our extensive language capabilities. By analysing impact on different groups in multiple contexts we can identify key drivers, and enable sharing of best practice. In 2012 we applied our evaluation skills to many longstanding policy questions, including those featured here: How can health and social care be effectively integrated? Is regulation protecting children from alcohol advertising? What interventions encourage energy-saving behaviours?
“Integrating health and social care services takes time, and we must not lose sight of patients’ needs”

MARTIN ROLAND, SPECIAL ADVISOR
In theory, integrating health and social care services should improve care for patients and lead to better targeting of scarce resources, while providing a seamless experience for patients. What happens in practice was the focus of an evaluation co-led by Martin Roland at RAND Europe, which examined 16 varied pilot integration projects across England with an emphasis on care for the elderly and management of long-term conditions. The researchers surveyed staff and patients, and analysed hospital usage data. “This was a complex, real-world evaluation,” said Roland, who holds a Chair in Health Services Research at the University of Cambridge.

The results of the pilots after two years were mixed. Planned hospital admissions and outpatient visits went down, but emergency admissions went up. Perceptions among staff and patients also varied: staff were enthusiastic, but patients were generally less positive. So while 72% of staff believed their organisation now worked better with others, and most thought patient care had improved, there was a 45% drop in patients feeling involved in decisions about their care, and many felt less able to see their own doctor or nurse.

40% of staff said it was too early to assess results 2 years after integration.
“We found that children are more likely than adults to see alcohol adverts on TV”

ELEANOR WINPENNY, ANALYST
Children aged 10–15 in the UK and teenagers aged 13–19 in the Netherlands are exposed to significantly more alcohol advertising on television than adults aged over 24. These were RAND Europe’s findings in a study in Europe comparing exposure of children and adults to alcohol adverts. Children in Germany, however, were no more exposed than adults. Digging further into the UK data, the researchers found that the higher exposure was greatest to adverts for ready-mixed alcoholic drinks (including alcopops).

Drawing on a method developed by RAND colleagues in the USA, the team used data on viewing patterns, audience composition and alcohol advertising for the ten most-viewed channels in each country, to compare the exposure to alcohol adverts of different age groups over six months from December 2011.

European countries employ a range of statutory and regulatory measures to ensure that underage youth are not targeted by alcohol advertising, but these may not be sufficient. “The Netherlands bans alcohol adverts between 6 a.m. and 9 p.m., yet we still found teenagers had higher exposure than adults,” comments Eleanor Winpenny, RAND Europe Analyst.
“Many studies of energy-using behaviours don’t collect the right evidence”

PETER BURGE, ASSOCIATE DIRECTOR
Energy efficiency is at the top of the UK Government’s agenda, yet few households are changing their behaviour to cut energy use. The Department of Energy and Climate Change (DECC) asked RAND Europe to identify and assess internationally published research on interventions, to answer the question: What works in changing energy-using behaviours in the home?

A rigorous literature search yielded 48 behaviour-change programmes, ranging from advertising campaigns to customised reports on energy consumption to team-based challenges. The studies were also rated for quality. “The best evidence suggests that interventions using tailored instructions or comparative feedback can lead to tangible energy savings,” says Peter Burge, Associate Director at RAND Europe. However, the research revealed several gaps in the evidence base, such as information on the cost effectiveness of interventions.

Given the urgent need to improve the evidence base, RAND Europe has provided DECC with suggestions on how interventions could be better set up and evaluated in the future.

investments in UK energy efficiency could save 196 TWh in 2020
Violations of intellectual property rights (IPRs), such as counterfeit products or unauthorised downloads, have become widespread, and current estimates of the scale and impact of these activities are unreliable. The European Commission asked RAND Europe to develop a standardised, transparent and low-cost method for measuring and following trends in the revenues lost due to IPR infringements. The researchers proposed a new method that uses company data such as sales forecasts, and takes into account the regulatory and economic context of counterfeit markets.

“Our method produced results comparable to ‘mystery shopping’, at far lower cost”
STIJN HOORENS, ASSOCIATE DIRECTOR

What are the barriers and facilitators to wider adoption of electric vehicles? In this RAND Europe-sponsored study, the research team examined projects to promote uptake in four countries: the UK, France, Denmark and Canada. They found that both government and private initiatives are required to promote wider use of these cars, such as subsidising the purchase costs, improving the recharging infrastructure, and providing better information to help consumers understand and take full advantage of the new technology.

“This market is currently sustained by subsidies totalling hundreds of millions of pounds”
DIMITRIS POTOGLOU, ANALYST
The rising burden of chronic diseases poses a challenge for all health systems. Better coordination of services has promise to support patients, but it is not always clear what works in what circumstances. RAND Europe led a ten-strong research consortium to examine how coordinated care can be evaluated in routine settings. The project developed recommendations for undertaking robust evaluations where randomised controlled studies are not possible. In addition, the learning from each setting can be applied in other health systems and countries.

“We found that rigorous evaluation is still possible where predefined control groups are not available”

ELLEN NOLTE, DIRECTOR, HEALTH & HEALTHCARE

The European Commission asked RAND Europe to perform an independent evaluation of the European Union’s Drugs Strategy 2005–12. The researchers concluded that, notwithstanding the different drug problems in each country, the strategy has had an impact on the process of drug policy formulation and adoption in individual Member States. The successor strategy should continue to promote the use of evidence in policymaking, and ensure we measure the effectiveness of interventions designed to reduce drug supply and demand.

“Illicit drug markets are not constrained by borders – an EU strategy plays an important role in successfully tackling this trade”

JENNIFER RUBIN, DIRECTOR, COMMUNITIES, SAFETY & JUSTICE
"There will be huge shifts in governance in Europe and globally, enabled by new technologies"

CONSTANTIJN VAN ORANJE-NASSAU

"The RAND approach was, and to some extent still is, a novelty in Europe"

CARL BILDT

"RAND Europe’s approach is free from preconceptions and agendas"

MICHAEL PORTILLO
In 1992 a small group of RAND researchers launched the European-American Centre for Policy Analysis (EAC) from modest offices in Delft. The EAC marked a decision to establish a permanent presence in Europe at a time when policymakers faced pressing new challenges. To mark our 20th anniversary, we invited friends, clients, collaborators and alumni to help us reflect on the past two decades and on the challenges ahead. Our Twenty on Twenty booklet highlighted 20 diverse perspectives. An anniversary reception at Christ’s College, Cambridge allowed us to welcome many other distinguished supporters and contributors, including three new members of RAND Europe’s Council of Advisors:

- Paul Adamson is founding publisher of E!Sharp, an online magazine about Europe. He is a patron of the University Association for Contemporary European Studies, a Citizenship Foundation trustee, a board member of the Euclid network, and on the advisory boards of the Washington European Society and YouGovCam.

- Susan Hitch is the manager of Lord Sainsbury of Turville’s pro bono programme and a broadcaster on arts and culture. She sits on the boards of the Institute for Government, Centre for Cities, Policy Network, Network for Progress and the Centre for European Reform.

- David Howarth is Reader in Law at the University of Cambridge and Associate Fellow of the Centre for Science and Policy. He was previously a member of the UK Parliament specialising in justice and environmental issues and of the national Policy Committee of the Liberal Democrats.
chemistry
 criminology
 economics
 government
 history
 law
 mathematics
 neurobiology
 psychology
 public health
 sociology

18 different languages spoken

our Brussels office moved to bigger premises in 2012

over 50% PhD qualified
...AND COUNTING

Our legacy of 20 years would not be possible without the skills, values and collective brainpower of the diverse and talented people who helped to create it. Thanks to the dedication of our staff – past and present – we have grown steadily since 1992, with 2012 marked by growth of various kinds.

In Brussels, we welcomed new clients, such as the Bureau of European Policy Advisors, the European Programme for Integration and Migration and the Open Society Foundations. We also developed client relationships with organisations in a growing number of EU Member States. Across RAND Europe the number of staff increased by 17% in 2012, including several members who joined our new office located on Rue de la Loi in Brussels.

Our diversity of background, research disciplines, languages, experience and expertise has never been greater. We currently work in 18 languages and our academic disciplines range from anthropology to war studies. Over 50% of staff are PhDs. Those who leave RAND Europe to pursue doctoral studies frequently return.

What hasn’t changed over our 20 years is our commitment to the beliefs that good policy is based on sound evidence, that impartial and objective research leads to better policy and decisionmaking, and that our hard work can make a difference to people’s lives.
COMMUNITIES, SAFETY AND JUSTICE

Improving safety, security, justice and social cohesion is high on the European policy agenda. We provide analysis that helps decisionmakers assess threats, identify and develop policies to improve community safety and security and reduce harms caused by crime, violence, intolerance, substance misuse and illicit markets.

jennifer_rubin@rand.org

DEFENCE AND SECURITY

The contemporary global defence and security environment continues to be marked by unpredictability and volatility. The cross-disciplinary nature of our research in this area covers a range of issues from equipment acquisition and personnel policy to counter-terrorism and radicalisation, and we also provide expertise in international security and development.

matthew_bassford@rand.org

EMPLOYMENT, EDUCATION AND SOCIAL POLICY

Governments strive to provide opportunities for citizens to fulfil their potential. We provide analysis with a particular focus on how education and skills systems build human capital, how workforce and employment policies secure labour market participation, and how social policies protect the most vulnerable and enable their contribution to society.

christian_van_stolk@rand.org

HEALTH AND HEALTHCARE

European health systems are striving to achieve high-quality care that is affordable and sustainable in the context of rising costs, demographic change and increasing public expectations. We provide a unique multidisciplinary approach to analysing policy challenges and share learning within and across countries to improve the evidence base for better decisionmaking on health issues.

ellen_nolte@rand.org

OUR EXPERTISE
INNOVATION AND TECHNOLOGY POLICY

European societies place high expectations on advances in science, technology and innovation as a means for economic growth and well-being. Using a distinctive mix of perspectives and methods, our work aims to provide the evidence and analysis required to deepen understanding of complex problems and find policy solutions to maximise potential gains to society.

joanna_chataway@rand.org

CHOICE MODELLING AND VALUATION

In many fields, understanding what drives people’s choices helps determine the effectiveness of policy. We use our expertise in discrete choice modelling to help policymakers both in the transport sector and others such as health and social care. We take these methods out of a university environment and make them useful for policy analysis.

charlene_rohr@rand.org

POPULATION AND MIGRATION

Demographic changes such as those related to fertility rates, population ageing and migration underpin the dynamics of Europe’s population. We examine these population trends and investigate their policy implications, and we help governments understand the demographic impacts of their policy actions.

stijn_hoorens@rand.org

EVALUATION AND IMPACT MEASUREMENT

Public bodies need to deliver services in an economic, equitable and efficient way. They increasingly need to demonstrate the results that they have achieved relative to past performance, future objectives and counterfactual review. We bring wide-ranging research methods to the evaluation of various types of interventions, from innovative government pilot projects through to complex initiatives across Europe.

emily_scraggs@rand.org
OUR CLIENTS & RESEARCH PARTNERS
IDENTIFY ISSUES

P.7 Feasibility Study for a European Cybercrime Centre, Neil Robinson et al., RAND Corporation, 2012

P.9 Chief Economist Workshop: Key Macro Drivers of Change and Scenarios for the Next Ten Years, London: Government Office for Science, 2012

Foresight project page: www.bis.gov.uk/foresight/our-work/projects/current-projects/computer-trading

P.11 Smart Trash: Study on RFID Tags and the Recycling Industry, Helen Rebecca Schindler et al., RAND Corporation, 2012

SHAPES POLICY


SOURCES FOR STATISTICS


RFID Forecasts, Players and Opportunities 2012–2022, Peter Harrop and Raghu Das, IDTechEx, 2012


P.7 2012 Norton Cybercrime Report, as above


P.11 RFID Forecasts, Players and Opportunities 2012–2022, as above

P.13 Eurostat, 2011


P.17 Eurostat, 2000–2010
EVALUATE IMPACT

P.23 National Evaluation of the Department of Health’s Integrated Care Pilots, RAND Europe and Ernst & Young LLP, RAND Corporation, 2012

P.25 Assessment of Young People’s Exposure to Alcohol Marketing in Audiovisual and Online Media, Eleanor Winpenny et al., London: European Commission, September 2012


INFORM DEBATE

P.28 Measuring IPR Infringements in the Internal Market, Stijn Hoorens, RAND Corporation, 2012


20 YEARS

P.31 Twenty on Twenty, RAND Corporation, 2012

For the complete list of RAND Europe’s Council of Advisors, see www.randeurope.org

SOURCES FOR STATISTICS

P.20 National Evaluation of the Department of Health’s Integrated Care Pilots, as above


P.21 Eurobarometer. Special Eurobarometer 331: EU Citizens’ Attitudes Towards Alcohol, European Commission, 2010

P.23 National Evaluation of the Department of Health’s Integrated Care Pilots, as above

P.25 Assessment of Young People’s Exposure to Alcohol Marketing in Audiovisual and Online Media, as above

P.27 Energy Efficiency Strategy, as above

PHOTO CREDITS

www.istockphoto.com
Diane Baldwin, page 3
Helen Simmons, anniversary reception, page 30
Anna Charlotta Johansson, Carl Bildt, page 30
The RAND Corporation is a not-for-profit research institution that helps improve policy and decisionmaking through research and analysis.

RAND is a global organisation with offices throughout the world.

Santa Monica, CA
Washington, DC
Pittsburgh, PA
Boston, MA
New Orleans, LA
Jackson, MS

Doha, QA

Cambridge, UK
Brussels, BE

www.randeurope.org

Westbrook Centre
Milton Road
Cambridge CB4 1YG
United Kingdom

Rue de la Loi 82
1040 Brussels
Belgium