

WHO'S WHO ?

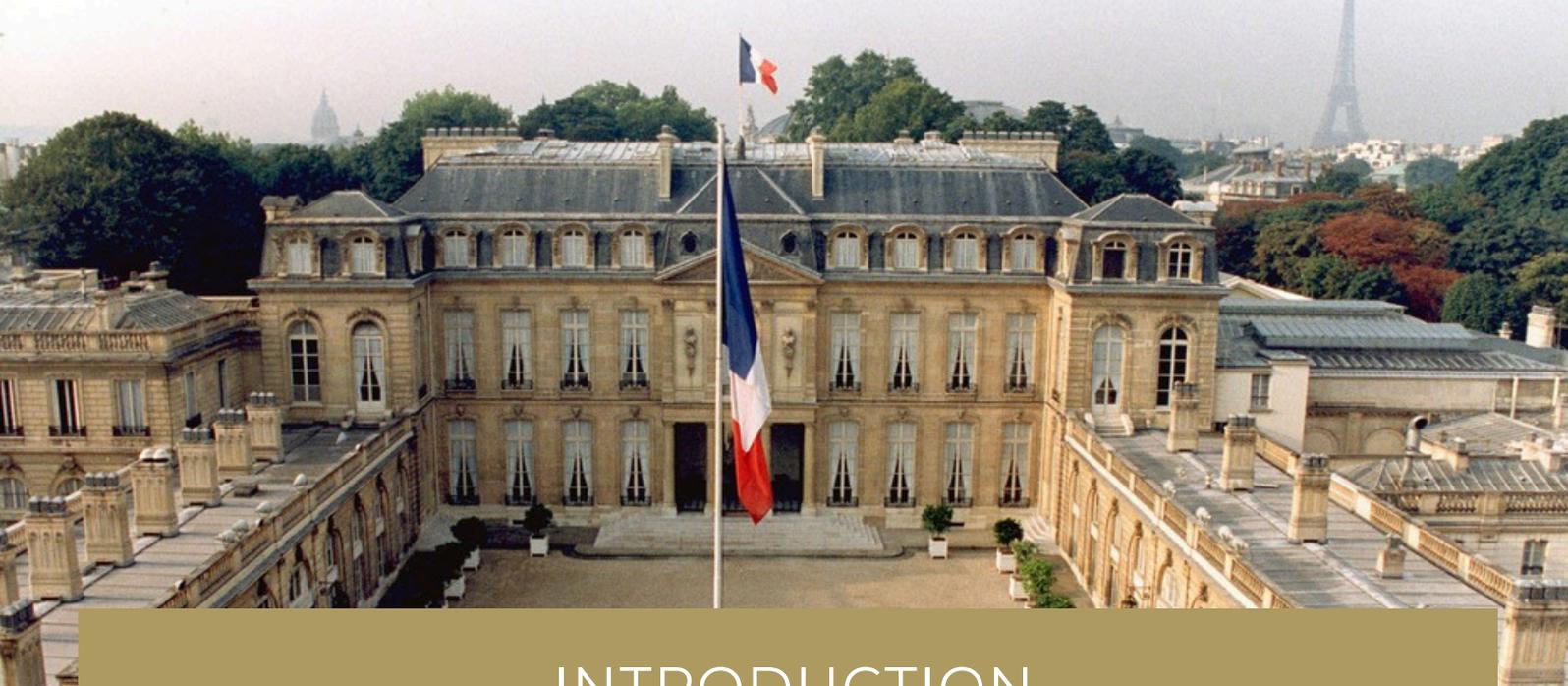
Sébastien Lecornu
Government III

March 2026



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INTRODUCTION

In October 2025, the Lecornu II government was formed to restore political stability amid a tense budget session. Following the adoption of the 2026 Finance Act, a **minor government reshuffle in February 2026** reorganized several portfolios and introduced **7 new ministers**.

→ This paper presents the full government updated to reflect these changes.

The new cabinet of Sébastien Lecornu, referred to as **Lecornu III gouvernement**, includes **7 appointments** including the creation of **4 new deputy minister posts**. Lecornu retained the large majority from his previous government, and the presidential *Renaissance* party remains dominant, holding 13 ministerial or deputy ministerial positions, followed by *Les Républicains* (6), *MoDem* (4), *Horizons* (3), and the *Union of Democrats & Independents* (1).

Several existing government members have been reassigned. **Maud Bregeon** becomes Minister Delegate for Energy to the Minister of Economy while retaining her role as government spokesperson. **David Amiel** has been appointed Minister for Public Action and Accounts and **Marie-Pierre Vedrenne** expands her portfolio as Minister Delegate in charge of Citizenship, reporting to the Minister of Interior.

2 ministries have been expanded with **newly created delegate roles**: **Sabrina Roubache** becomes Minister Delegate for Education, Professional Training, and Apprenticeship and **Jean-Didier Berger** is appointed Minister Delegate to the Minister of Interior. In addition, **Catherine Pégard** has been named Minister of Culture, and **Camille Gaillard-Minier** becomes Minister Delegate for Autonomy and Persons with Disabilities, replacing Rachida Dati and Charlotte Parmentier-Lecocq respectively.

The position of Minister Delegate for the Civil Service and for State Reform remains vacant at this stage.

Sébastien Lecornu's Government III

Prime Minister



Sébastien Lecornu

Ministry of Economy, Finance and Industrial, Energy and Digital Sovereignty



Roland Lescure
Minister of Economy, Finance and Industrial, Energy and Digital Sovereignty



Sébastien Martin
Minister Delegate for Industry



Anne le Hénañff
Minister Delegate for Artificial Intelligence and Digital Affairs



Maud Bregeon
Minister Delegate for Energy

NEW

Ministry for Small and Medium-sized Enterprises, Trade, Crafts, Tourism and Purchasing Power



Serge Papin

Garde des sceaux, Ministry of Justice



Gérald Darmanin

Ministry for Public Action and Accounts



David Amiel
Minister of Public Action and Accounts



TBD
Minister Delegate for the Civil Service and State Reform

Ministry for Higher Education, Research and Space



Philippe Baptiste

Ministry of Territorial Planning and Decentralization



Françoise Gatel
Minister of Territorial Planning and Decentralization



Michel Fournier
Minister Delegate, responsible for Rural Affairs



Laurent Panifoux
Minister Delegate for Relations with Parliament



Maud Bregeon
Government Spokesperson

Ministry for Europe and Foreign Affairs



Jean Noël Barrot
Minister for Europe and Foreign Affairs



Benjamin Haddad
Minister Delegate for European Affairs



Nicolas Forissier
Minister Delegate for Foreign Trade and Attractiveness



Eleonore Caroit
Minister Delegate for Francophonie, International Partnerships and French Nationals Abroad

Ministry for Urban Affairs and Housing



Vincent Jeanbrun

Ministry for Ecological Transition, Biodiversity, and International Negotiations on Climate and Nature



Monique Barbut
Minister for Ecological Transition, Biodiversity and International Negotiations on Climate and Nature



Catherine Chabaud
Minister Delegate for Maritime Affairs and Fisheries



Mathieu Lefèvre
Minister Delegate for Ecological Transition

Ministry of Transport



Philippe Tabarot

Ministry of Labor and Solidarity



Jean-Pierre Farandou

Ministry of the Interior



Laurent Nuñez
Minister of the Interior



Marie-Pierre Vedrenne
Minister Delegate for Citizenship



Jean-Didier Berger
Minister Delegate

Ministry for Overseas Territories



Naïma Moutchou

Ministry of Agriculture, Agri-Food and Food Sovereignty



Annie Genevard

Ministry of Health, Families, Autonomy and People with Disabilities



Stéphanie Rist
Minister of Health, Families, Autonomy and Persons with Disabilities



Camille Gaillard-Minier
Minister Delegate for Autonomy and Persons with Disabilities

Ministry of National Education



Edouard Geffray
Minister of National Education



Sabrina Roubache
Minister Delegate for Education, Professional formation and Apprenticeship

Ministry of Culture



Catherine Pégard

Ministry of Sports, Youth and Community Life



Marina Ferrari

Ministry of the Armed Forces and Veterans Affairs



Catherine Vautrin
Minister of the Armed Forces and Veterans Affairs



Alice Rufo
Minister Delegate



II - THE PRIME MINISTER

Sébastien Lecornu

Born on 11 June 1986, Sébastien Lecornu became a parliamentary assistant at the age of 19. He holds a master's degree in public law from the *Université Paris II Panthéon-Assas*. Over the years, Lecornu has built a diverse and extensive political career, serving in both local and national government. He has held positions as Mayor, Senator, Regional President, Secretary of State, and Minister.

Before his appointment as Minister of the Armed Forces in May 2022 under the Borne and later Attal governments, he successively served as Secretary of State to the Minister for Ecological and Solidarity Transition (2017–2018), Minister for Local Authorities (2018–2020), and Minister for Overseas Territories (2020–2022).

Earlier in his career, Lecornu was President of the Eure Departmental Council (2015–2020), where he prioritized local development and social cohesion. Known for his commitment to decentralization, he has consistently advocated for greater autonomy for local authorities and for improving living conditions in France's overseas territories.

After a brief tenure in early October 2025, Sébastien Lecornu was reappointed Prime Minister on 10 October 2025. His second mandate focuses on restoring political stability, rebuilding public confidence in the executive, and advancing key national priorities. These include ecological planning, defence modernization, and enhancing economic competitiveness.



III - MINISTERS

Minister of the Interior



Laurent NUÑEZ

Laurent Nunez began his career in public service after earning a degree in local government management, joining the French tax administration as an inspector in 1989. In 1997, he entered the *École Nationale d'Administration (ENA)*, preparing for senior roles in government and public administration.

Under President Emmanuel Macron, Nunez has held a series of senior positions in law enforcement and security. He served as Director of Active Services for the National Police and Director General of Internal Security from 2017 to 2018. He was then appointed Secretary of State to the Minister of the Interior, Christophe Castaner (2018–2020), while also serving as National Coordinator of Intelligence and Counterterrorism (2018–2022). From 2022 to 2025, he served as the Paris Police Prefect, overseeing operations in one of Europe's largest urban police forces. On 12 October 2025, he became Minister of the Interior.

Nunez is associated with a pragmatic approach to security and governance, emphasizing coordination between intelligence and law enforcement agencies, modernization of public security structures, and balancing operational efficiency with respect for civil liberties.

Minister of Armed Forces and Veterans Affairs



Catherine VAUTRIN

Catherine Vautrin has been reappointed in the Lecornu government as Minister of the Armed Forces and Veterans, continuing her service in the national government in a new portfolio. She previously served as Minister of Labour, Health, and Solidarity in the Attal government in January 2024, and as Minister of Labour, Health, Solidarity, and Family (2024–2025) under the Bayrou government.

Vautrin was first elected to the National Assembly in 2002 and has held various positions at both local and national levels, including President of Reims Métropole and Minister Delegate for Social Cohesion under President Jacques Chirac.

Before entering politics, she worked in the private sector from 1986 to 1999 at the Cigna Group, serving as product manager, then Marketing and Communication Director at *Cigna France* (1989), *Cigna Western Europe* (1995), and *Cigna Continental Europe* (1997).

She is known for her focus on social cohesion, labour and health policy, and veterans' affairs, and combines extensive experience in both public administration and private sector management.

Minister of Labor and Solidarity



Jean-Pierre FARANDOU

Jean-Pierre Farandou was appointed Minister of Labour and Solidarity in the Lecornu II government in 2025 marking his first experience in public office.

Prior to this, he served as Chairman and Chief Executive Officer of *SNCF* Group from 2019 to 2025, leading the company through a period of organizational transformation. Under his leadership, *SNCF* focused on international development, digital and operational modernization, and low-carbon mobility initiatives.

Farandou previously served as Chief Executive Officer of Keolis, *SNCF*'s international public transport subsidiary, and as Director of Thalys. He began his *SNCF* career as Station Manager in Rodez and held multiple senior management positions over more than four decades.

He began his professional career at the mining company AMAX in Denver before joining *SNCF* in 1981.

Minister for Ecological Transition, Biodiversity, and International Negotiations on Climate and Nature



Monique BARBUT

Monique Barbut is a seasoned expert in environmental policy and international climate negotiations. From May 2020 to January 2021, she served as special envoy to the President of the French Republic for the preparation of the One Planet Summit on biodiversity. She also led the environmental NGO WWF as its president from 2021 to 2023.

Much of her career has been spent in institutions dedicated to environmental protection. She was Executive Secretary of the United Nations Convention to Combat Desertification (UNCCD) from 2012 to 2019, and previously headed the Technology, Industry and Economics Division of the United Nations Environment Program (UNEP) from 2003 to 2006. In June 2006, she became Director General and President of the Global Environment Facility (GEF), where she oversaw international funding for environmental projects and sustainable development initiatives.

Garde des sceaux, Minister of Justice



Gérald DARMANIN

Gérald Darmanin was first appointed Minister of Justice in 2024 under François Bayrou's government and has continued in this position since 12 October 2025 under Prime Minister Sébastien Lecornu, overseeing France's judicial system and related policy initiatives.

He first entered the national government under President Emmanuel Macron as Minister for Public Accounts (2017–2020) before being appointed Minister of the Interior in Prime Minister Jean Castex's government in 2020. He retained this role under Prime Ministers Élisabeth Borne and Gabriel Attal (2022–2024), with additional responsibilities for France's overseas territories. Darmanin began his political career at the local and regional levels, serving as regional councilor (2010–2012, 2016–2017, 2017–2020), Member of Parliament (2012–2016), and Mayor of Tourcoing (2014–2017, 2020).

He is known for his focus on modernizing the judicial system, strengthening internal security, and managing public finances, reflecting a pragmatic approach to governance across both local and national levels.

Minister of Economy, Finance and Industrial,
Energy and Digital Sovereignty



Roland LESCURE

Roland Lescure is a seasoned economist and public servant known for bridging the worlds of finance and policy. He began his career in the private sector, holding senior positions at Natixis Asset Management and Groupama AM, before taking on the role of Vice-President at the *Caisse de dépôt et placement du Québec*, one of North America's largest pension funds, where he managed significant investment portfolios with a focus on long-term growth and sustainability.

In 2017, Lescure entered politics, joining Emmanuel Macron's movement and being elected Member of Parliament for French citizens in North America. During his two terms, he chaired the Economic Affairs Committee of the National Assembly and served as general rapporteur for the *PACTE*

(*Plan d'action pour la croissance et la transformation des entreprises*) law, which was enacted in 2019 to drive business growth and economic transformation in France. From 2022 to 2024, he served as Minister Delegate to the Minister of Economy, Finance and Industrial and Digital Sovereignty, overseeing industry and championing initiatives to modernize France's industrial sector.

Throughout his career, Lescure has earned a reputation for combining deep financial expertise with pragmatic policymaking, fostering economic resilience, innovation, and sustainable growth.

He is a graduate of *École Polytechnique*, the National School of Statistics and Economic Administration (ENSAE), and the London School of Economics.

Minister of Small and Medium-sized Enterprises,
Trade, Crafts, Tourism and Purchasing Power



Serge PAPIN

Serge Papin was appointed Minister from Civil Society in the Lecornu II government, bringing a background in the distribution sector. Since 2024, he has served as non-executive chairman of *Auchan France*, and from 2005 to 2018, he was CEO of *Système U*.

Although he has never held elected office, he played a key role in public policy during Emmanuel Macron's first term, particularly in overseeing value distribution in the agri-food sector, contributing to the development of the *Egalim 2 law* (2021). In addition to his business and policy work, he is the author of the manifesto "*Osons demain*", advocating for the ecological transition of companies and sustainable business practices.

Minister of Agriculture, Agri-Food and Food Sovereignty

Annie GENEVARD



Annie Genevard continues to serve as Minister of Agriculture and Food Sovereignty, a portfolio she already held in François Bayrou's government, where she has focused on policies supporting food independence and rural communities.

She served as Member of Parliament for the Doubs department from 2012 to 2024, establishing herself as a prominent figure within the political right. From 2017 to 2022, she was Vice-President of the National Assembly, contributing to parliamentary debates and legislative oversight. Within *Les Républicains*, she also held the position of Secretary-General under Laurent Wauquiez and Éric Ciotti, playing a role in shaping the party's strategy and internal organization.

At the local level, Genevard was Mayor of Morteau from 2002 to 2017, where she was involved in local development and education issues. She has also been active in agricultural policy, expressing opposition to the Mercosur free trade agreement to support domestic producers and environmental standards.

Minister of National Education

Edouard GEFFRAY



Édouard Geffray was appointed Minister of National Education on 12 October 2025, succeeding Élisabeth Borne.

He previously served as Director General of School Education, where he oversaw initiatives, including the reform of the baccalaureate and the introduction of ability groups as part of Gabriel Attal's 'knowledge shock' program. Before that, he spent two years as Director of Human Resources at the Ministry of National Education and served as chief of staff in François Bayrou's office at the Ministry of Justice in 2017.

A State Councilor, he has held several senior civil service positions and is a graduate of *Sciences Po* and the *École Nationale d'Administration (ENA)*.

Minister of Europe and Foreign Affairs

Jean-Noël BARROT



Jean-Noël Barrot has been serving as Minister for Europe and Foreign Affairs since 23 December 2024, first under the François Bayrou government and continuing under the Lecornu administration since 12 October 2025. Prior to this, he held the roles of Minister Delegate for Europe in 2024 under Gabriel Attal and Minister Delegate for the Digital Economy in 2022, until the resignation of the Borne government.

Barrot began his political career in 2015 as a departmental councilor for Haute-Loire with the *MoDem* party. Elected to the National Assembly in 2017, he served as Vice-President of the Finance Committee and was appointed spokesperson for *MoDem* in 2018, gaining experience in both legislative affairs and party leadership.

Born into a political family, Barrot is the son of Jacques Barrot, former European Commissioner. Alongside his political work, he has an academic background in finance. He began as an assistant professor at MIT's Sloan School of Management, became an associate professor in 2017, and joined *HEC Paris* as an associate professor in 2018. He is also a recipient of the French American Foundation's "Young Leaders" program (2020).

Minister of Culture

Catherine PEGARD nomination February 2026



On February 26, Catherine Pégard was appointed France's Minister of Culture after serving as cultural advisor to President Emmanuel Macron at the *Élysée*.

Her political career began in 2007 when she joined the presidential office as an advisor to Nicolas Sarkozy, later leading the presidency's political division and working on cultural policy. In 2011, she was appointed president of the public institution of the Château de Versailles, a position she held until 2022, before taking on responsibilities in international cultural development at Afalula, the French agency in charge of tourism projects in Saudi Arabia.

Prior to entering public service, she built a long career in political journalism. After studying history and political science, she joined *Le Point*, where she became a political journalist and rose to senior editorial roles, including editor-in-chief.

Minister of Health, Families, Autonomy, and Persons with Disabilities



Stephanie RIST

Stéphanie Rist becomes the 12th Minister of Health under President Emmanuel Macron.

She previously served as general rapporteur for the Social Affairs Committee until its dissolution in 2024. Rist was first elected Member of Parliament for the first constituency of Loiret in 2017 under the *Renaissance* party and was re-elected in 2022.

A rheumatologist at the Orléans University Hospital Centre, she pursued a medical career before entering politics. She has consistently supported the pension reform initiated under Élisabeth Borne and Olivier Dussopt, a law that remains central to ongoing parliamentary debates.

Minister of Overseas Territories



Naïma MOUTCHOU

Naïma Moutchou was appointed Minister for Overseas Territories in the Lecornu II government, after initially being named Minister for Transformation and the Civil Service in the Lecornu I government.

She has served as Vice-President of the National Assembly from 2022 to October 2025. Moutchou was first elected Member of Parliament for Val-d'Oise in 2017 within the *En Marche!* group and was re-elected in 2022 and 2024 under the *Horizons* party, which she joined in 2021 and where she has been one of the leading figures in Parliament.

A lawyer specializing in business and press law, she pursued a legal career before entering politics.

Minister of Territorial Planning and Decentralization

Françoise GATEL



Françoise Gatel currently serves as Minister Delegate for Regional Planning and Decentralization, having previously held the portfolio for Rurality, Commerce, and Artisanry in the Bayrou government. She joined the Barnier government in September 2024 to take charge of rural affairs.

Gatel served as senator for Ille-et-Vilaine from 2014 to 2024. During her tenure, she headed the delegation to local authorities and decentralization and was the sponsor of the 2019 “loi Gatel” on the organization of new municipalities.

At the local level, she was Mayor of Châteaugiron (Ille-et-Vilaine) from 2001 to 2017 and remains a municipal councilor. She has also served as vice-president of the *Union des Démocrates Indépendants (UDI)* since 2018.

Gatel holds a degree in business administration and management of companies and spent her early career at the Rennes Chamber of Commerce and Industry, combining professional experience with long-term involvement in local governance.

Minister of Public Action and Accounts

David AMIEL nomination February 2026



After serving as Minister Delegate for the Civil Service and State Reform since October 2025, David Amiel was appointed, in late February, Minister for Public Action and Accounts, following Amélie de Montchalin’s departure to the *Cour des Comptes*.

David Amiel began his career as an advisor to Emmanuel Macron at the Ministry of the Economy and Finance (*Bercy*) in 2015, then continued alongside him at the *Élysée* in 2017. A close collaborator of the President, he played a key role in shaping economic policy and later became an important figure in Emmanuel Macron’s 2022 presidential campaign.

Elected Member of Parliament for Paris under the Renaissance party in 2022, he served on the National Assembly’s Finance, General Economy, and Budgetary Control Committee. In this capacity, he was particularly active on issues such as housing, energy, and the ecological transition, consistently advocating for socially balanced public policies.

Minister of Higher Education, Research, and Space

Philippe BAPTISTE



Philippe Baptiste returned to the Lecornu II government as Minister responsible for Higher Education, a position he had already held in François Bayrou's government (2024–2025).

He was appointed President of the CNRS in March 2021 by President Emmanuel Macron, after holding several positions at the intersection of academia, government, and the private sector. Prior to that, he served as Chief of Staff to Frédérique Vidal, Minister of Higher Education and Research (2017–2019), and later joined the office of Prime Minister Édouard Philippe as advisor for education and higher education.

Earlier in his career, he worked for IBM Research in the United States, led the computer science laboratory at the *École Polytechnique*, and taught there. He also served as Deputy Director General for Science at the CNRS from 2014. After a period in the private sector at TotalEnergies and the Boston Consulting Group, he returned to public service.

Baptiste holds a PhD in computer science from the University of Technology of Compiègne and a degree in civil engineering from the *École des Mines de Nancy*.

Minister of Sports, Youth and Community Life

Marina FERRARI



Marina Ferrari was appointed Minister for Sport in the Lecornu I and II governments in early October 2025.

Earlier, she served as Minister Delegate for Tourism in Michel Barnier's government from September to December 2024 before returning to her role as Member of Parliament. She was re-elected in 2024 with the support of the Republican front. She joined the Attal government in February 2024 as Secretary of State for Digital Affairs.

Ferrari began her political career in Savoie as Deputy Mayor of Aix-les-Bains (2008–2019) and later as Vice-President of the Departmental Council (2015–2021). She was elected Member of Parliament for Savoie in 2022.

Minister of Transport

Philippe TABAROT



Philippe Tabarot continues to serve as Minister of Transport in the Lecornu government, a position he previously held in François Bayrou's government. A senator for the Alpes-Maritimes since 2020, he has long been active in local politics, having been re-elected as general councilor without interruption since the 2000s and serving as a municipal councilor for the city of Cannes for 16 years.

Known for his positions on transport policy, Tabarot has supported the continued opening of the *SNCF* to competition and proposed measures to limit the right to strike in the transport sector, including presenting a bill on the subject during his time in the Senate.

He is the brother of Michèle Tabarot, a prominent figure within *Les Républicains* and former Secretary-General of the *UMP*.

Minister for Urban Affairs and Housing

Vincent JEANBRUN



Vincent Jeanbrun serves as Minister of Urban Affairs and Housing in the Lecornu II government.

A member of *Les Républicains*, he was previously Mayor of L'Haÿ-les-Roses (Val-de-Marne) from 2014 to 2024. He was President of the Greater Paris Metropolitan Forum in 2018. He also served as Vice-President of the Île-de-France Regional Council, responsible for employment and vocational training, focusing on job creation, workforce development, and regional economic initiatives.

Jeanbrun began his political career within the *UMP*, where he was identified by Valérie Pécresse and became her parliamentary assistant in 2012. He joined her movement *Soyons libres* in 2019 before returning to *Les Républicains* in 2020.



IV - MINISTERS DELEGATES & MINISTERS ATTACHED

Minister Delegate to the Prime Minister,
responsible for Relations with Parliament



Laurent PANIFOUS

Laurent Panifous, a centrist lawmaker with experience in rural and social-sector administration, was appointed Minister responsible for Territorial Planning and Decentralization in the Lecornu II government.

He was elected Member of Parliament for Ariège in 2022 as a dissident socialist, having declined to form an alliance with *La France Insoumise* under the New Ecological and Social People's Union. In Parliament, he sat on the Social Affairs Committee and was part of the *LIOT* group.

Before entering Parliament, he served as Mayor of Le Fossat (Ariège) and as President of the Arize-Lèze Community of Municipalities, and he has spent much of his career in the social sector, including executive positions within retirement homes.

His appointment reflects the administration's aim to broaden parliamentary support and strengthen ties with moderate and rural voices, reinforcing engagement with local authorities.

Minister Delegate of Energy, Government Spokesperson

Maud BREGEON nomination February 2026



In February 2026, Maud Bregeon's portfolio was expanded to hold the position of Minister Delegate for Energy to the Ministry of Economy, alongside her role as government spokesperson.

Maud Bregeon was Member of Parliament for *Hauts-de-Seine* from 2022 until her appointment to government in 2025. During her term, she sat on the Economic Affairs Committee and served as rapporteur for the "energy sovereignty" initiative, aimed at strengthening France's energy independence and resilience.

Between November 2020 and October 2024, Bregeon also served as spokesperson for the *Renaissance* party, playing a key role in presenting and defending the party's policies.

Minister Delegate to the Prime Minister, responsible for Equality between Women and Men and the Fight against Discrimination



Aurore BERGÉ

Aurore Bergé serves in the Lecornu II government, retaining her role as Minister for Gender Equality, a portfolio she previously held under François Bayrou and briefly lost under the Barnier government. She also served as Minister for Solidarity and the Family in 2023.

Bergé was first elected Member of Parliament for Yvelines in 2017 after joining Emmanuel Macron's movement. In 2020, she became Chair of the *La République en Marche* group in the National Assembly.

A former member of the *UMP* and later *Les Républicains*, she is considered a center-right figure within the presidential majority. She has been active on issues of women's rights, and gender equality, including advocating for the inclusion of the right to abortion in the French Constitution.

Minister Delegate to the Minister of the Interior



Jean-Didier BERGER nomination February 2026

Jean-Didier Berger was appointed Minister Delegate to the Minister of the Interior, Laurent Nunez, on 26 February 2026, marking his first ministerial role.

He previously served as Member of Parliament for Hauts-de-Seine and as Mayor of Clamart (2014–2026), where public safety was a central focus of his mandate. During his tenure, he expanded the municipal police force, increased video surveillance, and emphasized a visible presence of local authorities.

Berger is a graduate of Sciences Po Bordeaux and has developed his career in local government, serving successively as deputy substitute, regional councillor, mayor, Member of Parliament, and now minister.

Minister Delegate to the Minister of the Interior, responsible for Citizenship



Marie-Pierre VEDRENNE nomination February 2026

Marie-Pierre Vedrenne was appointed Minister Delegate to the Minister of the Interior in the Lecornu II government, leaving the European Parliament to take up the position. Following the latest reshuffle, her portfolio was extended to Minister Delegate to the Minister of the Interior, responsible for Citizenship.

She was re-elected to the European Parliament in 2024, where she served as Vice-Chair of both the Delegation to the ACP–EU Joint Parliamentary Assembly and the Delegation to the Caribbean–EU Parliamentary Assembly. She had previously been elected to the European Parliament in 2019 on the *Renaissance* list, serving as Vice-Chair of the Committee on International Trade.

In parallel, Vedrenne was elected Regional Councilor for Brittany in 2021, serving on the committee responsible for the economy and working to promote regional competitiveness and innovation.

Minister Delegate to the Minister for Ecological Transition, Biodiversity, and International Negotiations on Climate and Nature, responsible for Maritime Affairs and Fisheries



Catherine CHABAUD

Catherine Chabaud is known as the first female sailor to complete a solo, non-stop circumnavigation of the globe. She was appointed Minister Delegate in the Lecornu II government, focusing on maritime and environmental affairs.

She served as a Member of the European Parliament for *La République en Marche* from 2019 to 2024. Prior to that, she was delegate to the Sea and Coastline within the Ministry of the Environment, Energy and the Sea from 2016 to 2017.

From 2010 to 2015, Chabaud was a qualified expert member of the Economic, Social and Environmental Council, where she served as rapporteur for opinions on the oceans and on bio-based materials.

Minister Delegate to the Minister for Ecological Transition, Biodiversity, and International Negotiations on Climate and Nature, responsible for Ecological Transition



Mathieu LEFEVRE

Mathieu Lefèvre began his political career as an advisor to Minister Gérald Darmanin during President Emmanuel Macron's first term (2017–2022), where he contributed to issues related to public finances and local authorities.

Elected Member of Parliament for Val-de-Marne under the *Renaissance* party in 2022, and re-elected in 2024, he established himself as an active and pragmatic legislator within the National Assembly. As a member of the Committee on Legal Affairs, he has been particularly involved in matters of public administration, security, and institutional reform.

In 2025, he briefly held the position of Minister for Relations with Parliament during the fourteen-hour tenure of the first Lecornu government, a symbolic episode that underscored his growing political stature within the majority.

A graduate of *Sciences Po Paris* and the *École nationale d'administration (ENA)*, Mathieu Lefèvre is known for his commitment to modernizing public action and strengthening the relationship between citizens and their institutions.

Minister Delegate to the Minister of Economy, Finance, and Industrial, Energy, and Digital Sovereignty, responsible for Industry



Sébastien MARTIN

Sébastien Martin was appointed Minister delegate responsible for Industrial Policy in the Lecornu II government, reflecting the administration's focus on revitalizing industrial strategy through territorial engagement.

He has been Member of Parliament for Saône-et-Loire since May 2025 under the *Divers Droite* label and has rejoined *Les Républicains*, a party he left in 2017 following the primary election of the right and center.

A former private-sector executive, Martin has long advocated for reindustrialization as a driver of national competitiveness, emphasizing the importance of closer dialogue between the state and local actors.

Minister Delegate to the Minister of Economy, Finance, and Industrial, Energy, and Digital Sovereignty, responsible for Artificial Intelligence and Digital Technology



Anne LE HENANFF

Anne Le Hénanff was appointed Minister Delegate for Artificial Intelligence and Digital Technology on 12 October 2025, reporting to the Minister for the Economy, Finance and Industrial, Energy and Digital Sovereignty.

She has been Member of Parliament for the 1st constituency of Morbihan since 2022 under the *Horizons* party. During her term, she served on the special committee examining the bill on the resilience of critical infrastructure and the strengthening of cybersecurity.

Le Hénanff's local political experience includes serving as Deputy Mayor of Vannes, community councilor for the urban area, and regional councilor for Bretagne.

Before entering politics, she worked in the agri-food industry at Saupiquet in Quimper and later became a trainer and consultant in digital technology. Her political involvement began in 1995 when she supported Alain Juppé and subsequently became departmental secretary of Morbihan for the *UMP*.

Minister Delegate to the Minister for Europe and Foreign Affairs, responsible for Europe



Benjamin HADDAD

Benjamin Haddad serves as Minister Delegate to the Minister for Europe and Foreign Affairs, responsible for Europe, retaining his position from the previous government.

He previously represented the 6th constituency of Paris for *La République En Marche* in the National Assembly, where he focused on foreign affairs, security, and digital transformation, promoting policies aimed at strengthening France's international presence and innovation capacity.

Before entering politics, Haddad lived in Washington, D.C., working for leading think tanks.

From 2014 to 2022, he was Senior Director at the Atlantic Council's Europe Center, shaping transatlantic policy debates and fostering closer ties between Europe and the United States. During this period, he also represented *La République En Marche* in Washington, D.C., promoting France's diplomatic and political interests abroad.

In France, Haddad was first appointed Minister Delegate for Europe under François Bayrou's government, where he contributed to strengthening France's role in the European Union and advancing key initiatives on European cooperation.

Minister Delegate to the Minister for Europe and Foreign Affairs, responsible for Foreign Trade and Attractiveness



Nicolas FORISSIER

A member of parliament for *Les Républicains* in the 2nd constituency of Indre since 1993, Nicolas Forissier was also mayor of La Châtre (Indre) between 1995 and 2017 and president of the La Châtre-Sainte-Sévère community of municipalities between 2001 and 2017. He was also Secretary of State for Agriculture and Fisheries in the Raffarin government (2004-2005). President of the departmental federation of *Les Républicains*, he was appointed national secretary of the movement by Nicolas Sarkozy in June 2015.

He supported Laurent Wauquiez for the 2017 *Les Républicains* congress, during which he was elected party president. Throughout his parliamentary career, Forissier has remained a prominent voice in policy debates, particularly on agriculture, local governance, and economic development, consistently contributing expertise-driven perspectives to legislative and committee work.

Minister Delegate to the Minister for Europe and Foreign Affairs, responsible for Francophonie, International Partnerships and French Nationals Abroad



Eléonore CAROIT

Eléonore Caroit was previously Member of Parliament for French citizens living abroad, representing Central America, South America, and the Caribbean. She was first elected in 2022, re-elected in 2023 after her initial election was annulled, and again in 2024. In Parliament, she served as Vice-President of the Committee on Foreign Affairs and as a member of the France–Latin America friendship group, focusing on diplomacy, international cooperation, and the rights of French citizens abroad.

Caroit began her political engagement as an advisor to the Assembly of French Citizens Abroad before officially joining the *Renaissance* party in 2021. Before entering politics, she was admitted to the New York Bar and worked as a solicitor specializing in business law, with international experience, particularly in Latin America.

Minister Delegate to the Minister of Health, Families, Independence, and People with Disabilities, responsible for Independence and People with Disabilities



Camille GAILLARD-MINIER nomination February 2026

On February 26, Camille Gaillard-Minier was appointed Minister Delegate for Autonomy and People with Disabilities, replacing Charlotte Parmentier-Lecoq, who has returned to her MP seat in the National Assembly.

A lawyer by education, she was a member of the Grenoble Bar until 2017, when she entered politics. She began her political career as deputy to Olivier Véran, former Minister of Health, whom she replaced in the National Assembly between 2020 and 2022. Re-elected as a MP in 2025 in the first constituency of *Isère*, she sat on the Social Affairs Committee, focusing in particular on issues of solidarity, support for vulnerable groups, and social justice.

In 2022, she founded the *Sésame* endowment fund, financed by some 50 companies to support associations working on behalf of vulnerable people.

Minister Delegate to the Minister of National Education, responsible for Education, Professional Formation and Apprenticeship



Sabrina ROUBACHE nomination February 2026

Sabrina Roubache was appointed Minister Delegate for Education, Professional Formation, and Apprenticeship in February 2026, reporting to the Ministry of National Education, Edouard Geffray.

Elected Member of Parliament for the 1st constituency of *Bouches-du-Rhône* in 2022, from July 2023 to September 2024 she was Secretary of State for Urban Affairs and Citizenship, in Élisabeth Borne's government. In these roles, she focused on urban policy, social cohesion, and equal opportunities.

Before entering politics, Sabrina Roubache built a career in the audiovisual industry as a producer and held several positions in regional economic and cultural institutions in *Marseille*. She has also served as a regional councillor in *Provence-Alpes-Côte d'Azur*, where she was responsible for combating violence against women and addressing school bullying.

Minister Delegate to the Minister of the Armed Forces and Veterans Affairs



Alice RUFO

Alice Rufo served as Deputy Diplomatic Adviser to the President of the Republic from 2019 to 2022, overseeing strategic and disarmament affairs, and from 2017 to 2019 advised the President on Asia, continental Europe, Turkey, and refugee issues. Between 2012 and 2016, she held successive roles as Adviser for International Summits and for Strategic Affairs and the Asia-Pacific region.

In 2017, Rufo was a Public Auditor at the French Court of Auditors. Her earlier career includes positions at the Ministry of Foreign Affairs, notably as Head of the Institutions Unit within the Directorate for Security and Disarmament Affairs, and as rapporteur for the 2011 White Paper on Defense and National Security. She also worked as a Desk Officer for Iran and lectured in Public Law at *Sciences Po Paris*.

Rufo holds a master's degree in philosophy from *Panthéon-Sorbonne University*, graduated from *Sciences Po Paris* in 2004, and studied at the *École Nationale d'Administration*.

Minister Delegate to the Minister of Territorial Planning and Decentralization, responsible for Rural Affairs



Michel FOURNIER

Michel Fournier has been Mayor of Les Voivres (Vosges), a municipality of around 300 inhabitants, since 1989. Since 2020, he has also been President of the *Association des Maires Ruraux de France (AMRF)*, after serving as Secretary General and then Vice-President. In this role, he represents over 10,000 rural mayors, focusing on local development, digital access, and the preservation of public services in rural areas.

Fournier also serves as Vice-President of the *Agence Nationale de la Cohésion des Territoires (ANCT)*, contributing to policies aimed at strengthening balance between urban and rural territories.

Born into a family of farmers, Fournier has no formal political affiliation and is recognized for his pragmatic approach and deep understanding of rural challenges.



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