

ANNUAL REPORT 2023

EXCELLENCE

made in Curie

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From understanding living organisms to caring for cancer patients, Institut Curie is committed to meeting the medical-scientific challenges of tomorrow through its three missions: research, care and teaching.

To this end, Institut Curie relies on its fundamental values - humanity, openness, efficiency and sharing - and cultivates the innovative spirit of its researchers, doctors, caregivers and all those who compose it.

Ready to meet the challenges of the decades to come, Institut Curie is committed to attracting and retaining its employees. Its "Curie 2030" social project and its corporate social responsibility (CSR) approach aim to ensure a free, fulfilling and stimulating working environment.

Driven by an exceptional heritage, enriched by the creativity and dynamism of its teams, and animated by a policy open to the world and society, it aspires to increase its influence and assert its voice in the fields of healthcare and research.

Training the next generation of leaders in cancer research and care is an ambition that Institut Curie has been cultivating for over 100 years. This transmission is at the heart of its model. It feeds the continuum of research and care, the hallmark of Institut Curie.

Serving to improve knowledge and the fight against cancer, excellence made in Curie is the promise of an ideal: a world where every cancer is cured.

Institut Curie continues to reinvent itself and assert its fundamental values

The dedication of its staff and the generosity of its donors have once again enabled Institut Curie to engage with many projects designed to advance cancer research and treatment.

Daniel Thierry, Chairman of the Supervisory Board, and Prof. Thierry Philip, Chairman of the Executive Board, review 2023 and talk about developments planned for 2024.

What do you see as the standout events of 2023?

Prof. Thierry Philip: The year was one of impressive achievements. I'm thinking here particularly of the Hospital-University Institute (IHU) certification awarded to the Women's Cancers Institute, which was announced by President Emmanuel Macron during his visit to our Saint-Cloud facilities on May 16th, 2023. This label holds out tremendous hope for patients who, from 2025 onwards, will be able to benefit not only from our multidisciplinary expertise, but also the expertise of Inserm (the French National Institute of Health and Medical Research) and PSL University. I would also highlight the official opening of our new hospital in Saint-Cloud, and the start of construction of our state-of-the-art cell therapy platform – now named CellAction – as part of the Paris Saclay Cancer Cluster (PSCC). This milestone marks the culmination of four years of work as part of the MC²¹ strategic plan, which involves many different hospital and research teams, who are able to rely on support from the full range of Institut Curie departments. 2023 was also the year in which we laid the foundation stone for the new Paris hospital, which is due to open in 2025, and took the decision to retain the Pavillon des Sources and incorporate

it into the international 'Chemical Biology and Cancer' scientific project. Last, but not least, the renewal of our SiRIC (Integrated Cancer Research Site) certification as an integrated clinical research site for adult patients, as well as the Paris Kids Cancer pediatric unit, where Institut Curie, AP-HP and Gustave Roussy work together towards the single goal of developing innovative treatments to cure more young patients. Lastly, Institut Curie also saw its Comprehensive Cancer Center certification renewed by the Organization of European Cancer Institutes (OECI). This certification reflects a very important level of recognition for the Curie model, because it acknowledges the high quality of our organization, as well as our comprehensive range of care solutions, research work and the daily commitment shown by Institut Curie teams.

Daniel Thierry: Concerning the Supervisory Board, whose main task is to oversee the management bodies and ensure the proper management of the Executive Board, 2023 was a year of full participation for members appointed in 2022. These new faces bring with them a new spectrum of knowledge, and help to improve the gender balance and age profile of our governing body, which is something we warmly welcome. Moreover, our three committees

The renewal of Comprehensive Cancer Center certification reflects a very important level of recognition for the Curie model. It acknowledges [...] the daily commitment shown by Institut Curie teams."

Pr Thierry Philip,
Chairman of the Executive Board

Daniel Thierry,
Chairman of the Supervisory Board

And, once again this year, Institut Curie has shown beyond doubt that its present and future are inextricably linked to fundraising."

– Audit and Finance, Ethics and Remuneration – fulfilled their role as active interfaces between the Executive and Supervisory Boards from which they are derived. I would also like to take this opportunity to pay tribute to all the hard work and collective commitment shown by everyone involved in the oversight management of Institut Curie and its history. They may be largely unknown to our employees, donors and stakeholders, but they too are integral to the excellence of Institut Curie.

What is your assessment of the financial situation?

Prof. T. P.: Once again this year, it was clear that our donors continue to place great trust in us, and I would like to take this opportunity of thanking them once again for their generosity. Their donations are what enables Institut Curie to achieve its internationally recognized level of excellence.

D. T.: We should also recognize that the Supervisory Board has, in every case, facilitated the financial resources required to fund the strategic projects proposed by the Executive Board, and has done so on the basis of mutual agreement. And, once again this year, Institut Curie has shown beyond doubt that its present and future are inextricably linked to fundraising, and more particularly to the impressive efforts of the campaign committee chaired by Frédéric Donnedieu de Vabres.

What can we expect to see in terms of highlights for 2024?

Prof. T. P.: 2024 will be the twentieth anniversary of the A Daffodil Against Cancer campaign, and my

last as Chairman of the Executive Board after ten years in the role. Over that decade, I have constantly promoted the importance of the fundamental link between research and care for driving innovation forward. Following the 2023 evaluation of our Paris research teams, it will be the turn of their colleagues in Saint-Cloud and Orsay to be evaluated by the High Council for the Evaluation of Research and Higher Education (Hcéres) as part of the process to renew their five-year contracts. This important milestone validates our scientific strategy.

2024 will also be a year of major change when Prof. Alain Puisieux takes over as Chairman of the Executive Board in June...

D. T.: A major change indeed, and one that we began preparing for following the launch of our Curie 2030 – Hope Against Cancer strategic plan, which was prepared with input and guidance from Prof. Alain Puisieux. So it will be a seamless transition, especially since Prof. Thierry Philip has, over the last decade, led Institut Curie to the forefront of cancer research, all the while making it considerably more independent financially.

Prof. T. P.: I shall hand over the reins to Prof. Puisieux with enormous confidence, because I know how committed and hard-working he is. I have no doubt that he will conduct the impressive orchestra that is Institut Curie with all the brilliance of a maestro. I also know that he will be able to rely fully on all his teams. They have already proven their expertise and their ability to work with commitment in advancing the fight against cancer.



The greatest achievements of the Executive Board, 2013-2024

2023 was the last full year of Prof. Thierry Philip's chairmanship of the Executive Board before the handover of governance in May 2024. **It therefore presents a perfect opportunity to look back over a decade dedicated to laying the solid foundations on which the future of Institut Curie will be built.**

The 10-year Presidency of Professor Thierry Philip has been marked by the launch of two successive strategic plans, and a number of other projects designed to reinforce the excellence and attractiveness of Institut Curie.

Clear strategy directions crystallized in two ambitious programs

As soon as he arrived, Prof. Thierry Philip committed Institut Curie to a major strategic plans for the period 2015 to 2020; it was called MC²¹, short for 'Marie Curie in the 21st century'. Based on the humanist vision shared by all Research Center and Hospital Group teams, its primary goal was to constantly and consistently promote ever-closer links between research and care. Since its introduction, MC²¹ has enabled Institut Curie to invest in all three of its sites, leading to the official opening of the new experimental radiobiology building at the Orsay site in 2019, and the expansion



of the Saint-Cloud hospital, which was officially opened last year (see page 10). The foundation stone for the Paris hospital renovation project was laid in December 2023. More widely, the Executive Board, consisting of the Profs. Dominique Deville de Périère, Thierry Philip and Djillali Annane, has worked very hard to ensure the expansion and updating of care and research facilities, some of which will come to fruition in 2025.

In the wake of the Covid-19 pandemic and the resulting public health issues, the Executive Board injected new impetus with the development of a second institutional project: the Curie 2030 – Hope Against Cancer strategic plan (see page 8). Co-constructed with Institut Curie employees, it sets out our major goals and targets for the years ahead.

Proven and recognized excellence

2018 had already seen a turning point with the revision of the Institut Curie statutes and internal regulations to improve the structure of the Head Office of the Foundation as well as its professionalisation. Moreover, the award of the **Comprehensive Cancer Center certificate of excellence** following accreditation by the Organization of European Cancer Institutes (OECI) – since renewed in 2023 – contributes significantly to global recognition of Institut Curie as a center of excellence in oncology founded on multi-disciplinarity, translational research and clinical-research interaction.

Over the ten years, the sums generated by fundraising campaigns to fund Institut Curie research have doubled, reflecting the **long-term trust-based relationship between Institut Curie and donors.**

"Providing leadership for Institut Curie is a constant reminder of just how important the link between research and care is. It promotes freedom of research and innovation-driven care and treatment for cancer patients. It also means consolidating strong bonds with our universities, because without doctoral students, we can conduct no research at all! Providing leadership for Institut Curie also means taking the fight against cancer beyond the walls of hospitals and laboratories to involve the whole of society in this daily battle," concludes Prof. Thierry Philip.

From left to right: Prof. Thierry Philip, Prof. Dominique Deville de Périère and Prof. Djillali Annane

A new Institut Curie Executive Board

At its meeting of March 21st, 2024, the Supervisory Board appointed the future Institut Curie Executive Board for a six-year term beginning May 25th, 2024. Head of the institute's Research Center since 2019, Prof. Alain Puisieux will take over as Chairman. Working alongside him will be two new members: Coralie Chevallier, Research Director at Inserm and Co-Director of the Evolution and Social Cognition Research Group at the ENS-PSL, and Éric Nicolas, President of WiseStratEdge Consulting.

This new team is calling on the agility and complementary expertise of everyone at Institut Curie to work collectively in overcoming the challenges it will face over the next six years.

A demanding and humanist vision

Paying tribute to the driving forces behind Institut Curie, Prof. Alain Puisieux expressed his wish to *"foster the spirit of emulation essential for excellence in research and care among all the committed people who are the beating heart of Institut Curie."* The ultimate aim here is to further strengthen the Curie model of the research-care continuum. *"From our understanding of living systems to the treatment and follow-up care of cancer patients."*

Five strategic pillars

Guided by this vision and the Curie 2030 – Hope Against Cancer strategic plan, the new Chairman of the Executive Board will build his term of office around five pillars: collegial governance, a consolidated business model, a meaningful and humanist social project, a practical policy of national and international partnership and an image of excellence and influence.

An ambitious roadmap

The goals Prof. Puisieux has set include further simplifying procedures and introducing tools that enable the care and research teams to devote themselves fully to their work. In terms of medical-scientific challenges, the institute needs to establish a position on a series of strategic issues (from prevention and early diagnosis to the impact of artificial intelligence, innovative treatments,



From left to right: Éric Nicolas, Prof. Alain Puisieux and Coralie Chevallier

radiotherapy, etc.) and extend its influence. To implement initiatives such as these, Institut Curie applies a participative approach with topic-specific interdisciplinary and inter-entity working groups. *"The fight against cancer and the need for increasing effective treatment will remain absolutely central to all our concerns,"* concludes Prof. Puisieux. *"Achieving this ambition will be possible only with the support and commitment of each and every one."*

“2023, a springboard year”

With new innovations, updating projects and discoveries, 2023 saw Institut Curie continuing to pursue its central goals in the fight against cancer on behalf of all patients.

The analysis by Prof. Alain Puisieux, Director of the Research Center, and Prof. Steven Le Guill, Director of the Hospital Group.

What are your key takeaways from 2023?

Prof. Alain Puisieux: 2023 was a pivotal year for the Research Center, during which we built the strong and lasting momentum needed to carry us into the future. And we’ve achieved that by preparing for five-year Joint Research Units (UMR) contracts. The Paris-based UMR were evaluated in 2023, and those in Orsay will be evaluated in 2024. The year also saw significant successes for the Research Center, with positive outcomes in response to competitive invitations to tender. These included the label of Hospital-University Institute (IHU) certification for the Women’s Cancers Institute, the establishment of the CellAction cell therapy platform as an integral part of the Paris Saclay Cancer Cluster, the renewal of our SiRIC (Integrated Cancer Research Site) certification for adult patients, and the award of the pediatric SiRIC certificate for the Paris Kids Cancer alongside partners AP-HP and Gustave Roussy. All these projects highlight our ambition of further strengthening interdisciplinary working, and our ability to cover every link in the chain from basic research through to patient care. They also underline our ability to forge structurally important partnerships and contribute to national and global advances in research and care.

Prof. Steven Le Guill: We will undoubtedly remember 2023 as a turning point for the Hospital Group. In addition to the opening of the new Saint-Cloud hospital and the beginning of work to renovate our Paris site, we also introduced a far-reaching

investment plan to update our radiotherapy facilities and ensure that our patients benefit from the most innovative and cutting-edge techniques. This major plan will see €56 million invested over 6 years in every radiotherapy facility in all three of our sites: Paris, Saint-Cloud and Orsay. So Institut Curie is optimizing patient care by providing new, cutting-edge facilities, including the world’s most advanced radiotherapy machine: the MRI linear accelerator LINAC acquired in 2023. The upgrading of our working tools and the integration of digital processes are a major focus for development at Institut Curie. In practice, this means that pathological anatomy slides have now been digitized and have become a daily part of the work environment for our teams, which is important because it allows them to apply artificial intelligence to their research. The social project central to Institut Curie strategy has already seen a number of initiatives come to fruition, including the redesign our new employee welcome program, which has made us more attractive to potential applicants.

The structure of the Curie 2030 – Hope Against Cancer strategic plan is now in place. How far have you progressed with its rollout?

Prof. A. P.: Our Curie 2030 – Hope Against Cancer strategic plan was developed using the collective energy of a participative process, which we will maintain going forward. Its purpose is to make us more attractive to the most talented people in the employment market, and provide day-to-day support for our existing staff. Humanity and more

Every project we undertake highlights our ambition of further strengthening interdisciplinary working, and our ability to cover every link in the chain from basic research through to patient care.”

Pr Alain Puisieux,
Director of the
Research Center



Institut Curie is optimizing patient care by providing new, cutting-edge facilities, including in particular, the world’s most advanced radiotherapy machine in Saint-Cloud.”

Pr Steven Le Guill,
Director of the Hospital Group

generally, humanist values are strong building blocks of the Institut Curie DNA, which constitutes our essential strength and will allow us to succeed in the challenges of the future. To support our researchers and help them to be as competitive as possible, we have launched a €16 million investment plan – €3 million of which was funded by the Foundation in 2023 – and are providing them with state-of-the-art technology platforms and equipment. These include the acquisition of the Thermo Fisher Glacios™ Cryo-TEM cryomicroscope, which enables analysis of the quasi-atomic structure of proteins in tumors.

Prof. S. Le G.: We are changing up a gear in terms of redesigning our patient pathway, which we would like to be even more personalized, clear and seamless for patients, doctors and caregivers. The digital transformation project reinforces this strategy by delivering digital services at every stage on that pathway via the MyCurie app. In addition to the digital developments and upgrading of our radiotherapy platform that began in 2023, we also plan to begin upgrading our nuclear medicine and medical imaging technology in 2024 with the installation of new, state-of-the-art, high-performance scanners that will improve care, tumor diagnosis and characterization.

The real estate program also plays an important role in this strategic plan. So what is the outlook for that aspect going forward?

Prof. S. Le G.: The Hospital Group has yet to take full possession of the Saint-Cloud building, where there remains some outstanding construction sites, including the reception and consultation areas, which are still awaiting renovation.

Prof. A. P.: With 2,100 m² of dedicated research space, the Saint-Cloud hospital will further strengthen the existing links between researchers and caregivers around issues such as systems medicine, led by Dr. Irène Buvat and Dr. Emmanuel Barillot, and the development of the CellAction cell therapy platform led by Dr. Marion Alcantara and Dr. Sebastian Amigorena as part of the Paris Saclay Cancer Cluster (see page 11).

Prof. S. Le G.: In Paris, work continues on the new Paris Coursaget pediatric oncology hospital, the expansion and renovation of the SIREDO (Care, Innovation & Research in Childhood, Adolescent and Young Adult Oncology) Center, marking a real turning point in quality of work life for staff and holding out the promise of premium-class hospitality services for patients. Renovation work on our second Paris site will be another intensive and time-consuming project, but a necessary one for everyone from caregivers to patients, all of whom will benefit from an improved care pathway and optimized treatment.

What do you think will be the highlights of 2024?

Prof. A. P.: We are totally committed to working even more closely with our academic partners in universities. We and all our stakeholders see this as a way of reinforcing our status in research and teaching at European and international level. Which is why we have worked in partnership with PSL University, ENS-PSL, Université Paris Dauphine-PSL and Mines-PSL to develop the Women’s Cancers Institute.

Prof. S. Le G.: This will be an important year in terms of Institut Curie governance, as we welcome a new Executive Board and a new Research Center management team. All these team members will be welcomed in a spirit of collegiality, cooperation and shared responsibility to fulfil our ambition of continuing to strengthen the links between the hospital and research.

Prof. A. P.: We will initiate a reflection process around the organizational structure of the new Head Office. Another notable event is the first Institut Curie International Symposium, which will showcase and celebrate the ‘Curie model’ – from basic science to cancer research – at the same time as promoting our internal dynamism. It also symbolizes our openness to the world and the global changes now underway. Institut Curie has always embraced diversity (gender, cultural, disciplinary, generational,...), seeing it as a core strength to be protected. In today’s world, it is an essential lever for developing and delivering appropriate responses to current and future challenges.



Curie 2030 – Hope Against Cancer: Looking to the future together

The Curie 2030 – Hope Against Cancer strategic plan has opened a new chapter in the history of Institut Curie. Developed out of a participative co-construction model, it reflects Institut Curie's ambition for excellence in order to improve knowledge of living systems and patient care.



“Curie 2030 weaves together many strands: scientific and therapeutic progress, prevention and quality of life, treatment and care pathway flow, innovation and the creation of leading French startups, information for the general public and patients' family and friends, training and teaching, a sustainable business model and transparency,” explain Prof. Thierry Philip, Chairman of the Executive Board, Executive Board members Prof. Dominique Deville De Periere and Prof. Djillali Annane, Prof. Alain Puisieux, Director of the Research Center, and Prof. Steven Le Gouill, Director of the Hospital Group.

Nine specific programmatic projects define the goals set by Institut Curie for its three entities – the Research Center, the Hospital Group and the Head Office – at its three sites in Paris, Saint-Cloud and Orsay:

- Scientific project
- Medical project
- Medical-scientific project
- Social project
- University relationships and knowledge transfer project
- Digital transformation project
- CSR Project
- Governance
- Business model

Implementation of these projects will consolidate the specifics of the Curie model and the national and international influence of the institute across its three core missions of research, care and teaching.

The strategic plan is designed to ensure that staff have a rich career path to follow, a pleasant working environment and a high quality of work life, all of which will make Institut Curie a more attractive prospect to the most talented people.

Curie 2030 – Digital transformation in action

Institut Curie has embarked on an ambitious information systems upgrading and urbanization. Funded by an investment of €15 million over a five-year period (a figure that excludes funds raised from donations), this project will put the institute at the leading edge of innovation by 2030.

The digital transformation of Institut Curie has three main goals: to make the daily working lives of our teams easier, to accelerate the rate at which research findings are transferred to patients, and to improve the experience of the patients they care for. *“The digital*

world sits at the crossroads between the full spectrum of health challenges,” explains Julien Dufour, Director of Digital Transformation at Institut Curie. *“It underlies all the great challenges that Institut Curie will have to overcome in the years ahead, which is why we need to build a truly agile and cross-functional system.”*

As part of achieving this ambition, progress was made on 19 of 82 ongoing projects in 2023, thanks to investment of more than €4.5 million. Work on these projects involved two-thirds of Information Systems staff during the year.

A completely new approach for patients

The introduction of the Hospital-University Institute (IHU) certification-based labelling scheme was announced by President Emmanuel Macron at Institut Curie on May 16th, 2023 at the official opening of the Women's Cancers Institute. **Its unique project is designed to improve our understanding of cancers in women and our ability to prevent them and cure them more effectively.**

With 78,000 new cases reported every year in France, 20,000 deaths and 5-year survival rates that remain stubbornly unsatisfactory, cancers in women (breast and gynecological) are a national priority. Institut Curie, PSL University and Inserm are responding jointly to this challenge with a new label of excellence: the Women's Cancer Institute. By combining medical, paramedical and scientific expertise and working closely with healthcare companies and patient representative organizations, this project aims to improve cancer prevention and screening for particularly at-risk patients. *“Here, we're developing innovative solutions to reduce the incidence of mortality as a result of women's cancers and the impact that cancer can have on women's quality of life,”* explains Prof. Anne Vincent-Salomon, Director of the Women's Cancer Institute, pathologist specializing in women's cancers at Institut Curie and Professor at PSL University.

A step change project for women

“There are major disparities in treatment, and cancer is an aggravating factor for vulnerable women living with other forms of insecurity,” continues Prof. Anne Vincent-Salomon. The Women's Cancers

Institute adopts a broad-based approach that integrates tumor biology research into an holistic view of each individual and her environment, with the ultimate aim of tailoring cancer treatment to women's quality of life, and providing patients with wraparound medical, psychological and paramedical support.

A Paris Region program with international reach

The close proximity of PSL University facilities means that all the conditions are in place for the Women's Cancers Institute to initiate and run sophisticated interdisciplinary projects that can be promoted internationally. Multidisciplinarity is one of its major strengths: over and above the scientific, medical and care teams of Institut Curie, it also involves experts in the human, social and educational sciences from ENS-PSL, artists, and economists from Dauphine-PSL University.

This exceptional diversity of expertise and experience provides the Women's Cancers Institute with the resources it needs to achieve its ambition of halving the number of cancer-related deaths in women by 2040.

From left to right: Prof. Yves Allory, Dr. Fatima Mechta-Grigoriou, French President Emmanuel Macron, Prof. Anne Vincent-Salomon, Prof. François-Clément Bidard and Dr. Laurence Bozec

Institut Curie is a key strength of the French model: collating and circulating intelligence between clinical, basic and applied research. This perpetual motion is not only essential, but also makes us stronger. Most importantly, it demonstrates the high degree of interdependence between care and research. It also helps us to remember just how important basic research is.

Emmanuel Macron,
Institut Curie, May 16th, 2023



Achievements in 2023



From left to right: Prof. Steven Le Gouill, Director of the Hospital Group, Daniel Thierry, Chairman of the Supervisory Board, Prof. Thierry Philip, Chairman of the Executive Board, Sylvie Retailleau, Minister for Higher Education & Research, and Aurélien Rousseau, Minister for Health & Prevention



OFFICIAL VISIT International Childhood Cancer Day

On February 15th, 2023, Institut Curie was visited by Agnès Firmin Le Bodo, Minister Delegate in the Ministry of Health & Prevention with responsibility for Regional Organization and the Health Professions, and Charlotte Caubel, Secretary of State for Children. The delegation met with the teams led by Dr. Daniel Orbach, Head of the Clinical Service for Childhood, Adolescent and Young Adult Oncology at the SIREDO Center, and Dr. Olivier Ayrault, Leader of the Signaling in Development and Brain Tumors team (CNRS UMR3347 / Inserm U1021 / Université Paris-Saclay), as well as a number of young patients, to get up to speed with recent advances in pediatric oncology treatment and research.



From left to right: Prof. Steven Le Gouill, Dr. Olivier Ayrault, Agnès Firmin Le Bodo, Charlotte Caubel and Dr. Daniel Orbach

NEW HOSPITAL IN SAINT-CLOUD 34,000 m² dedicated to excellence in oncology

Officially opened on November 8th, 2023 with a ceremony attended by Sylvie Retailleau, Minister for Higher Education & Research, and Aurélien Rousseau, Minister for Health & Prevention, the new Institut Curie hospital in Saint-Cloud marks the culmination of a project initiated in 2019. Now extended by 14,000 m² and expanded to include 20,000 m² of brand-new hospital facilities and research laboratories, the hospital is, in the words of Hospital Group Director Prof. Steven Le Gouill, committed to: *“Securing the position of Institut Curie in the new regional impetus to structure oncology research and services in the west of Paris.”* For the 20,000 patients who will be treated here every year, these new facilities offer greatly improved convenience and comfort with larger waiting rooms, redesigned consulting and treatment spaces and a more seamless care pathway. These spacious new and upgraded buildings and their state-of-the-art laboratories also give the teams working here a considerably improved working environment. *“This major renovation creates a unique opportunity to develop new and highly innovative programs that hold out new hope for patients,”* says Prof. Alain Puisieux, Director of the Research Center at Institut Curie. *“The research/care continuum central to the strategy of Institut Curie will be taken to a new level by the launch of the future Paris-Saclay Cancer Cluster (PSCC) CellAction cell therapy platform (see opposite) in 2024, with the new research teams scheduled to begin work here in 2024/2025.”*



CELL THERAPY Institut Curie becomes a stakeholder in the Paris-Saclay Cancer Cluster

Institut Curie has joined Gustave Roussy, Inserm, the Institut Polytechnique de Paris, Sanofi, Paris-Saclay University, AP-HP, Unicancer and Medicen as a partner in the multidisciplinary Paris-Saclay Cancer Cluster (PSCC) hub focused on combating cancer, and the first winner of the France 2030 Biocluster program. Institut Curie brings the full spectrum of its expertise in cell therapy innovation for immuno-oncology and data science. Its internationally recognized expertise in oncology and ability to work with Carnot-labelled companies carrying out scientific research in public/private partnerships make Institut Curie a leading stakeholder in this project, whose ambition is to facilitate the development of, and access to, precision medicine. Hematologist and researcher Dr. Marion Alcantara is its Medical Director, and research team leader and EpCART RHU coordinator Dr. Sebastian Amigorena, is its Scientific Director. They therefore share oversight and management of the CellAction cell therapy platform now in preparation at the Institut Curie facility in Saint-Cloud, and play an active role in the data aspects of the project. Supported by Unicancer, this second project phase revolves around the regional rollout of existing Institut Curie tools to provide unified and interoperable access to research data.

PARIS KIDS CANCER

When combating childhood cancer, unity is strength

The fact that 1 in every 440 children in France develops cancer by the age of 15, and the number of pediatric cancers is increasing across Europe* by between 1 and 2% per year, means that there is an urgent need to advance research in this area. That is the ambition shared by Institut Curie, AP-HP and Gustave Roussy, the partners in Paris Kids Cancer integrated research center that won the call for applications from the French National Cancer Institute PEDIACRIEX23 initiative. Uniting the Paris Region's top pediatric oncohematology specialists, Paris Kids Cancer now has a total budget of €6 million as a result of this win; sufficient to fund a major project involving several universities, research centers and partner centers, as well as three major parents' representative organizations (Imagine for Margo – Children without Cancer, the Association Hubert Guin – Enfance et Cancer and the Association Laurette Fugain). This ambitious and structurally important program, which brings together globally respected research and clinical teams, is a crucial first step in the alliance of Paris Region institutions united in working towards a more integrated and collaborative approach to research. Its director will be Dr. Olivier Delattre, with Professors Véronique Minard-Colin and André Baruchel as Deputy Directors. Their mission will be to manage and guide all these talented people from such a diverse range of backgrounds, all united in working towards the same goal of improving our understanding of tumors and resistance mechanisms, and researching innovative therapeutic solutions to cure children with cancer.

* Source: INCa (the French National Cancer Institute)

Front row from left to right: Prof. Véronique Minard-Colin, Deputy Director of Paris Kids Cancer, Prof. Natacha Entz-Werle, EN-HOPE SMART4CBT project, Prof. Norbert Ifrah, Chairman of the French National Cancer Institute, Sylvie Retailleau, Minister for Higher Education & Research, and Aurélien Rousseau, Minister for Health & Prevention. Back row from left to right: Thierry Breton, Director General of the French National Cancer Institute, Prof. André Baruchel, Deputy Director of Paris Kids Cancer, Dr. Olivier Delattre, Director of Paris Kids Cancer, and Prof. Patrick Mehlen, South-ROCK project



SiRIC A 3rd accreditation label for Institut Curie

Following a call for applications in 2022, the Institut Curie integrated cancer research hub has received accreditation under the French National Cancer Institute (INCa) labeling scheme. This is the third institute project to be awarded the SiRIC (Integrated Cancer Research Site) label. Headed by Dr. Sergio Roman-Roman, Head of the Translational Research Department, its work aims to improve our understanding of tumor recurrence as the basis for improved prevention, detection and treatment. Conducting this project will involve Institut Curie in mobilizing its already widely recognized scientific and clinical expertise across several fields, including the non-genetic determinants of tumor recurrence, the role of the tumor microenvironment in cancer relapse, and early detection and treatment of tumor recurrence. *“This new SiRIC will allow us to go even further in terms of bringing researchers and doctors together to shorten the availability lead time for patient access to new innovations in medicine,”* explains Prof. Thierry Philip, Chairman of the Executive Board at Institut Curie. With €6 million in funding over a 5-year period, the project incorporates three programs coordinated by two-person doctor/researcher teams working within the research-care continuum central to the Curie model: intrinsic recurrence mechanisms (Dr. Céline Vallot and Prof. Yves Allory), extrinsic recurrence mechanisms (Drs. Hélène Salmon and Manuel Rodrigues) and recurrence detection and treatment (Dr. Elisabetta Marangoni and Prof. François-Clément Bidard).

Key figures

Institut Curie



Leading European Center

for breast cancer care

Leading French cancer center

by number of patients treated

Leading French cancer research center

Labelled Comprehensive Cancer Center

since 2018 by the OECl



3,829
EMPLOYEES

€76.2 m

FROM PUBLIC GENEROSITY



€40.6 m

from gifts, sponsorships and other sources

€35.6 m

from bequests and donations

239,000

donors

1,111

PATENTS

31

STARTUPS CREATED

€14.7 m

FROM PARTNERSHIPS WITH INDUSTRY

(exc. clinical research)

The Research Center



1,242

EMPLOYEES of

78 NATIONALITIES

302

DOCTORAL STUDENTS

39%

from outside France

184

POST-DOCS

64%

from outside France

13

JOINT RESEARCH UNITS (CNRS, Inserm and Universities)

86

RESEARCH TEAMS including:

16

junior teams

19

TECHNOLOGY PLATFORMS coordinated within CurieCoreTech

1

TRANSLATIONAL RESEARCH DEPARTMENT

5

RESEARCH TEAMS accredited with the SiRIC (Integrated Cancer Research Site) label

66

ERC GRANTS

> 26 of which were ongoing in 2023

> 4 of which were awarded in 2023

The number of ERC grants won by Institut Curie researchers since 2007 represents almost **11%** of all ERC life sciences research grants awarded in France.

€54.32 m

in research contracts

38%

of team leaders ARE WOMEN

50%

of Research Center managers ARE WOMEN



6 priority areas of research



Chemical Biology and Innovative Therapeutics

Tumor microenvironment, Immunology, Immune & Cell Therapies

Computational biology and Systems Medicine

Developmental Biology and Pediatric Oncology

Genome Biology

Cell Biology and Physics of Living Systems



385

SCIENTIFIC PUBLICATIONS

peer-reviewed

> **36.1%**

of which (139 publications) had an impact factor greater than 10

> **10.6%**

of which (41 publications) had an impact factor greater than 20

> A more than **13%** increase in publications with an IF > 20

> Average impact factor:

11.58

The Hospital Group



2,434

EMPLOYEES

241

other professions

447

administrative staff

53,864

PATIENTS including

11,668
NEW PATIENTS

50

nationalities

198

student nurses

63

interns

602

CAREGIVERS including

424

state-qualified nurses (operating theater nurses, anesthesia nurses, experts and maternity nurses)

102

nursing assistants

412

DOCTORS

(including 5 MCU-PH and 16 PU-PH)

patients from outside mainland France (83 nationalities)

171,136

HOSPITAL STAYS including

160,990

outpatient visits (outpatient + radiotherapy sessions)

including
62,109

day care unit visits (outpatient)

10,940

standard inpatient hospital

4.3

days: average inpatient hospital stay



670

SCIENTIFIC PUBLICATIONS by the Hospital Group

including

27%

of which had an impact factor > 10

including

12%

of which had an impact factor > 20

including

7

of which were rated A+ and

173

were rated A

100,197

CONSULTATIONS



49,505

CHEMOTHERAPY TREATMENTS

14,645

SURGICAL hospital stays, including

9,286

day surgery visits

98,881

SESSIONS of radiotherapy

Number of patients treated

at the Institut Curie Hospital Group by type of cancer or tumor

17,442

PATIENTS undergoing treatment

of which

73%

were women and

27%

were men



913
for eye tumors

7,229
for breast cancer

147
for urinary tract cancer

448
for sarcoma or complex tumor

609
for skin cancer

719
for blood or bone marrow cancer

1,219
for respiratory system cancer

505
for ENT cancer

1,068
for gynecological cancer

130
for central nervous system cancer

155
for thyroid cancer

1,027
for cancer of the male reproductive system

881
for digestive system cancer

495
for pediatric tumors

Personal perspective

Special report

A unique place from which to combat childhood cancers

Dr. Olivier Delattre is a specialist in childhood cancer research, Head of the Cancer, Heterogeneity, Instability and Plasticity unit (Inserm), and Director of the SIREDO Care, Innovation & Research in Childhood, Adolescent and Young Adult Oncology Center at Institut Curie. This facility is currently the subject of a major expansion project that will benefit children and their families.

Their status as the leading cause of death from disease in children makes pediatric cancers a major focus for Institut Curie. "Our challenge is now to thwart the ability of cancer cells to adapt, so that we can surpass the threshold of 80% of children cured from their cancer," explains Dr. Olivier Delattre. As part of improving the recovery chances of young patients, the institute is thinking big and creating an additional 900 m² for SIREDO at the Rue d'Ulm hospital. By 2025, the seven of its current research teams will come together here, and may be joined by others. The space available for pediatric inpatients will be expanded from 1,500 to 2,100 m², including 20 single-bed rooms, while all patients will also benefit from higher levels of comfort and individual bathroom facilities. The new extension will bring pediatric oncology researchers and practitioners closer together physically in a shared location. "It is close proximity like this that promotes and encourages multidisciplinary working," continues Dr. Delattre. "It will make it easier for research teams to communicate and co-construct projects."



Dr. Olivier Delattre,
Director of the SIREDO Center

Our discoveries owe a great deal to solidarity associations, most of which are set up by the families of children affected by cancer. The donations they raise are what enable continuous progress in research. That's a highly motivating thing for research teams."
Dr. Olivier Delattre

Insight into the work done by Stéphanie Descroix and her team

Under the leadership of Dr. Stéphanie Descroix, the **Macromolecules and Microsystems in Biology and Medicine team** uses microfluidics to improve our understanding of tumors and fight them more effectively. She invited us in to see what happens in her laboratory...

On the fourth floor of 6 Rue Jean Calvin, in the 5th arrondissement of Paris, Stéphanie Descroix's team is working on behalf of Institut Curie at the Institut Pierre Gilles de Gennes. Academics and researchers in physics and biology work alongside medical doctors here in a simultaneously studious and lively atmosphere. The work they do is described by CNRS (French National Centre for Scientific Research) Research Director Stéphanie Descroix as "artisanal", because it involves many different types of practical work and experiments using microscopes, a state-of-the-art 3D printer and microfluidic chips. Inside these chips, which can manipulate fluids in micrometric channels with extreme accuracy, the team is attempting to create tumor avatars from biological samples immersed in an environment that mimics their real-life conditions. The concept is to be able in the end, to test alternative treatments directly inside these chips, and compare their efficacy in order to administer the best-performing treatment to the patient from which the samples were taken. The stakes are high, because the ultimate aim of this work is to cure more cancers by tailoring treatments to the specific needs of individual patients.



"We're working to develop innovative approaches that combine expertise in biology and physics to improve our understanding of fundamental mechanisms and lead on to real-world clinical applications," summarizes Stéphanie Descroix. So central to Institut Curie and its work, this spirit of innovation is a priority that the researcher also promotes and advocates as a member of the Techtransfer committee she chairs. This Technology Transfer Office committee gives researchers and caregivers a central role in discussions around technology transfers with the aim of drawing on the innovative ideas of each member in order to action them on a larger scale and/or transform them into patents, startups, etc. Stéphanie Descroix sees this entity as a further opportunity to strengthen the already close relationships between research and medicine within the institute:



Dr. Stéphanie Descroix, Macromolecules and Microsystems
in Biology and Medicine Team Leader

This proximity is extremely valuable in technical terms, because it gives us as researchers easy access to samples, at the same time as allowing us to benefit from the perspectives and ideas of these knowledgeable and expert caregivers. It's also another example of the richness of human relationships that makes the institute so unique and so proud of the work it does."

PEDIATRIC ONCOLOGY

A new team to focus on genomics

On October 19th, 2023, the Cancer, Heterogeneity, Instability and Plasticity unit (Inserm U830) led by Dr. Olivier Delattre at Institut Curie, Paris, was joined by a new member: Dr. Olivier Saulnier. As the new Junior Principal Investigator, he and his team at Genomics and Development of Childhood Cancers will be working to gain a clearer understanding of how cancer cells hijack normal embryonic development programs for their own benefit. *"Institut Curie offers exceptional opportunities for interdisciplinary collaboration,"* says Olivier Saulnier. *"Here, I feel ready to take on new challenges that will, I hope, lead to major advances in pediatric oncology!"*



Dr. Olivier Saulnier, Team Leader, Genomics and Development of Childhood Cancers

INVESTMENT

A new cryomicroscope for the Research Center

After several months of work by Dr. Daniel Lévy, Scientific Director of the CurieCoretech Cell and Tissue Imaging platform in Paris, the members of his Molecular Microscopy of Membranes team (CNRS UMR168 / Sorbonne University), technical services and the Information Systems department, the Institut Curie Research Center finally took delivery in February 2023 of a powerful cryomicroscope that will enable researchers to investigate proteins at an unprecedented level of resolution. Representing an investment of more than €2 million (funded by the Institut Curie Research Center, the Paris Region Authority, Institut Pasteur, CNRS, FranceBioImaging and the Institut Jacques Monod), this brand new facility – the Thermo Fisher Glacios™ Cryo-TEM cryomicroscope – brings with it the opportunity to gain a better understanding of the function played by proteins and the changes that are ultimately responsible for causing diseases in general, and cancers in particular. Yet another standout example of the Research Center's excellence, this state-of-the-art resource should also boost the attractiveness of the facility to potential employees going forward.



The Thermo Fisher Glacios™ Cryo-TEM cryomicroscope.

ORGANIZATION

€300,000 in funding for audacious innovation

As a proponent of excellence and creativity in research, and source of knowledge and innovation, the Research Center is funding five new formative and emergent projects. Their common aim is to launch so-called 'high-risk' programs to test and demonstrate their feasibility, and facilitate the subsequent preparation of a substantial and evidenced package that can be used when bidding for higher value national and international projects. So €300,000 has been earmarked to fund two of these formative programs over a two-year period:

- the causes and consequences of specific chromosome aneuploidy (Coordinator: Dr. Daniele Fachinetti);
- structuring the integration and analysis of spatial proteomics and transcriptomics data at Institut Curie (Coordinators: Dr. Sylvain Baulande, Dr. Coralie Guerin, Dr. Leïla Perié, Dr. Nicolas Servant and Dr. Céline Vallot).

And three one-year emergent programs:

- an improved hPSC-derived lung organoid model for the study of breast cancer metastases (Coordinator: Dr. Albertas Navickas);
- is the Golgi-associated GTPase RAB6 responsible for regulating a protumorigenic secretory pathway in breast cancer? (Coordinator: Dr. Bruno Goud);
- a proof-of-concept study to assess of the beneficial impact of FLASH radiotherapy in re-irradiation, (Coord. Dr. Charles Fouillade).



PARTNERSHIPS

Institut Curie and Institut Pasteur: a united research partnership

Consistent with their strategy of collaborative research, Institut Curie and Institut Pasteur have succeeded in raising an exceptional total of €600,000 in new funding for two joint research projects involving teams from both institutes. The first is the MUCTOLIN project led by Dr. Ana-Maria Lennon-Duménil (Institut Curie) and Dr. Marc Lecuit (Institut Pasteur), which focuses on the role of mucus-induced tolerance during Listeria infection. The second is the TicTac project led by Drs. Geneviève Almouzni, Bassam Hajj and Mathieu Coppey (Institut Curie), with Drs. Jean-Baptiste Masson, Jean-Yves Tivenez, Spencer Shorte, Nathalie Aulner and Stéphane Fournier (Institut Pasteur), which studies the effects of geometry on whether developing cells remain healthy or become cancerous.



INNOVATION

The AVATAR MEDICAL solution is approved for US patients

AVATAR MEDICAL, a spinoff resulting from research conducted at Institut Curie and Institut Pasteur, has received Food and Drug Administration (FDA) approval for its surgical virtual reality solution. This approval means that it can now be marketed in the USA. AVATAR MEDICAL helps surgeons prepare more effectively for carrying out procedures by allowing them to practice on VR representations of their patients. The development work leading to this solution was initiated by the late Dr. Maxime Dahan and his UMR168 Physics of Cells and Cancer team at Institut Curie.



Publications

Counteracting the effects of aging and the onset of cancers: promising new results, Nature Aging, N. Manel – Innate Immunity team (Inserm U932) Targeting ruptures in the nuclear envelope of immune cells in the lungs could be an opportunity for therapeutic intervention in age-related diseases in general, and cancers in particular.

Discovery of a novel DNA repair system holds out new hope for the treatment of breast and ovarian cancers, Nature, R. Ceccaldi – Alternative DNA Repair Mechanisms in Human Cancers team (Inserm U830) Researchers have unveiled a previously unknown DNA repair mechanism involving a protein with the ability to act during cell division.

Inflammation and cancer: identifying the role of copper paves the way for new therapeutic applications, Nature, R. Rodriguez – Chemical Biology team (CNRS UMR3666 / Inserm U1143) Researchers have uncovered a previously unknown chain of biochemical reactions that activates inflammation and tumor progression. They have also developed a 'prototype drug' capable of mitigating both the mechanisms of inflammation and the processes potentially involved in metastatic spread.

New major players in the protection of DNA replication forks are identified, Molecular Cell, SAE. Lambert – DNA Recombination, Replication and Genome Stability team (CNRS UMR3348 / Université Paris-Saclay) Researchers have revealed an RNA-based mechanism that protects the integrity of DNA replication forks. This new discovery identifies a new therapeutic target for combating cancer cells.

Morphogenesis: when genetics and mechanics work together, Nature Communications, Y. Bellaïche – Polarity, Division and Morphogenesis team (CNRS UMR3215 / Inserm U934 / Sorbonne University) Researchers have revealed a new mechanism involving genetics-driven tissue curvature and tension, which will open the way to gaining a better understanding of cell dynamics during embryonic development.

Cancer cells under pressure: a new role for CAFs is identified, Nature Communications, D. Vignjevic – Cell Migration and Invasion team (CNRS UMR144 / Sorbonne University) Researchers have shown that cancer-associated fibroblasts (CAFs) actively compress tumor cells, modulating their mechanical signaling, and reorganizing tumor morphology.





Personal perspectives

The Care Project: delivering a new kind of experience for patients

Institut Curie set itself the ambition of significantly improving the patient experience by coordinating care provision and services more closely and effectively. **Sabine Belorgey, Director of Nursing Care at the Hospital Group**, looks back at the actions taken to achieve this.

Since her appointment in July 2023, Sabine Belorgey has been hard at work developing, implementing and leading the Care Project at Institut Curie. She has responsibility for coordinating the work of all caregivers and managers at the Paris and Saint-Cloud sites. *"My central focus is improving the care pathway for cancer patients," she says. "Although the oncology expertise of Institut Curie is now irrefutable, today's challenge is to achieve seamless coordination between research, teaching and care provision to achieve a formalized uniform standard of care that ensures continuity."*



Sabine Belorgey,
Director of Nursing Care
at the Hospital Group.

This is the context in which Institut Curie is rolling out a bespoke model of healthcare democracy that invites and empowers patients to make their contribution to the life and operation of the Hospital Group and help to improve its practices. *"This can encompass initiatives such as committees, public consultations and working groups that include patient partners to discuss many different aspects of care provision and treatment, pathway structuring and patient documentation,"* explains Sabine Belorgey. *"We're working to raise awareness among our teams around the importance of democracy in healthcare, so that this practice can become fully integrated into our day-to-day operations."* Proof, if proof were needed, that Institut Curie always puts patients at the heart of its concerns.



Targeting excellence in oncology care pathways

Chair of the Medical Oncology Department at the Hospital Group, **Professor Nicolas Girard** highlights the challenges that lie ahead in optimizing care pathways and the strategy directions of the medical aspects of the Curie 2030 – Hope Against Cancer strategic plan.

Responsible for managing a broad-spectrum of cancers, from senology and hematology to rarer conditions, such as sarcoma and uveal melanoma, the Medical Oncology Department is distinctive for its multimodal management of treatments. *"Multidisciplinary consultation meetings and extensive collaboration between specialists are essential to guarantee that patient care pathways are coherent and personalized to individual needs,"* emphasizes Prof. Nicolas Girard.

The current challenge involves structuring our teams in such a way as to enhance the commitment of our oncologists and help them feel more comfortable in their work as the basis for facilitating the provision of optimal, humane care for patients. *"This approach is complemented by close involvement in clinical and translational research, so that we can give patients access not only to standard treatments, but also to innovative therapeutic options through involvement in clinical trials,"* he adds. The medical project also strives to integrate patient follow-up data more seamlessly into research, thereby enriching knowledge and improving practices.

In the same way as it does with the IHU Women's Cancers Institute IHU, Institut Curie seeks to turn every aspect of care provision into a research opportunity, which will itself reinforce the link between routine care and medical innovation. *"Well illustrated by the gynecological pathway already in place at Saint-Cloud, this model embodies the successful integration of care and research to establish the status of Institut Curie as a clear leader in cancer treatment and a key player in medical innovation,"* he concludes.



Prof. Nicolas Girard,
Chair of the Medical Oncology
Department at the Hospital Group.

All the people who looked after me at Institut Curie were extraordinary! I was cared for by a highly professional team of doctors and nurses. Over and above the respectful humanity shown towards me by every one of them, they all gave me very clear explanations of what was happening. What I appreciated most was that this gave me a better understanding of each stage in my treatment, from diagnosis to surgery, chemotherapy and follow-up care... In this context, when I was offered integration in a clinical trial, I immediately accepted. I'm very proud to be making my own contribution to the advancement of research and medicine."

Institut Curie patient

RADIOTHERAPY

Huge investment at Institut Curie



Institut Curie is consolidating its status as the European leader in radiotherapy with huge investments totaling €56 million over 6 years. The funding will accelerate its move into adaptive radiotherapy with the acquisition of a 12th particle accelerator: the Elekta Unity MRI-Linac. This advanced technology enables precise real-time adaptation during treatment, improving efficacy at the same time as minimizing side effects for patients. Furthermore, this innovation extends the ability of Institut Curie to treat a range of cancers in fewer sessions, reducing the burden on patients and optimizing outcomes.



NEW HOSPITAL

The Saint-Cloud extension is now operational

2023 marked another major step forward for Institut Curie with the official opening of its new hospital in Saint-Cloud. The extended facility incorporates a hospital updated to cope fully with today's needs and a specialist unit for cell therapy (CellAction, see page 11), a field of regenerative medicine that uses cells to treat some types of cancer. The resulting hospital complex offers greatly improved patient convenience and comfort and more seamless care pathways in spacious renovated facilities that also promote occupational well-being for staff, alongside upgraded laboratories and other equipment to progress and develop new cutting-edge research. The parallel hospital project in Paris is scheduled to open in 2025.



QUALITY OF WORK LIFE

An innovative and unifying social project

The social project set out in the Curie 2030 – Hope Against Cancer strategic plan co-constructed with Hospital Group teams offers a realistic and practical response to the needs expressed by staff – particularly doctors and caregivers – and is designed to unite around succeeding in the future challenges of cancer research. 2023 saw progress in a number of Hospital Group project areas. For example:

- the move to holding three integration days per year has considerably improved the welcome received by new employees;
- the Hospital Group offer of childcare places and a new agreement providing the option of remote working two days a week demonstrate a clear commitment to improving the work/life balance for staff;
- working groups have developed a richer and more diverse management career path, which includes training specifically for doctors;
- a prevention, health and safety unit has been introduced to help prevent and manage psycho-social risks more effectively;
- the integration of staff with disabilities was promoted through awareness-raising days.



PEDIATRICS

A European register to advance research on neuroblastoma

Neuroblastoma is the third most common pediatric cancer, affecting around 150 children in France every year. 2023 saw a new milestone achieved in terms of research focused on this cancer, the aggressive form of which affects half of all patients diagnosed. SIOPEN, the European neuroblastoma research network chaired by pediatric oncologist and Institut Curie researcher Dr. Gudrun Schleiermacher, has facilitated the formation of a consortium of some twenty countries committed to sharing patient clinical and biological data. "This provides the opportunity to create something we have never seen before, which is a Europe-wide pediatric oncology register that will give us access to many types of reliable and legally regulated data to help us improve our understanding of neuroblastoma without compromising the full control that biological laboratories have over their data," says Dr. Gudrun Schleiermacher. "This advance will be of great benefit to researchers".

CANINE MEDIATION

Snoopy, a rookie with attitude!

Snoopy, an English Setter, has joined the canine mediation program run by Institut Curie. This specially trained dog is already helping to relieve stress and anxiety, especially in children and adolescents, before these patients undergo challenging medical procedures. The M-KDOG study is supporting this initiative in order to measure and assess the beneficial effects of Snoopy's presence. The results will allow us to analyze caregivers' sense of occupational well-being and estimate the effects Snoopy has on the emotional state of patients.



The Wounds and Healing Research Unit team: Élodie Labedade, Referral Nurse and Stoma Specialist, Dr. Isabelle Fromantin, Research Nurse and Unit Leader, Marguerite Nicodeme, Advanced Practice Nurse, Maxime Chéron, Referral Nurse, and Hedi Chabanol, Podiatrist

Publications

Immunotherapy: long-term benefits on survival and relapse in a rare lymphoma, *Journal of Clinical Oncology*, C. Sarkozy S. Le Gouill

New data from a major Phase 3 trial in mantle cell lymphoma (LYMA) reveal the long-term benefits of immunotherapy maintenance for 3 years after immuno-chemotherapy and autologous transplantation.

Could immunotherapy be a new ally against cervical cancer? *Nature Communications*, E. Romano – Cancer Immunotherapy Center

This Phase I clinical trial designed to push forward the battle against cervical cancer demonstrated good patient tolerance to chemoradiotherapy in combination with immunotherapy. The results also revealed biomarkers that can potentially predict the efficacy of this new treatment.

Response to chemotherapy: finally, a biomarker for triple negative breast cancer, *Nature Communications*, E. Marangoni – In Vivo Preclinical Experiments Platform.

The results of this study suggest the use of homologous recombination deficiency as a biomarker for selecting triple-negative breast cancer patients likely to respond positively to platinum-based chemotherapy.

New approaches for fighting neuroblastoma, *Clinical Cancer Research*, G. Schleiermacher – Translational Research in Pediatric Oncology team (Inserm U830 and Translational Research Department)

This study shows that a combination of molecules could lead to improved treatment for aggressive forms of neuroblastoma linked to the mutation or amplification of the ALK gene, which primarily affects children and currently has a survival rate of 50%.

Therapeutic vaccine and immunotherapy: a combination that holds out new hope for HPV16-related cancers, *European Journal of Cancer*, C. Le Tourneau Department of Drug Development and Innovation (D3i)

A team working on HPV-induced cancers has tested the combination of a therapeutic vaccine and immunotherapy, with promising results. The randomized Phase II clinical trial is currently underway, with results expected to emerge in 2025.

Bilateral breast cancer: the first comprehensive study reveals that tumors are independent of each other, but linked by immune response and treatment outcome, *Nature Medicine*, J. Waterfall, F. Reyat – Integrative Functional Genomics of Cancer team (Inserm U830) and Department of Surgery

This study is the first to use such advanced sequencing technologies to describe bilateral breast cancer. It demonstrates that where the origin of the tumor differs in each breast, tumor microenvironments influence each other and the immune response, with possible repercussions on response to treatment.





INNOVATE

FOR THE BENEFIT OF PATIENTS

1,966
PATIENTS
included in
clinical studies

197
CLINICAL TRIALS

34 STUDIES
at SIREDO*,
including 97 minors

CLIP²
CENTER AWARDED
the INCa (French National
Cancer Institute) label for
early-stage trials



40
CLINICAL TRIALS
promoted by Institut Curie

150
CLINICAL TRIALS
phase I, II or III

1
DEPARTMENT
of Translational
Research

5
SiRIC** labeled
RESEARCH
TEAMS

4
Translational
Research teams

* SIREDO (Care, Innovation & Research, in Childhood, Adolescent and Young Adult Oncology) Center.
** Integrated cancer research site.

The medical-scientific program

- BREAST CANCER – Coordinated by Prof. François-Clément Bidard and Dr. Fatima Mechta-Grigoriou
- ADULT SARCOMAS AND DESMOIDAL TUMORS – Coordinated by Dr. Sylvie Bonvalot and Dr. Sarah Watson
- RADIOTHERAPY AND RADIATION BIOLOGY – Coordinated by Prof. Gilles Créhange and Dr. Irène Buvat
- EPIGENETICS – Coordinated by Dr. Geneviève Almouzni
- UVEAL MELANOMA – Coordinated by Prof. Nathalie Cassoux and Dr. Sergio Roman-Roman
- UROLOGICAL CANCERS – Coordinated by Prof. Yves Allory & Dr. François Radvanyi
- IMMUNOTHERAPY – Coordinated by Dr. Sebastian Amigorena and Dr. Emanuela Romano
- THORACIC CANCERS – Coordinated by Prof. Nicolas Girard and Dr. Olivier Lantz
- PEDIATRIC AND YOUNG ADULT CANCERS – Coordinated by Dr. Olivier Delattre and Prof. François Doz
- EARLY-STAGE TRIALS – Coordinated by Prof. Aurélien Latouche and Prof. Christophe Le Tourneau



SEARCH ENGINE

10 years of ConSoRe: a very positive balance sheet

In 2013, Unicancer and four pilot centers – all members of the Comprehensive Cancer Center network, including Institut Curie – launched ConSoRe (Continuum Soins Recherche – Care/Research Continuum) then a pioneering and innovative project that has since revolutionized the processing and exploitation of healthcare data. The project emerged from a simple idea: to create a tool that comprehensive cancer centers could share to exploit the ever-expanding corpus of information gathered as part of ongoing patient care. A decade later, this major initiative for building patient cohorts and advancing cancer research has delivered remarkably positive results. “This unique search engine allows users to search medical case notes, and as a result considerably shorten research project construction lead times,” confirms Julien Guérin, Head of Data at Institut Curie. “The fact that we were one of the four pilot centers that helped to design the project at the outset is something we are also very proud of. Institut Curie is now fully involved in the development of new formative projects for ConSoRe as part of taking its capabilities to an even higher level (with particular emphasis on natural language processing) and making it an essential tool for all healthcare stakeholders working to advance research in oncology.”

Highlights

IMMUNO-ONCOLOGY

Using the ‘gray genome’ to identify unknown therapeutic targets

Published in the journal Science Immunology, two studies conducted by Immune Responses to Cancer team leader Dr. Sebastian Amigorena (Inserm U932), team member Dr. Marianne Burbage, and Integrative Functional Genomics of Cancer team leader Dr. Joshua Waterfall (Inserm U830) in collaboration with Institut Curie startup Mnemo Therapeutics have demonstrated an immuno-oncological approach that could potentially revolutionize cancer treatment by probing little-known areas of the genome. These areas of the genome have been neglected because they are poorly understood. However, a growing body of evidence suggests that probing the ‘gray genome’ – those areas which account for 45% of the human genome – could expand the potential universe of previously unknown targets by identifying features that code for specific cancer targets that are both tumor-specific and shared by significant proportions of patients. These include the transposon-exon splice junctions, which could potentially contribute to the development of more effective and less toxic immunotherapies. This work confirms that the ‘gray genome’ could be exploited to offer a diagnostic approach to identify tumor-specific antigens. “Identifying targets that are unique to cancer cells and absent from healthy tissue has been a major barrier to developing more successful immunotherapies,” explains Sebastian Amigorena. “The collective findings advance our knowledge of tumor-specific antigens, unlocking new possibilities for the treatment of cancer, not only in the cell therapy space, but across multiple approaches and modalities.”

37
PROJECTS
approaching maturity

65
NEW DECLARATIONS
of inventions and software

1,111
ACTIVE PATENTS
from 260 families

31
STARTUPS CREATED,
of which 24 are still active

€14.7 m
IN REVENUE FROM
PARTNERSHIPS WITH
INDUSTRY
(exc. clinical research)

95
CONTRACTS signed for
collaborative R&D projects
with a value of around €10 m

GENOMIC PROFILING

Institut Curie and Agilent develop an ID card for tumors



Institut Curie has combined its expertise in genetics and bioinformatics with the skills offered by cutting-edge scientific instrument and reagent design specialist Agilent Technologies to develop a new kind of kit for the complete genomic profiling of solid tumors. Now available in the market and used by the Hospital Group of Institut Curie, the SureSelect Cancer Curie CGP Assay can sequence a panel of 571 cancer-linked genes in a rapid single test to detect key genetic anomalies. Listing the full range of tumor mutations makes it possible to build its 'ID card'; a powerful asset for diagnosis, prognosis and prediction of the likely response to targeted therapies, identifying genetic predispositions to cancer and facilitating patient inclusion in clinical trials. *"We're delighted to see this assay kit made available on the market so that many other hospitals can access the same advanced technologies,"* says Dr. Cécile Campagne, Director of the Technology Transfer Office at Institut Curie and Deputy Director of Carnot Curie Cancer. *"It illustrates precisely why we have a proactive technology transfer and industrial partnership policy, which has been endorsed by the award of our Carnot label of excellence: it's all about drawing on the benefits of research to make the most promising innovations available to patients at the earliest opportunity."*

HEALTHCARE DATA

OncoDS wins in the France 2030 call for projects

On April 3rd, 2023, the OncoDS healthcare data warehouses project led by Unicancer and involving twelve comprehensive cancer treatment centers (CLCCs), including Institut Curie, was announced as a winner in the first wave of the 'Assistance and support for the creation of hospital healthcare data warehouses' call for projects issued by the France 2030 plan. The project shares the overall 40-month funding package of around €12 million with the other five winners announced. The ultimate aim of OncoDS is to design a single data sharing infrastructure created by networking 12 local comprehensive cancer center data warehouses, and creating a central infrastructure hub with the capability to host multicenter projects. The project has many goals. Initially, it will involve 12 comprehensive cancer centers in creating a federated network of interoperable communicating data warehouses to meet current challenges in oncology. The next step will be to work cooperatively with other healthcare facilities to federate the ecosystem around oncology. Last, but not least, OncoDS is designed to ensure that every user involved in research has straightforward secure access to the data they need to progress the ongoing fight against cancer. This win confirms the data management expertise of Institut Curie, and is a powerful lever for accelerating data sharing nationally in ways that will benefit innovation in cancer research.



€3.85 m
THE AMOUNT
OF FUNDING

available for project
maturation (exc. Carnot
funding)

Nearly
€900 m

of funding raised by
Institut Curie startups
since their creation

EXPORT

OUR EXPERTISE

Institut Curie and its partners

TANZANIA

A 4-year commitment

Since 2019, Institut Curie has been running an ambitious, integrated public-private transformative cancer program in Tanzania alongside the healthcare services of the Aga Khan Foundation. Financed by the French Development Agency (AFD), the Tanzania Comprehensive Cancer Project has reached 4.45 million people, screened 673,000 of them and treated 29,700 new patients, as well as providing training for doctors and community health workers. On June 30th, 2023, Institut Curie and AFD signed a partnership agreement for a series of similar projects in other developing countries.

LEBANON

The Minister of Health visits Institut Curie

France has been providing support for the Lebanese healthcare system for several years now, and on February 22nd, 2023, Institut Curie welcomed the country's Minister of Health Dr. Firas Abiad for a visit. Institut Curie has also celebrated five years of collaborative work alongside the Ecole Supérieure des Affaires business school in Beirut. Under the terms of this partnership, the institute contributes a cancer research teaching and consultancy unit for the Middle East region. More than 600 healthcare professionals from Lebanon, Jordan and Iraq have benefited from teaching delivered by the Institut Curie teams here. The institute also provided expertise and other forms of support to help Lebanon prepare its first cancer plan, which was launched in 2023.

A dedicated, structured and secure pathway for international patients

True to its spirit of open inclusivity, Institut Curie welcomes and treats more than 400 international patients every year. All receive special care supervised and managed by the International Patients Office (IPO) at every stage of their treatment pathway.

"The global reputation of the Institute is what encourages doctors in other countries to refer their patients to us," explains Dr. Alexis Burnod, Head of the International Patients Office. *"Accepting only those cases where follow-up treatment at Institut Curie has the potential to make a real contribution, our team consolidates medical records, translates and summarizes them, and confirms the patient's solvency."* Once patients have been accepted for treatment, they receive dedicated support from one of our three patient relationship managers. *"In 2023, we expanded our team to ensure that we could offer a service more closely aligned with the needs of patients who are not only far from home, but vulnerable as a result of their illness and also isolation"* continues Alexis Burnod.



Dr. Alexis Burnod,
Head of the International Patients Office

411
INTERNATIONAL PATIENTS
were welcomed in 2023, the
majority for breast cancer treatment,
but also for sarcoma, pediatric,
gynecological and ENT cancers

Personal perspectives

High value-added training

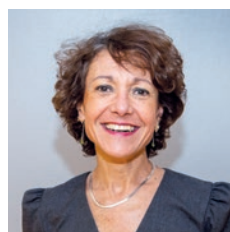
Faithful to its mission of knowledge transfer, 2023 saw Institut Curie introducing more training initiatives for undergraduate students, doctoral students, post-docs, researchers, doctors, pharmacists and other healthcare professionals.

In 2023, the Hospital Group Teaching Department provided training for around 1,400 people and organized 34 events, including university and inter-university degrees (DUs and DIUs), seminars, congresses and training courses for companies and their partners, as well as international courses, training around 1,400 people. In medical teaching, we have now fully integrated the new assessment procedures for basic medical training, and introduced OSCEs (Objective Structured Clinical Examinations). The Institute also signed 60 agreements with foreign doctors wishing to train at Institut Curie. Lastly, as a participant in the Interact-Europe program that promotes educational exchange, learning sessions involving our teams and their European counterparts were organized and hosted in France and elsewhere in Europe."



Prof. François Doz, Director of the Advanced Training Office at the Hospital Group

In addition to the 12 international scientific courses attended in 2023 by 618 trainees – the majority of them doctoral and post-doctoral students – the Research Center has also developed an extensive portfolio of technical and transferable skills programs. These include 28 programs on topics as varied as article writing, scientific communication, applying for grants and preparing for interviews. These soft skills training programs are led by international experts, and have proved highly effective in helping researchers to develop their careers. Another high point of the year was the award of a Twinning Grant for a European project that involves Institut Curie, the NOVA Medical School in Lisbon and the Bilbao Center for Cooperative Research in Biosciences (BioGune). This project provides a powerful lever for sharing existing multidisciplinary knowledge and experience, as well as best practices in research and training."



Dr. Graça Raposo, Director of the Advanced Training Office at the Research Center

Highlights

CONGRESSES

Maximum international exposure for Institut Curie

In 2023, Institut Curie made a significant impact on the scientific and medical community through its active participation in several major international events.

- In January, Institut Curie hosted the **3rd Chemical Biology Symposium** in collaboration with Chimie ParisTech – PSL, Sorbonne University, Inserm and the CNRS. This event brought together experts from all over the world to discuss the applications of Chemical Biology to cancer treatment.
- In April, Institut Curie presented some notable advances in genomics and epigenetics at the **American Association for Cancer Research (AACR) Annual Meeting** in Orlando. The Institute's contribution also showcased European collaborative projects, with particular emphasis on pediatric cancers.
- In May, Institut Curie used its presence at the **SantExpo, Salon Infirmier and Salon Préventica events in Paris** to showcase the originality of its distinctive structure combining excellence in research with high-quality care to a broad range of healthcare decision-makers and professionals as part of attracting the most talented people.
- In June, Institut Curie celebrated the **10th anniversary of the EU-Life alliance** of leading European life sciences research institutes, where its attendance contributed to strengthening its status as a contributor to European science policy and creating an environment of excellence in basic research through the exchange of best practices.
- In October, at the **International Society of Pediatric Oncology (SIOP) Congress in Ottawa**, Institut Curie presented its advances in this field, highlighting new targeted therapies and less invasive methods for treating cancers in young people.
- In October, the **ESMO 2023 Congress in Madrid** provided an opportunity to present promising results from the PAPILLON study; the first to evaluate the use of a bispecific antibody in lung cancer, and demonstrate the efficacy of a targeted therapy.
- On November 17th, Institut Curie hosted its **17th internal Scientific and Medical Day** on the theme of 'Caring to understand, understanding to care', underlining the importance of the research-care continuum.

KNOWLEDGE TRANSFER

Stimulating vocations in science

As part of promoting its commitment to training the scientific leaders of the future, Institut Curie hosted a series of key events in 2023:

- In May, American bioengineering students were offered the opportunity to attend an immersive session designed to introduce them to the latest advances in basic research, underlining the importance that Institut Curie places on international cooperation.
- In June, the annual trainee researchers conference was relaunched after a four-year suspension to give secondary school students the opportunity to work on research projects and present their results as part of stimulating their interest in careers in science.
- In October, the Fête de la Science attracted around 3,000 visitors: setting a new record for attendance thanks to the introduction of interactive workshop sessions to explore key concepts in biology.

All these initiatives illustrate the central mission of Institut Curie to make science accessible and inspiring for every generation.



HERITAGE

A successful year for the Musée Curie!

The Musée Curie set a new attendance record in 2023, with more than 36,000 visitors! The continual increase in visitor numbers (up 34% compared to 2022) underlines the level of public interest in the collections displayed and activities offered. Those involved in the museum project have been working out new ways of responding to this consistent increase in public demand. So 2023 saw the creation of a new blog. This channel for sharing information and impressions has been designed as an online magazine publishing a broad range of articles curated to deliver a rich and enjoyable experience for readers. A new storytelling performance entitled 'Irène Curie, fée de l'atome' was also produced in 2023, as well as a new exhibition exploring the competitive spirit of the Joliot-Curie family to mark the hosting of the 2024 Olympics in Paris.



Highlights

Aided by the generosity of donors, corporate sponsors and partner companies, Institut Curie researchers and caregivers work every day of every year to cure more and more women, men and children. Their continued loyalty is crucial for the ongoing fight against cancer. In 2023, their support gave real hope to many patients and their families.

(NATIONAL MOBILIZATION)

A Daffodil Against Cancer... bursting with hope!

In March, the 19th national Daffodil Against Cancer campaign helped Institut Curie to set a new fundraising record: €1.4 million donated to fund medical research and innovation. Once again in 2023, Institut Curie was fortunate to benefit from such a tremendous outpouring of generosity, thanks to the efforts and commitment of donors, volunteers, partners, companies, non-profit organizations and local authorities, as well - of course - as the strong and decisive support of the campaign's patrons. Collections, sales, special events, rounding up of checkout bills, sharing products and solidarity sports competitions blossomed throughout France, including an unprecedented performance and yet another record: the 737,386 kilometers covered during the connected Course de la Jonquille race.



(INTERNATIONAL REACH)

Michael Douglas becomes the first recipient of the Marie Curie Legacy Medal



status and readiness to speak in public about the disease, Michael Douglas has helped to shine a media spotlight on ENT cancers, the incidence of which is rising, and to raise awareness of the serious forms that the HPV (papillomavirus) virus can take. The gala evening raised nearly €500,000 for the Institut Curie plan to build the first Chemical Biology and Cancer Center.

"I can't be certain that I'd still be alive today without the revolutionary discoveries made by Marie Curie." It was with these moving words that Michael Douglas, the double Oscar-winning actor and winner of the 2023 Cannes Film Festival Palme d'Honneur, talked about his battle with cancer at the Marie Curie Legacy Gala hosted by Institut Curie in New York on November 16th, 2023. The Institute's Marie Curie Legacy Award is presented in recognition of the commitment made by public figures to raising awareness of cancer. Using his iconic

(PINK OCTOBER)

As long as there's a woman still to be saved...



... Institut Curie will continue working around the clock! During the month-long 2023 Pink October campaign dedicated to focusing minds on the need to fight breast cancer, an enormous number of people across France joined Institut Curie researchers and caregivers in wearing pink as a symbol of solidarity for all women affected by this disease. Volunteers outperformed in the '10,000 pouches for Curie' solidarity challenge with a staggering 30,000+ pouches and small bags made and gifted to cancer patients. Institut Curie was grateful for the enormous level of commitment shown by all those involved: companies like Bioderma, whose famous Créaline Solution was dressed in pink, and mutual insurer AESIO, which partnered with the 'Boucles Roses' campaign to involve salons, hairdressers and customers in supporting the development of innovative treatments, and the in-store donations campaign run by the BHV Marais department store in Paris. Institut Curie would like to send out a huge 'Thank You' to all the non-profits that organized 71 fundraising events throughout France, including Aidons la Recherche, which raised funds in 24 towns and cities, and the Bonnets Roses campaign at the swimming pool in Torcy.



Thank you to all the care teams for taking care of me, taking care of us and taking care of all the women who will need them in the future."

A message from a patient

(SOLIDARITY DRIVES INNOVATION)

There's never any shortage of ideas about how to support Institut Curie

Non-profit organizations, local authorities, schools and the general public all show their commitment through a year-round calendar of collective and inventive events, from fundraising sales to sporting challenges, exhibitions, concerts and much more, all with the same aim of going at least one extra mile in supporting Institut Curie. In 2023, these included the Association Hubert Gouin Enfance et Cancer, the Association Imagine for Margo, Les Bagouz à Manon, which held cultural and sports events to raise money for pediatric cancer research, the Triplettes Roses collective and their solidarity sports challenge, the superb gala evening organized by the Association Rose à La Folie, and the wonderful exhibition organized by Mr Gérard Bernard in memory of his wife. Last but not least, the Golden Phenix charity and Zeldathon France involved young fundraisers in an online computer gaming marathon.

Their generosity and the donations raised by all those who worked so hard throughout the year are what enables Institut Curie to continue the vital research work to advance the fight against cancer.

(AMBASSADOR)

Regal support

Indira Ampiot, Miss France 2023, worked with real commitment to help and support Institut Curie throughout her reign. Just a month after her coronation, she made a point of visiting the hospital patients, giving them roses and giving her time to lead a make-up workshop. Indira Ampiot also played an active role in the A Daffodil Against Cancer and Pink October fundraising campaigns by encouraging as many people as possible to support research and the development of innovative treatments.



My grandmother died in 2022 having battled several cancers, including breast cancer. She was a strong woman, I was with her throughout her illness and admire her courage enormously. It's in her memory that I support Institut Curie, so that in the foreseeable future we can cure every woman who suffers from breast cancer! Just like Institut Curie, as long as there's a woman left to save, I'll continue to work for the cause. It's something that affects all of us!"

Indira Ampiot, Miss France 2023

€76.2 m
FROM PUBLIC
FUNDRAISING

€40.6 m
FROM CORPORATE
DONATIONS, PATRONAGE
AND OTHER SOURCES

€35.6 m FROM
LEGACIES AND PATRONAGE

239,000
DONORS

Special report

Team well-being at the heart of the social project of the institute

Patient care is certainly a top priority for Institut Curie, but the standard of working conditions we provide for our staff is just as important. Caregivers, researchers, administrative staff and those working in central services: every one of us must be able to enjoy a professional experience worthy of the humanist values of the institute.

Quality of work life and working conditions are key to attracting and retaining staff, and are therefore a central priority for Institut Curie, which has chosen to set them out formally as part of its Curie 2030 – Hope Against Cancer social project. This document applies to all three entities – the Research Center, the Hospital Group and the Head Office – was co-constructed with the involvement of all employees, and for the first time formally sets out the institute's social ambitions, which are interpreted directly from its core values of humanity, openness, sharing, efficacy and innovation. It was in 2023 that the rollout of the Curie 2030 plan began with implementation of a series of initiatives. *"We began by reviewing the way we welcome new employees and reinstating welcome days,"* explains Stéphane Lacroix, Institut Curie Human Resources Director for the Research Center and the Head Office. *"That is when we introduce them to our Curie 2030 plan and give them the opportunity to meet each other informally as part of our new community."* A new management career pathway will also be offered to managers to help them deliver on their missions as calmly and confidently as possible by covering issues such as conflict management, mental well-being awareness and inclusion... Another innovation to improve the quality of work life and facilitate a healthy work/life balance is the provision of 80 spots in childcare facilities for the exclusive use of institute teams. 2023 also saw the introduction of a value-sharing bonus for all employees. *"This win-win policy is already beginning to pay off at the Hospital Group,"* says Anne-Claire de Reboul, Deputy Director of the Hospital Group. *"We still have vacancies, but benefits like this are increasing staff retention, as is the upgrading of jobs where attracting applicants is more competitive."*



Stéphane Lacroix, Human Resources Director for the Research Center and the Head Office



Anne-Claire de Reboul, Deputy Director, Hospital Group

Promoting greater inclusion

As part of European Week of Employment of People with Disabilities at the end of November 2023, Institut Curie rolled out a new disability awareness program across all three of its entities. Involving presentations from experts, support for managers and employees and the highlighting of potential adjustments, this process of dialog around the inclusion of people with disabilities will inform preparatory discussions ahead of the Disability Agreement renewal in 2024.

Personal perspectives

The ethics structure at Institut Curie

The core missions of Institut Curie – care, research and teaching – are such that it is regularly challenged regarding the proper conduct of its activities, and to answer questions that raise conflicting issues. A number of committees and commissions provide professionals with guidance and support on the ethical issues around medical practice, the care of patients and their families, animal experimentation and the operational aspects of the institute.

The approach adopted by Institut Curie to ethical behavior is structured around the Medical Ethics Commission chaired by Dr. Elisabeth Lucchi for the care of patients and their families, the Animal Experimentation Ethics Committee chaired by Dr. Virginie Dangles-Marie, and the Institutional Ethics Commission chaired by Prof. Dominique Stoppa-Lyonnet, who is also responsible for cross-disciplinary ethical issues involving all three entities.

The Supervisory Board has formed its own Ethics Committee, has appointed its members and has named Supervisory Board member Marc Joliot as its Chairman.

"The Supervisory Board Ethics Committee has a responsibility for promoting, protecting and maintaining the ethical values of Institut Curie. One of its key tasks is to examine the operation of all three ethics bodies, but with no direct operational role in them," explains Marc Joliot. *"We are delighted that issues are being examined by Institut Curie, initiating discussion and consultation processes that will help us develop our current practices."* Line Leichtnam is a special advisor to the Chairman of the Executive Board and Ethics Officer, and coordinates the work of the Executive Board and the four commission chairs.

CSR is everyone's business !

A responsible and sustainable institute committed to ensuring that its care and research activities have a positive impact on society and the environment: this is the Curie 2030 – Hope Against Cancer strategic plan championed by Sophie Oger-Hodge, the CSR Director of Institut Curie.

From the application of eco-design principles to mobility, the responsible management of energy, digital technology and procurement and the optimization of waste sorting, Corporate Social Responsibility (CSR) poses a considerable challenge for both research and healthcare.

"Which is why Institut Curie has set out its goals in the form of five key ambitions," explains Sophie Oger-Hodge.

Firstly, by reasserting its voluntary commitment to join the UN Global Compact in 2024, and implementing, structuring and institutionally coordinating this CSR commitment for the long

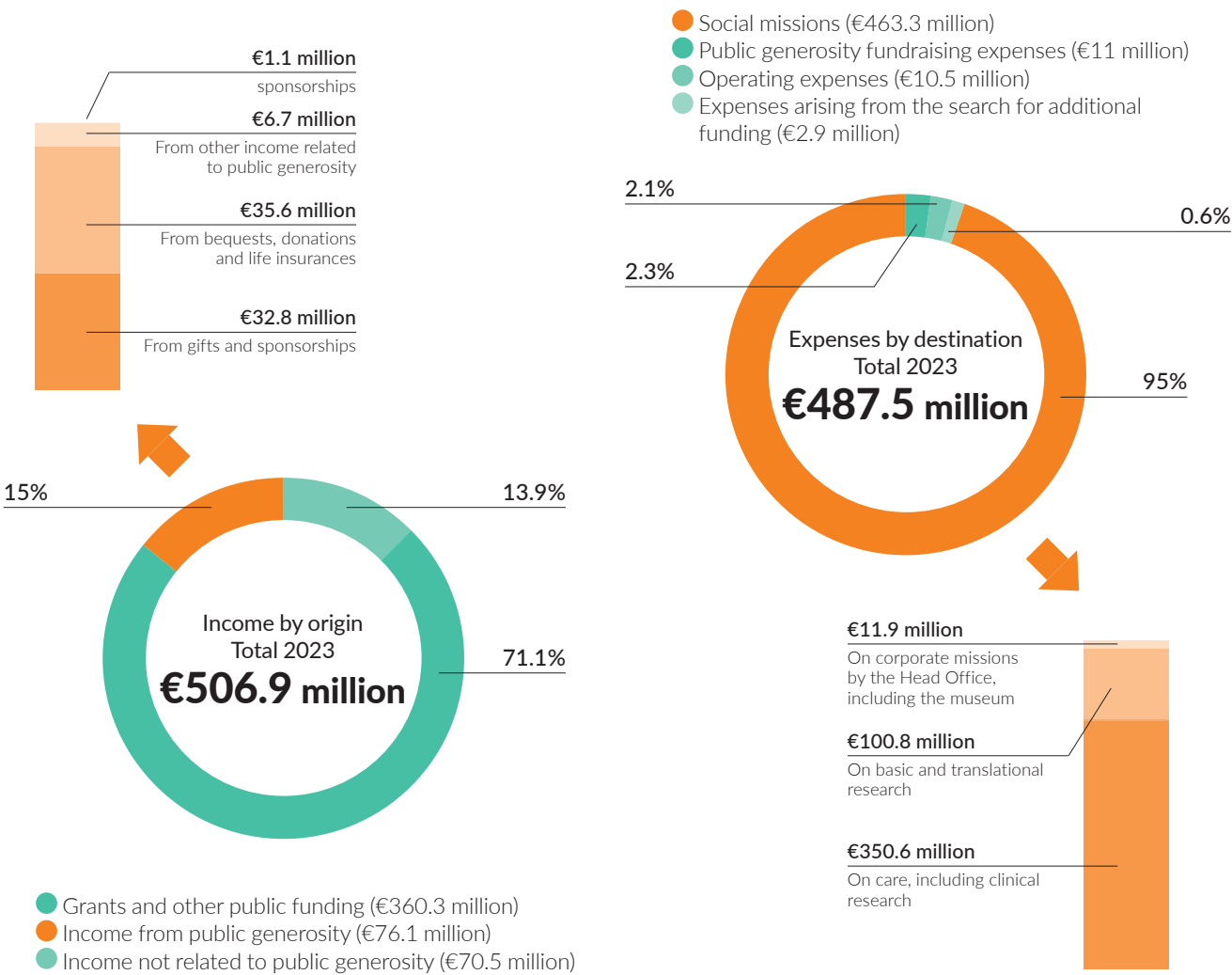
term. And then by working to reduce the carbon footprint of its care and research activities. Institut Curie also actively promotes CSR awareness and training for staff. It aims to adopt 'One Health', an approach which recognizes that the health of people is closely connected to the health of animals and our shared environment. Lastly, it plans to create and maintain more synergies with its local stakeholders. *"Through its implementation of the Curie 2030 – Hope Against Cancer CSR strategic plan, Institut Curie is putting sustainable development at the very heart of its long-term strategy,"* she emphasizes.



Sophie Oger-Hodge, CSR Director of Institut Curie

Our business model

Public grants play an important role in Institut Curie's funding, but private funds from public generosity, sponsorship, or the proceeds from the exploitation of its discoveries ensure its independence and are a driving force for innovation in the fight against cancer and the advancement of knowledge.



Hospital Group resources

- Health insurance as a private health establishment of collective interest (ESPIC) via activity-based pricing (T2A), the contribution to missions of general interest and aid for contractualization (MIGAC).
- Invoicing of care to non-insured patients (particularly patients from outside the European Union), co-payments and fixed daily rates (with no remaining costs for insured patients).
- Industrialists, sponsors, charities and public or semi-public organizations for clinical research and innovation.
- Generosity of the public (gifts and bequests).

Research Center resources

- Research organizations (CNRS, Inserm, universities): part of the personnel, operating or investment costs.
- Annual grant from the Ministry of Higher Education, Research, and Innovation (MHERI).
- Public or semi-public funding in response to calls for tender: Agence nationale de la recherche (ANR), Institut national du cancer (INCa), Conseil régional d'Île-de-France, European Research Council (ERC) and European Commission.
- Private funding: patrons, charities (Ligue contre le cancer, Fondation ARC pour la recherche sur le cancer, Fondation pour la Recherche Médicale, etc.).
- Industrialists within the framework of licenses, collaborations, or partnerships.
- Public generosity (gifts and bequests).

Head Office resources

- Financial income linked to Institut Curie's cash flow. By maintaining a certain cash flow threshold, Institut Curie can finance its support and administrative functions by limiting its recourse to public generosity.
- Public generosity and CNRS finance the Musée Curie, the foundation's social mission.
- Proceeds from valorization.
- Income from international consultancy activities.

Asset management

INTANGIBLE ASSETS

Institut Curie holds a portfolio of trademarks and patents. The latter protects inventions resulting from research carried out within the Foundation. These assets are not capitalized in the balance sheet. The exploitation rights attached to the patents are granted to third parties (industrialists, biotechnology companies) through the granting of exploitation licenses.

REAL ESTATE ASSETS

Institut Curie owns some of the buildings on the three sites in Paris (75), Orsay (91) and Saint-Cloud (92) where its social missions are carried out. Additional premises are leased to accommodate tertiary activities. Institut Curie does not own any investment property.

OTHER FIXED ASSETS

In most cases, Institut Curie owns the assets required for its activities, including heavy healthcare equipment and research apparatus. Exceptionally one item of radiotherapy equipment has been acquired under a lease.

FINANCIAL ASSETS

Composed of a portfolio of investment securities, these financial assets aim to ensure the long-term viability of Institut Curie's activities, while providing annual resources to ensure its general interest missions.

Their management is governed by a reference framework. In compliance with the basic principles of prudence, a wide diversification of the type of products and investment supports is systematically sought.

The securities portfolio is managed by the Executive Board, which has set up a Finance Committee to monitor investments and make recommendations.

The management of medium and long-term assets is delegated to service providers which are selected following consultations. Cash management remains in-house.

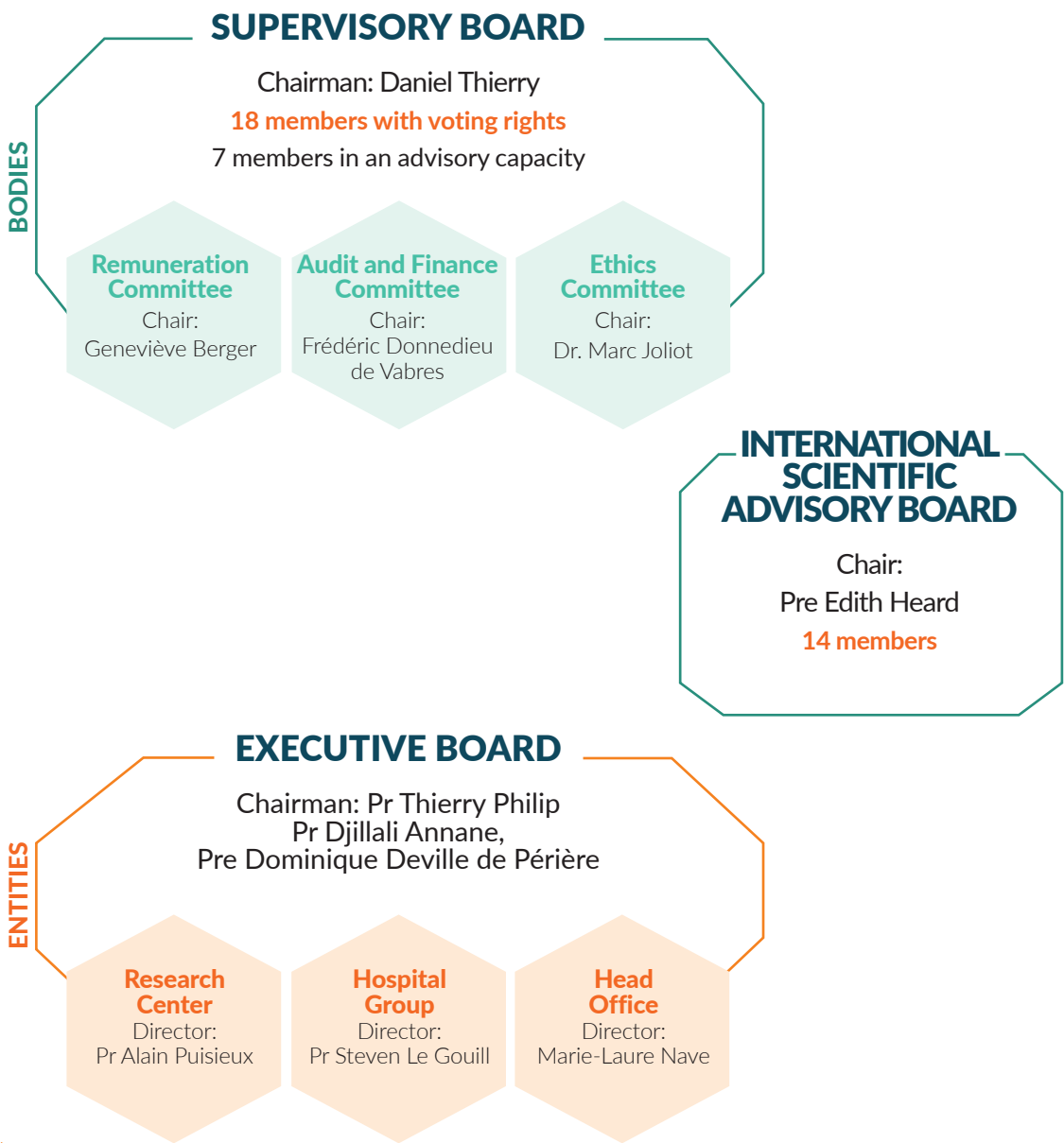
The recently initiated policy of socially responsible investment is continuing, as is the diversification into real estate through the acquisition of shares in real estate investment trusts (REITs).

The annual financial management report, as well as the management rules and investment strategy, with an indication of the associated risks, are submitted annually to the Supervisory Board for approval.

Institut Curie at a glance

on December 31st, 2023

The governance of Institut Curie is based on a Supervisory Board, a Scientific Council, a Board of Directors and three entities: the Hospital Group, the Research Center, and the Head Office.



The Supervisory Board's main task is to supervise the management bodies and to ensure the proper management of the Executive Board. It is assisted by 3 ad hoc committees.

The Scientific Advisory Board is composed of international experts – particularly in the field of cancer research – from outside of Institut Curie. It provides strategic advice on the institute's major orientations and activity programs.

The Executive Board is responsible for the administration and management of Institut Curie in conjunction with the directors of the Hospital Group, the Research Center, and the Head Office. It is vested with the broadest powers to act in all circumstances on behalf of the foundation.

The Entity Directors are appointed by the Executive Board after approval by the Supervisory Board. The three entity directors define the strategy of their entity, which they propose to the Executive Board. They are responsible for managing human resources and authorizing expenditure corresponding to the part of the Institut budget relating to their area.

The Supervisory Board

on December 31st, 2023

Three founding members with voting rights

- **Prof. Stewart Cole**, representing Institut Pasteur
- **Dr. Marc Joliot**, representing the Curie family, Chairman of the Ethics Committee
- **Daniel Thierry**, representing the Rothschild family, Chairman of the Supervisory Board

Six ex-officio members with voting rights

- **Dr. Nicolas Albin**, representing the French Ministry of Higher Education and Research
- **Prof. Didier Samuel**, representing the French National Institute for Health and Medical Research (Inserm)
- **Henri-Michel Comet**, representing the French Ministry of the Interior
- **Dominique Joseph**, representing the French Economic, Social and Environmental Council (CESE)
- **Prof. Norbert Ifrah**, representing the French National Cancer Institute (INCa)
- **Dr. Yvan de Launoit**, representing the French National Center for Scientific Research (CNRS)

Five qualified persons with voting rights

- **Frédéric Donnedieu de Vabres**, Vice-Chairman of the Supervisory Board, Chairman of the Audit and Finance Committee
- **Geneviève Berger**, Chairman of the Remuneration Committee
- **Pascale Richetta**
- **Agnès Audier**
- **Hervé Le Floch**

Four staff representatives with voting rights

Staff representatives

- **Sébastien Goud**
- **Valérie Sire-Trotin**

Representatives of the scientific and medical staff

- **Prof. Nathalie Cassoux** for the Hospital Group
- **Dr. Fatima Mechta-Grigoriou** for the Research Center

Seven other members sit in an advisory capacity

- **Prof. Alain Fuchs**, representing PSL University
- **Samuel Guibal**, representing the Académie Paris Cité
- **Prof. Xavier Jeunemaitre**, representing Paris Cité University
- **Marie-Christine Lemardeley**, representing the City of Paris
- **Jean-Christophe Pierson**, representing the City of Saint-Cloud
- **Gérard Wormser**
- **Sylvie Billion**

Supervisory board membership is unpaid.

Institutional and supervisory partners

- Île-de-France Regional Health Agency (ARS)
- Assistance Publique – Hôpitaux de Paris (AP-HP)
- French National Center for Scientific Research (CNRS)
- French National Cancer Institute (INCa)
- French National Institute of Health and Medical Research (Inserm)
- Institut Pasteur
- Île-de-France Region
- Mines Paris – PSL
- Ministry for Further Education and Research
- French Ministry of the Interior
- Ministry for Health and Prevention
- Sorbonne University
- Unicancer
- Paris Sciences & Lettres (PSL) University
- Paris Cité University
- Paris-Saclay University
- City of Orsay
- City of Paris
- City of Saint-Cloud

The International Scientific Advisory Board

au 31 décembre 2023

Prof. Edith Heard
Chairman of the International Scientific Advisory Board
EUROPEAN MOLECULAR BIOLOGY LABORATORY (EMBL),
HEIDELBERG, Germany
General Director

Anton Berns, PhD
THE NETHERLANDS CANCER INSTITUTE, AMSTERDAM,
Netherlands
Director of Research and Chairman of the Board of Directors

Prof. Robert G. Bristow
MANCHESTER CANCER RESEARCH CENTRE (MCRC),
MANCHESTER, United Kingdom
Director
Co-Director, CRUK Manchester Institute
Senior Group Leader, Translational Oncogenomics, CRUK
Manchester Institute
Chief Academic Officer & Honorary Consultant, The Christie
NHS Foundation Trust
Cancer Domain Lead and University Professor of Cancer
Studies, University of Manchester

Prof. Pascale Cossart
INSTITUT PASTEUR, PARIS, France
Professor at Institut Pasteur
Visitor at EMBL-Heidelberg

Prof. Alain Fischer
HOPITAL UNIVERSITAIRE NECKER ENFANTS MALADES,
PARIS, France
Professor at the Claude Bernard Chair of Collège de France
(Experimental Medicine)
Past Director of the Institut Imagine
He presides over the French Academy of Sciences since
January 2023 and for two years.

Luca Gianni, MD
FONDAZIONE MICHELANGELO, MILAN, Italy
Chair, Breast Cancer Research Committee

Prof. Kai Johnsson
MAX PLANCK INSTITUTE (MPI), HEIDELBERG, Germany
Director of the Department of Chemical Biology

Prof. Daniel Louvard, PhD
INSTITUT CURIE, PARIS, France
Honorary Director of Institut Curie Research Center

Miriam Merad, MD, PhD
HUMAN IMMUNE MONITORING CENTER (HIMC),
MOUNT SINAI, NEW YORK, United States
Director of the Mount Sinai Human Immune
Monitoring Center
Director of the Precision Immunology Institute

M. Ángela Nieto, PhD
INSTITUTO DE NEUROCIENCIAS (CSIC-UMH)
IN ALICANTE, Spain
Full Professor
President of International Society Developmental Biologists
(ISDB)
Vicechair EMBL Council

Sir Paul Nurse
FRANCIS CRICK INSTITUTE, LONDON, United Kingdom
Director

Prof. Jody Rosenblatt
KING'S COLLEGE LONDON, LONDON, United Kingdom
Professor of Cell Biology within the Schools of Basic &
Medical Biosciences and Cancer & Pharmaceutical Sciences

Prof. Charles Swanton
THE FRANCIS CRICK INSTITUTE, LONDON,
United Kingdom
MBPhD, FRCP, FMedSci, FAACR, FRS

Prof. Marc Van De Vijver
ACADEMIC MEDICAL CENTER, AMSTERDAM,
Netherlands
Head, Department of Pathology, Amsterdam
UMC Chairman, Division of Laboratory Science,
Amsterdam UMC

Distinctions

Dr. Alexandre Baffet
Impulscience Award of the Fondation Bettencourt Schueller

Dr. Renata Basto
Fondation Léon Alexandre Etancelin – the French
Académie des sciences Award

Virginie Bel and Maxime Chéron
Best Poster Award at the EU-Life 10th Anniversary
Conference
Best Profession Poster Award at the Institut Curie
Scientific and Medical Day (JSM)

Prof. François-Clément Bidard
Oncology Award of the Fondation Simone et Cino Del
Duca/Foundation of the French Institute of the French
Académie des sciences

Dr. Déborah Bourc'his
ERC Advanced Grant from the European Research Council

Dr. Etienne Brain
Prince Albert 1^{er} de Monaco Award

Dr. Clarisse Brunet Avalos
Best Poster Award at the Autumn MRC Centre
for Neurodevelopmental Disorders Symposium
Best Poster Award at the Black Sea Neurogenesis
Conference

Charlotte Butterworth
Prix du meilleur poster à l'ANR2023
Second Best Poster Award at the Advances
in Neuroblastoma Research 2023 Meeting
Best Scientific Poster Award at the Institut Curie
Scientific and Medical Day (JSM)

Dr. Gabriele Cancila
Best Oral Presentation at the 5th REACT4KIDS
Congress

Dr. Simona Catozzi
Innovation Award of the Rotary Club Saint-Cloud –
Institut Curie Research Center section

Dr. Alexander Chervov
Judges' Prize at Kaggle's Open Problems – Single-Cell
Perturbations Competition

Dr. Federico Cocozza
2023 FSEV (French Society for Extracellular Vesicles)
PhD Award

Angela Corvino
Best Oral Presentation Award at the International
Symposium on Innovative Radiation Therapies

Dr. Antoine Coulon
CNRS Bronze Medal

Dr. Gisela D'Angelo
Best presentation Award at Portugese Network
on Extracellular Vesicles meeting (PNEV)

Dr. Jean de Seze
Coup de cœur des donateurs Award
at the *Journées Jeunes Chercheurs en cancérologie
de la Fondation ARC*

Dr. Olivier Delattre
2023 AACR-St. Baldrick's Foundation Award

Dr. Anastasia du Halgouet
Best PhD Article of the Year 2023 Award of the French
Society for Immunology (SFI)

Maxime Dubail
Best Abstract Award at the Flash Radiotherapy
& Particle Therapy Conference (FRPT)

Dr. Elise Dumas
Thesis Prize of La Chancellerie des universités de Paris

Myriam Germé
Prix Curie – Research Center

Camilla Giaccaglia
Best Poster Award at the Very High Energy Electron
Radiotherapy conference (VHEE)
Best Poster Award at the Flash Radiotherapy & Particle
Therapy conference (FRPT)
Best Oral Presentation at the Curie Young Scientists
Retreat
Best Poster Award at the Welcome Day de l'Institut
Polytechnique de Paris

Dr. Kibrom Girum
Alavi-Mandell Award at the Society of Nuclear Medicine
and Molecular Imaging (SNMMI)

Camille Glaser
Beziat-Rouanet – PhD scholarship of the Fondation
pour la recherche médicale (FRM)

Mireia Gomez Duro
Best Short Talk Award at the French Society for
extracellular vesicles meeting (FSEV)

Dr. Pascal Hersen
ERC Proof of Concept Grant from the European
Research Council

Isabella Hofer
Best Oral Presentation Award, Coup de cœur du Jury
at the Journées Jeunes Chercheurs en Cancérologie
of the Fondation de l'Association pour la Recherche sur
le Cancer (ARC)

Prof. Jean-François Joanny
Elected as new member of the French Académie des
sciences, Human Biology and Medical Sciences section

Dr. Tristan Lazard
4th place at the Data Challenge VisioMel d'Health Data Hub

Dr. Ana-Maria Lennon-Duménil
Elected new member of the French Académie des sciences,
Human Biology and Medical Sciences section

Dr. Marvin Lerousseau
3rd place at the Data Challenge VisioMel d'Health Data Hub

Mélanie Lubrano
Best Poster Award at the *Intelligence Artificielle
en Imagerie Biomédicale (IABM)* Symposium

Dr. Jean-Léon Maître
ERC Consolidator Grant from the European Research
Council

Dr. Fatima Mechta-Grigoriou
Duquesne Award of the Ligue Nationale Contre le Cancer

Dr. Candice Merle
Best Oral Presentation Award in the post-doctoral
category at the *Journées Jeunes Chercheurs en
Cancérologie* of the Fondation de l'Association pour
la Recherche sur le Cancer (ARC)

Annick Michel Scialom
Prix Curie – Hospital Group

Dr. Aya Mikdache
Best Oral Presentation Award at the 1st French
Zebrafish Meeting

Dr. Matthieu Najm
Best Poster Award at the 3rd Interdisciplinary
Signaling Workshop

Dr. Albertas Navickas
Ruban Rose Avenir Award of the Association
Ruban Rose

Dr. Ramon Ortiz
PHENIICS (Particules, hadrons, énergie et noyau:
instrumentation, image, cosmos et simulations) 2023
Thesis Award of the Doctoral School PHENIICS

Dr. Leila Perié
CNRS Bronze Medal
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Dr. Matthieu Piel
Fondation Allianz – Institut de France Award
CNRS Silver Medal

Dr. Soraya Rabahi
Best Oral Award at the 12th European Mucosal
Immunology Group Meeting

Dr. Graça Raposo
15th Best Female Scientists in France in the Research.
com ranking

Dr. Laia Richart-Gines
Les grandes avancées françaises en biologie Award
of the French Académie des sciences

Dr. Calvin Rodrigues
Best Poster Award at the 14th Annual Workshop
of the European Network for Breast Development
and Cancer (ENBDC)

Dr. Manuel Rodrigues
Prosper Veil Award of the Académie nationale
de médecine
Prix de l'Œil de the Fondation de France
Association patients mélanome uvéal (ANPACO) Award
Recherche translationnelle du GINECO Award

Dr. Raphaël Rodriguez
Liliane Bettencourt Award fro Life Sciences
ICBS (International Chemical Biology Society) Global
Lectureship Award
Redox Medicine Best Scientific Achievement Award

Dr. Marco Ruscone
Best Poster Award at the 3rd Interdisciplinary Signaling
Workshop Symposium

Yazan Salloum
Best Oral Presentation Award at the Journées Boris
Ephrussi of the doctoral school Complexité du Vivant

Dr. Aurore Sanchez
CNRS Georges Brahms Award

Dr. Markus Schliffka
Young Researcher Prize of the Fondation des Treilles

Dr. Elodie Segura
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