

## Leem adopts a new governance structure to defend access to therapeutic progress and France's economic dynamism

At its meeting on February 12, 2026, **the Leem Board unanimously approved a new governance plan**, developed in just a few weeks to respond **quickly and effectively** to the major challenges facing the pharmaceutical industry and to fully carry out its mission as the sector's representative union.

This project will be **submitted for approval to the Leem General Assembly to be held on March 10**, with a view to **immediate implementation**, with the election of Board members, then the Executive Committee and the President for a three-year term.

In the proposed project, **the Board** is composed of **36 elected members representing the diversity of member companies** of all sizes and across the entire value chain, regardless of their nationality, whether French or international (five colleges including small, medium, and large companies, developing companies, and pharmaceutical subcontractors). The Board defines Leem's political and strategic orientations and monitors the roadmap. **The Executive Committee, composed of 12 elected members, oversees the deployment of activities within the framework of the priorities determined by the Board of Directors and ensures their implementation.**

To strengthen its operational capacity, Leem is implementing:

- **A simplified and agile committee structure**, focused on **three strategic committees**, reporting directly to the Executive Committee (Evaluation and Access, Financing and Regulation, Engagement and Advocacy). This committee structure draws on the expertise of member companies, which are involved in ad hoc working groups or circles bringing together experts in the field.
- Under the responsibility of the Executive Management, **the management of the representative union's core statutory activities is organised around four key missions**: research and public health, social policy, industrial and pharmaceutical operations, and legal, tax, and compliance strategy, which also draw on the expertise of member companies.

**In an unprecedented geopolitical, budgetary, and political context**, marked in particular by the preparation **of the 2027 Social Security Financing Bill** and the upcoming electoral deadlines, Boards members unanimously emphasized **the need for strong unity within the sector** and will ensure that this new governance structure is flexible and representative of the diversity of its members companies. Without a shared commitment to ambitious reforms, access to both current and future medicines would be undermined and France's position among the leading nations in healthcare would be durably threatened.

*"In less than a month, Leem has adapted its governance to focus on its actions and respond to the challenges facing the sector, on the eve of major budgetary and political deadlines for the country in an unprecedented international context. This agility is essential to defend the place of medicines in health policy, guarantee access to medicines and ensure the competitiveness of France and Europe," said Thierry Hulot, President of Leem.*

***Because patient health cannot wait, Leem will focus its efforts on access to therapeutic progress and France's economic dynamism.***

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