



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

30 September 2026
EMA/MB/175140/2026 – Adopted
Management Board meeting of 30 September 2026

Proceedings for the nomination and appointment of the next EMA Executive Director

1. Background

Article 64 (1) of EMA's Founding Regulation (Regulation (EC) 726/2004) states that,

"The Executive Director shall be appointed by the Management Board, on a proposal from the Commission, for a period of five years on the basis of a list of candidates proposed by the Commission following a call for expressions of interest published in the Official Journal of the European Union and, as appropriate, by other means.

Before appointment, the candidate nominated by the Management Board shall be immediately invited to make a statement to the European Parliament and to answer any questions put by its Members. [...]"

A [vacancy notice](#) for the position of EMA Executive Director was published by the European Commission in the Official Journal of the European Union on 19 February 2026 with closing date for submission of applications on 19 March 2026.

This document sets out the modalities and practical arrangements for the nomination and appointment by the Management Board of the next EMA Executive Director, based on a shortlist of candidates provided by the European Commission. An extra-ordinary meeting of the EMA Management Board will be convened for this purpose, once the Commission's list has been received.

The Management Board interviews the candidates proposed by the Commission and will formally appoint one as Executive Director of EMA after the nominated candidate has made a statement to the European Parliament.

1.1. Selection of candidates by the European Commission

To establish the shortlist of candidates, the European Commission has organised a selection in accordance with its selection and recruitment procedures for Senior Officials, consisting of the following steps¹ which leads to the Commission shortlist of proposed candidates:

A pre-selection panel was set up by the European Commission. The Management Board appointed Anna Chioti on 29 May 2026 as the Board's observer to the Commission's pre-selection panel. This panel screens applicants against the criteria set out in the vacancy notice and invites those applicants with the best profile for the specific requirements of the post for an interview. Subsequently, the pre-selection panel draws up a first list of applicants for possible further interview with the European

¹ Overview of the EC selection steps included for completeness, with some still ongoing at time of publication of the document.



Commission's Consultative Committee on Appointments (CCA). Applicants who are called for an interview with the CCA also have to undergo testing by an assessment centre run by external recruitment consultants.

Following the interview and the assessment centre outcome, the CCA draws up a shortlist. Shortlisted applicants are then interviewed by the Commissioner for Health and Animal Welfare, Mr Olivér Várhelyi.

At the end of the selection procedure, the European Commission adopts a shortlist of the most suitable candidates which will be communicated to the Management Board of EMA. This is expected to happen in Q4 2026.

1.2. Notification of the list of candidates to the Management Board

Once received, and in agreement with the MB chair, the MB secretariat will share the list of candidates, together with their CV and Declaration of Interest, with the Management Board members.

Any Management Board member who may be included in the Commission's list of candidates, will not receive the list and will be excluded from any communications on the selection activities pertaining to the Management Board. In such case, their alternate will be involved instead of the concerned member.

The list of candidates and any other documents related to the extraordinary Management Board meeting will be sent to the Management Board members or alternates replacing a member, using their professional individual email addresses and via the secure Eudralink system.

The Management Board members are bound to confidentiality and to respect the candidates' privacy: the name of the candidates shall not be disclosed to anyone beyond those admitted to vote, neither before nor after the nomination of the Executive Director-designate.

2. Organisation of the Management Board meeting

The extra-ordinary Management Board meeting for the interviews and nomination of the next EMA Executive Director, based on the shortlist of candidates provided by the European Commission, will take place in person and *in camera*. There shall be no other matters considered during the meeting.

This meeting is likely to take place in November/December 2026. The MB secretariat will send invitations to the Board as soon as the list is received, to allow travel and hotel bookings to be carried out in a timely manner.

No hybrid arrangements will be applied to the meeting.

Only the Members of the Board and the officially appointed observers from EEA-EFTA countries (Iceland, Liechtenstein and Norway) shall be invited to the extraordinary meeting. In case a Member or observer cannot attend, including for the reasons set-out in section 1.2, their Alternate will be invited instead. There shall be no additional representatives allowed at the meeting.

Where neither the Member nor the Alternate is available to attend, a proxy may be provided to another Member of the Board in accordance with Article 7 of the MB Rules of procedure. The Chair will announce all proxies notified to him at the beginning of the meeting.

From the Agency, only the Executive Director, the Head of the Institutional and Policy Department, the Head of the Administration and Corporate Management Division, the Head of the Legal Department, and members of the Management Board Secretariat will be present.

The meeting will start with an introduction of the programme of the day and a brief report from the Management Board observer to the Commission's pre-selection committee, Ms Anna Chioti.

3. The nomination process

The nomination of the next EMA Executive Director by the Management Board at the extra-ordinary meeting, will consist of interviewing the shortlisted candidates followed by discussion and voting by secret ballot.

3.1. Phases of the nomination process

Phase 1 (interviews) Candidates will be heard by the Board in alphabetical order.

Approximately 45 minutes will be allocated per candidate. Each candidate will be invited to make a statement to the Board of a maximum 10 minutes, followed by up to 30 minutes of questions and answers. The first 5 questions will have been prepared in advance by volunteers from the Management Board and are going to be the same for all candidates (ie the 'common questions'). Members will subsequently have a chance to ask other questions of their interest. At the end each candidate will be invited to make a closing statement of up to 5 minutes.

A buffer time of up to 15 minutes is provided between candidates to allow for extra questions or discussions.

Phase 2 (discussion) Following all interviews, the Board may discuss the candidates. A maximum of 1 hour is provided for this discussion.

Phase 3 (vote) After having interviewed and discussed the candidates, the Management Board members shall decide whether to proceed to voting. The candidate who receives at least a two-thirds majority of the members of the Board is nominated i.e. 24 votes out of total Board composition of 35 members. In each voting round the candidate with the lowest number of votes shall withdraw. Rounds will run until one candidate receives the required two-thirds majority of favourable votes. If no candidate obtains 24 votes after three consecutive rounds, the Board may require more time to fully consider the information presented and postpone its vote to a subsequent meeting.

3.2. Preparation for the interviews

3.2.1. MB volunteers to prepare the interviews

At the meeting of the Management Board of 30 September, the Chair will invite members to help prepare the common questions by the board which will be used in the interviews of the candidates. Following receipt of the shortlist of candidates there may be a need to revise the list of volunteers, should possible perceived conflicts of interest arise.

MB secretariat staff will provide support only in the preparatory phases but will not be present when the themes of interest and the potential questions for the candidates are discussed.

3.2.2. Output required

The group of MB volunteers will need to prepare:

- The title for a topic to be included in the 10 minutes' introductory statement by the candidates. This topic will be provided to the candidates at the time of their invitation to the extra-ordinary meeting.
- 5 common questions for the interviews of the candidates.

3.2.3. Working method

In October the group of volunteers will hold a teleconference to

- Agree on a process for preparing the questions to the candidates.
- Identify the title for the topic for the introductory statement by the candidates

Upon receipt of the shortlist from the European Commission the volunteers will hold a teleconference to

- Ascertain that there are no issues concerning conflicts of interest in the group of volunteers
- Agree on the approach and broad themes to be covered during the interviews.

On the afternoon preceding the extraordinary meeting the group will meet at the EMA premises to agree the final 5 common questions for the candidates and decide who will ask each question.

The agreed questions will be kept securely overnight by the Chair of the Management Board. They will be provided to the Management Board Secretariat the following day at the beginning of the meeting to prepare copies for all MB meeting participants. Participants will also receive an 'outline of the day' document setting out the precise timeslots for interviews, discussion and voting.

3.3. Preparation for voting

In accordance with Article 7 of the Management Board Rules of Procedure, a member may receive a maximum of two votes by proxy from other members. Proxies shall be notified to the Chair at the beginning of the meeting.

To prepare for the vote, ballot papers are distributed to all eligible members and alternates, with members holding proxies receiving the corresponding additional ballot papers (up to a maximum of two), and members are instructed to record the name of their chosen candidate on the ballot paper.

Two tellers shall be designated amongst the members or observers to assist in the counting of the votes

3.4. Announcement on outcome of the voting

When a candidate receives the required two-third majority of votes, the Chair will announce the name of the successful candidate to the Board. Subsequently, the Chair will inform the nominated Executive Director and the other candidates of the outcome of the election in person and in writing.

The nominated Executive Director will be contacted by the MB secretariat to be introduced to the Agency's senior leadership team and to start making the necessary arrangements for the meeting with the European Parliament (see below).

The Agency will publicly announce the nominated Executive Director on the day of the extra-ordinary meeting on its website.

4. The appointment process

Before being formally appointment by the Management Board, the nominated Executive Director will be asked to make a statement to the European Parliament and to answer any questions put by its members. The exchange with the European Parliament Committee on the Public Health (SANT) is expected to be scheduled in December 2026 or January 2027 (tbc).

Following receipt of the letter from the President of the European Parliament on the outcome of the exchange with the SANT committee, the EMA Management Board can formally appointment the new Executive Director.

In order to keep the process as short as possible, at the extraordinary meeting for the nomination of the Executive Director, the chair of the Management Board will ask the board for authorisation to sign a formal offer of employment and contract in accordance with the Staff Regulations once the procedure at the European Parliament is completed.