ACER
European Union Agency for the Cooperation of Energy Regulators

74th Administrative Board Meeting

Extraordinary session

Tuesday, 7 July 2026, 08:00 - 18:30

ACER premises, Trg republike 3, 1000 Ljubljana

MINUTES

Members and Alternates of the Administrative Board, present at the meeting:	Function
Mr Bogdan CHIRIŢOIU	Chair
Mr Tomasz DĄBROWSKI	Vice-Chair
Mr Václav BARTUŠKA	Member
Ms Karoline NARODOSLAWSKY	Member
Mr Jorge SOUSA	Member
Ms Josianne CUTAJAR	Member
Mr Paul RÜBIG	Member
Ms Rebecca HARMS	Alternate
European Commission	DG ENER: Carmen NARANJO SÁNCHEZ – Member with proxy of member Ms Céline GAUER
Board of Regulators	Emmanuelle WARGON, Chair, and George-Sergiu NICULESCU, Vice-Chair

Member Ms Céline GAUER granted proxy to Ms Carmen NARANJO SÁNCHEZ.

Ms Emmanuelle WARGON and Mr George-Sergiu NICULESCU, respectively Chair and Vice-Chair of the Board of Regulators, attended the first session of the Administrative Board where the lists of questions for the selection procedure for the post of Director were set. The plenum of the Board of Regulators was invited to participate as observer to the interviews of the candidates shortlisted by the European Commission.

The Secretariat was provided by the Agency.

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SUMMARY OF CONCLUSIONS OF THE 74TH MEETING OF THE ADMINISTRATIVE BOARD

At the 74th meeting, the Administrative Board:

1)	took note of the practical arrangements for the selection procedure for the post of Director of the Agency and established the final list of interview questions, in accordance with the vacancy notice of 11 November 2025 and on the basis of the draft questions prepared at its 73rd meeting;
2)	interviewed the three candidates shortlisted by the European Commission. In accordance with Regulation (EU) 2019/942, the Administrative Board consulted the Board of Regulators, which provided its views on each candidate's specialist skills and expertise;
3)	designated a candidate for the post of ACER Director and referred its decision to the Board of Regulators for its favourable opinion;
4)	welcomed the favourable opinion of the Board of Regulators on the proposed candidate, Mr Christof Lessenich, and informed the European Parliament’s Committee on Industry, Research and Energy (ITRE) of the outcome of the procedure with a view to organising the candidate’s statement before the Committee at earliest convenience;
5)	Board’s decision appointing ACER’s Director shall enter into force following the statement in front of the ITRE committee, unless the Administrative Board decides otherwise before that date. Mr Lessenich’s mandate as ACER Director shall commence on the date of entry into force of his employment contract.

1. OPENING

Upon the Chair’s invitation, the members and alternates of the Administrative Board were asked to declare any actual or potential interests that could be considered prejudicial to their independence in relation to the items on the agenda by completing a declaration of conflict of interest.

All members and alternates, with the exception of those whose mandate began in January 2026, declared that they knew one of the candidates in a professional capacity. However, no professional, business, or personal relationship that could impair the independence or impartiality of the decision-making process was reported. The Chair concluded that all participating members with the voting rights can exercise their role in the selection procedure in impartial and independent way.

1.1 Approval of the agenda

The agenda of the 74th meeting was approved.

2. DISCUSSION AND DECISION-MAKING

2.1 Practical arrangements for the appointment of the Director of the Agency - Establishment of the list of questions for the interview

The Chair informed the Administrative Board that, on 24 June 2026, the European Commission had notified him of the shortlist of three candidates for the post of Director of the Agency. On 25 June 2026, he invited the shortlisted candidates to attend interviews before the Administrative Board, which would also be observed by the Board of Regulators.

The Chair recalled the practical arrangements for the selection procedure for the post of Director of the Agency. In particular, he informed the Administrative Board that, pursuant to Article 6 of its Rules of Procedure, the Board was required to agree, prior to the interviews, on the standard questions to be put to the candidates and on the evaluation grid. The Chair emphasised that the questions should enable the Administrative Board to identify the best candidate on the basis of merit, as well as the skills and experience relevant to the energy sector, including leadership and communication skills, as set out in the Vacancy Notice of 11 November 2025. The questions should also address the candidates' vision for the future of the Agency. In order to ensure the equal treatment of all candidates, the same set of standard questions would be put to each candidate by the same Board member.

The Chair recalled that, during the Board's 73rd meeting, members and alternates individually drafted questions on the skills and the expertise required by the nature of the post. Members and alternates submitted to the Secretariat of the Administrative Board their respective questions in separate sealed envelopes. The Secretariat collected the sealed envelopes and enclosed them in a further envelop which was sealed in the presence of the members and alternates of the Administrative Board and signed by the Chair. The Secretariat was mandated to store the envelope in a safe until the date of the interviews.

The Chair also reminded the Board that candidates had been invited, in the invitation letter, to present their vision for the Agency, explain how their professional experience would enable ACER to fulfil its role, and share their views on the implications of geopolitical developments and technological innovation for the future of the energy sector. Candidates were permitted to use up to three slides to support their opening presentation. The Chair explained that members of the Administrative Board would have the opportunity to ask additional questions arising from the presentation or from the answers provided.

The Chair stated that the voting on the candidates, by secret ballot, would have followed the interviews and outlined the voting procedure as per Article 6(5) of the Rules of Procedure.

On 7 July 2026, the Secretariat brought the envelope to the meeting of the Administrative Board. The Board noted that the envelope was sealed, undamaged, and showed no signs of tampering. At the Board's invitation, the Secretariat opened the envelope, which contained ten sealed envelopes. The Board noted that these envelopes were likewise undamaged and showed no signs of tampering. The Administrative Board then invited the Secretariat to open the individual envelopes, after which the members began reviewing the prepared questions.

The Administrative Board discussed the proposed questions and identified a set of six questions that it considered most appropriate for assessing the managerial, communication, and personal skills required for the post, as set out in the vacancy notice. The questions intended to assess the candidates' specialist knowledge and expertise relevant to the energy sector were discussed with the Chair and

Vice-Chair of the Board of Regulators, who before that consulted the plenary of the Board of Regulators on the questions considered most appropriate for assessing those competencies.

The Chairs of the Administrative Board and the Board of Regulators jointly carried out a final review of the six selected questions to ensure that, taken together, they comprehensively reflected the selection criteria set out in the vacancy notice and enabled the candidates to be assessed on an equal basis.

The Administrative Board designated its Vice-Chair and two members to each ask two questions during the interviews. To ensure consistency and equal treatment, each question would be asked by the same Administrative Board member in every interview.

Decisions/ Conclusions	***The Administrative Board took note of the practical arrangements for the selection procedure for the post of Director of the Agency and established the final list of interview questions, in accordance with the vacancy notice of 11 November 2025 and on the basis of the draft questions prepared at its 73rd meeting.***

2.2 Interview of the shortlisted candidates and consultation of the Board of Regulators

The Administrative Board conducted interviews with each of the three candidates.

The Chair and Vice-Chair of the Board of Regulators attended the interviews as observers in the same room as the Administrative Board, while the members of the Board of Regulators (one representative from each NRA) observed the interviews from a separate meeting room on the ACER premises.

The candidates were interviewed consecutively, one after another.

Each interview lasted 40 minutes, in accordance with Administrative Board Decision No 02/2010.

Each candidate was allocated: i) 10 minutes to present their vision for the Agency, explain how their professional experience would enable ACER to fulfil its role, and share their views on the implications of geopolitical developments and technological innovation for the future of the energy sector; and ii) 30 minutes to respond to the six questions posed by the Administrative Board.

The same six questions were put to each candidate by the same Administrative Board member to ensure equal treatment.

Following the interviews, the Administrative Board discussed the merits of each candidate. In accordance with Article 19 of Regulation (EU) 2019/942, it also consulted the Board of Regulators. Therefore in parallel the Board of Regulators considered the views to be provided to the Administrative Board on each candidate's specialist knowledge and expertise in the energy sector. This assessment focused in particular on the candidates' knowledge of energy regulatory policy, the supervision of energy markets, and electricity market design at EU and/or national level, as well as their understanding of the EU institutions and their functioning, and their ability to develop a strategic vision for the Agency.

The Chair and Vice-Chair of the Board of Regulators reported to the Administrative Board on the views of the Board of Regulators regarding each candidate's performance in relation to these competencies,

for the Administrative Board's assessment and appreciation in reaching its decision on the most suitable candidate.	
Decisions/ Conclusions	***The Administrative Board interviewed the three candidates shortlisted by the European Commission and, in accordance with Regulation (EU) 2019/942, consulted the Board of Regulators, which provided its views on each candidate's specialist skills and expertise.***

2.3 Nomination of the prospective candidate for appointment as Director to be submitted to the Board of Regulators for favourable opinion

The Administrative Board discussed the merit of each candidate and considered the views of the Board of Regulators.

The Chair then put the selection to a vote by secret ballot. The Board designated the Chair as the teller to assist the Secretariat in the counting of the vote. As none of the candidates received the necessary majority of two-thirds (6 out of 9 votes) in the first ballot, the second round was held. In the end of the first round, the candidate with the lowest number of votes was withdrawn.

In the second round, the Board designated with a 6:3 majority Mr Christof Lessenich as the candidate for the post of Director of the Agency.

Decisions/ Conclusions	***The Administrative Board invited its Chair to transmit the decision designating Mr Christof Lessenich for the post of Director of the Agency to the Board of Regulators, so that the latter could deliver its opinion on the designated candidate.***

2.4 Favourable opinion of Board of Regulators on the proposed candidate and next steps concerning appointment of the next ACER's Director

The Chair of the Board of Regulators informed the Chair of the Administrative Board of the outcome of the secret vote conducted by the Board of Regulators on the proposed candidate Mr Lessenich. The Board of Regulators issued a favourable opinion.

Following the favourable opinion of the Board of Regulators, the Administrative Board informed the selected candidate of the outcome of the procedure. The Chair of the Administrative Board also informed the European Parliament's Committee on Industry, Research and Energy (ITRE) of the decision appointing Mr Lessenich as the ACER's Director, with a view to organising the candidate's statement before the Committee and providing an opportunity for ITRE members to ask questions.

The Administrative Board decision appointing ACER's Director shall enter into force following the ITRE presentation, unless the Administrative Board decides otherwise before that date.

Mr Lessenich's mandate as ACER Director shall commence on the date of entry into force of his employment contract.

Decisions/ Conclusions	***The Administrative Board welcomed the favourable opinion of the Board of Regulators on the proposed candidate, Mr Christof Lessenich, and informed the European Parliament's Committee on Industry, Research and Energy of the outcome of the procedure with a view to organising the candidate's statement before the Committee at earliest convenience.***

3. CLOSING SESSION

There being no further business to consider, the Chair closed the meeting at 18:30

3.1 Next meetings

The dates of the planned 2026 ordinary meetings are: 22–23 October and 10–11 December.