In action(s) for a future with no incurable cancer.

Once again this year, Institut Curie clearly demonstrated the effectiveness of its unique model in the fight against cancer. This model is underpinned by a particular specialty that is simultaneously our strength and our pride: the research-care continuum. These two areas of expertise - science and medicine - are inherently inseparable, and work hand in hand at all times within the Institute. The effectiveness of this complementarity and interoperability is recognized far beyond the borders of France.

We are convinced that improving our understanding of living systems and developing innovative treatments are best achieved through this kind of multi-disciplinary, collaborative approach. Both require the full commitment of everyone at Institut Curie and those who work alongside them, from researchers and doctors to caregivers, support services, donors, industrial partners and academic partners... nationally and internationally.

This positioning is reflected in our Curie 2030 - Hope Against Cancer strategic plan. This plan charts an ambitious course towards expanding our knowledge in ways that benefit cancer patients. It sets out the financial and human resources required to achieve our goals, and further encourages collaborative projects between the Research Center and the Hospital Group.

The research-care continuum has been instrumental in achieving successful outcomes for all the challenges we have faced so far, will continue to be so in our future successes, and is a non-negotiable key to achieving those successes.

Prof. Thierry Philip, Chairman of the Executive Board
Prof. Djillali Annane, member of the Executive Board
Prof. Dominique Deville de Périère, member of the Executive Board
Prof. Alain Puisieux, Director of the Research Center
Prof. Steven Le Gouill, Director of the Hospital Group
Marie-Laure Nave, Director of the Head Office
Preparing for the future by succeeding in the challenge of attracting the best people

Despite the tense economic and geopolitical landscape of 2022, Institut Curie remained resolutely on course for delivering its Curie 2030 - Hope Against Cancer strategic plan. Conversation with Daniel Thierry, Chairman of the Supervisory Board, and Prof. Thierry Philip, Chairman of the Executive Board.

What were the highlights of 2022?
Prof. Thierry Philip: I would say that 2022 was the year in which we put in place the structure that will ensure the future of Institut Curie for the rest of the 21st century. So during the year, we laid the foundations for the major cross-functional projects we will be launching and implementing in 2023 and future years. I am thinking here particularly about the work we did on putting together our Curie 2030 strategic plan. Achieving this degree of strategic foresight required a very considerable amount of collaborative and participative work that involved all our employees.

During the year, we also submitted our application to create an Hospital-University Institute (IHU) dedicated to cancers in women, and I am pleased to say that our application was accepted and announced by the President of France in 2023. At the same time, I am also thinking about the year-long commitment of our teams to ensuring that we retain our SiRIC (Site de Recherche Intégrée contre le Cancer or Integrated Cancer Research Institute) label, which was also renewed in 2023 by the Institut National du Cancer (French National Cancer Institute). In 2022, we also focused a lot of effort and hard work on becoming a leading member of the Paris-Saclay Cancer Cluster, which will base its cell therapy platform at our Saint-Cloud site. This very busy year also saw the arrival of Marie-Laure Nave to succeed Jacques Gilain as Director of the Head Office. Her recruitment represents not only the valuable contribution she makes in terms of expertise, but also marks another step forward for Institut Curie in increasing the representation of women on its governance bodies.

In the context of the tight recruitment market experienced by all health care institutions, Institut Curie is able to rely on its unifying social project.

Prof. Thierry Philip,
Chairman of the Executive Board
Daniel Thierry: In addition to Marie-Laure Nave, four other women have also joined our Supervisory Board as qualified persons, replacing members who had reached the age limit imposed by our statutes. I would also like to take this opportunity to pay tribute to Philippe Louis-Dreyfus, who has been the driving force behind our fund-raising campaigns for many years. The funds raised by these campaigns have a fundamental role to play in balancing our financial resources and providing us with the resources we need to carry out our projects. Also during the year, the three Supervisory Board committees - Audit and Finance, Ethics and Remuneration - played their role as ‘drive belts’ connecting the Executive Board and Supervisory Board members.

How did Institut Curie get to grips with this rather unusual and challenging year?

D. T.: The international geopolitical landscape and the return of inflation plunged us all into a world of uncertainty, making it very difficult to assess what impact these trends would have on public generosity. So this was the background against which the members of the Supervisory Board, in their respective capacities, contributed to setting the strategy of Institut Curie, at the same time as keeping a watchful eye on the management decisions and actions of the Executive Board, which brought together a group of eminent professionals who succeeded in maintaining a sustained level of fundraising. It is also true that we operate in a stable tax environment, which definitely works in our favor.

Prof. T.P.: Our challenges are the same as those faced by every part of the hospital world: bed closures and problems recruiting nurses, radiotherapy technicians, anesthesiologists and so on. However, Institut Curie is rather better positioned than other institutions, having successfully implemented measures to attract staff into specialties where recruitment is fiercely competitive. We are also suffering the consequences of a crisis in education, where the trend is away from careers in science and research. And on top of this is France’s lack of competitiveness, which is driving our researchers to look beyond our borders for opportunities. We see it as our responsibility to do whatever it takes to retain our best and brightest. Which is the rationale behind the creation of our Marie Curie Chairs and the increase in our number of academic positions made possible by our preferred and historic partners: the universities.

So given this background, how is Institut Curie preparing for its future?

Prof. T.P.: First and foremost, we need to make sure we have all the tools required in today’s world to maximize our attractiveness and consolidate our reputation for excellence both nationally and internationally. We will achieve that thanks to the benefits of digital technology and the emergence of artificial intelligence and machine learning, and last, but not least, a major effort in radiotherapy. At the same time, we must also respond positively to developments in patient care and cancer research. The first step in this direction is the 2023 opening of the extension to our Saint-Cloud site and continued progress with our major real estate investment programs. So midway through 2024, we will be totally refurbishing four complete floors of the Burg research building. That project will be followed by delivery of the new Paris Coursaget hospital in 2025, and renovation of the old building and facilities in 2027. In terms of research, the Claudius-Regaud building is scheduled for completion in 2025. But looking beyond bricks and mortar, our Curie 2030 strategic plan focuses the majority of its investment on people. This commitment translates into a series of measures to build team loyalty, including the provision of day nursery places and salary raises.

D. T.: Although we are continually improving our cancer care, these diseases continue to increase. Given this context, we have made the strategic commitment to continually expand our expertise in order to ensure the long-term viability of our business model and achieve excellence in oncology. If we are to move successfully in this direction, every investment in equipment must be focused on attracting new talent. If we are to deliver on these ambitions, we need to maintain an annual fundraising level of around €60 million. If we can do that, we will be able to continue living up to the expectations of patients in terms of quality, and relentlessly pursue the mission stated by our founders Marie Curie and Claudius Regaud more than a century ago.
How will you remember 2022?

**Prof. Alain Puisieux:** I’d like to begin by congratulating our teams for the excellence of their scientific achievements, with particular highlights being two exceptional performances on the international stage: an average Journal Impact Factor approaching 12, and the award of 12 new ERC Grants*. Since 2007, our teams have won 10% of all ERC Grants awarded to French researchers in the life sciences, despite representing only 1% of the total number of researchers. These results are a direct reflection of the spirit of competition shared not only by the scientists concerned, but also by those in support services who help with project setup, and without whom we would never have achieved these successes. I think it’s also important to highlight the excellent interactive relationship between the Hospital Group and the Research Center, which work closely together on preparing project bids: the submission at the end of 2022 of our application to create Women’s Cancer Institute («Institut des Cancers des Femmes») by obtaining the Hospital-University Institute (IHU) certification. At the end of 2022 was an enormous collective success, with funding since announced for 2023.

**Prof. Steven Le Gouill:** I’d also like to congratulate all the teams involved in putting together the case for this IHU, which will focus on improving our understanding of these cancers so that we can treat them more effectively for the benefit of all women. In the Hospital Group, 2022 was also the year in which we set up a working method co-constructed with our staff. Everyone involved showed the same commitment to identifying and prioritizing those issues of strategic importance for development, based on medical and economic criteria. During the year, we also successfully concluded a number of important radiotherapy projects and upgraded the pay scales for nurses and therapeutic radiographers. Last, but not least, 2022 was the year in which Institut Curie was granted Haute Autorité de Santé (French National Authority for Health) certification, rewarding the hard work done by all Institut Curie staff, and recognizing their dedication.

**Marie-Laure Nave:** Despite the year’s considerable economic and geopolitical challenges, we continued to benefit from the loyalty of our donors, and saw an increase in the resources made possible by public generosity. Income from patents and industrial partnerships also continued its upward momentum during the year, again thanks to the strong commitment of all the teams involved. We also rolled out the Quality of Life and Working Conditions plan during the year as a direct response to the expectations of our staff and their representatives. This plan is accompanied by a series of specific training programs designed to improve our management practices and targeted mainly at Executive Committee members and managers.
What are your priorities for 2023?

Prof. S.L.G.: The first priority is real estate, with the opening of the Saint-Cloud extension, which gives our nursing staff a powerful and attractive new resource to work with, and will deliver tangible progress for patients. These new facilities will help to streamline and simplify the patient journey, enabling patients to play an active role in their own care alongside nurses who will then be able to focus on their primary mission of delivering patient care. In 2023, the Hospital Group teams and management will be working closely together to develop a process of joined-up thinking to optimize the patient pathway.

Another priority for 2023 is digital transformation. Developing the digital tools at our disposal will make a real contribution to advancing patient care in line with the expectations of professionals and clinical research teams.

M.-L.N.: The launch of the Digital Transformation Master Plan (SDTN) is a major step forward, since it includes the creation of a common technology base to be shared by the three entities so that all Institut Curie teams will be able to work more closely together. At the same time, Institut Curie will submit an application to the CNIL (French Data Protection Agency) for the creation of a Health Data Warehouse (HDW) to facilitate access to data for all those involved in research, without compromising patient rights. Another impressive project will also become a reality in 2023: the new scientific and cultural project for the Musée Curie, which we share with the CNRS (French National Center for Scientific Research). Lastly, our Head Office teams will continue their work on implementing our extensive real estate program.

Prof. A.P.: From the research perspective, 2023 will be a special year, since it will involve restructu- ing these units and adjusting their scopes of action, particularly in the context of creating the Chemical Biology of Cancer and pediatric oncology research units. In 2023, we will also be actioning a vast €9 million investment program to develop our technology platforms, including the Saint-Cloud cell therapy platform, as part of the Paris-Saclay Cancer Cluster (PSCC).

What outcomes do you expect the Curie 2030 strategic plan to deliver?

M.-L.N.: This strategic plan focuses on collective performance, transparency and operational efficiency. It will underpin our digital transformation and deliver our Corporate Social Responsibility (CSR) plan. The issue of workplace gender equality is also an important link in the chain of improvements.

Prof. S.L.G.: Curie 2030 is the forward development of a medical plan built around a vision of care excellence, a strategy of expert care pathways and clear and calibrated intervention upstream of cancer. The plan will also focus on boosting the attractiveness of the careers we offer, building team loyalty, using innovation to empower patients, and raising the international profile of the Institute.

Prof. A.P.: This international dimension is essential for the Institute, which positions itself as leading the fight against cancer and will host its first international symposium in May 2024. Curie 2030 should enable us not only to attract and retain talent, but also to achieve a new level of coherence all the way from fundamental research to the patient’s bedside. The pioneering spirit of Curie will ensure we achieve all these goals.

* European Research Council Grants.
**Institut Curie**

3,786

**EMPLOYEES**

€67.2

**MILLION**

FROM PUBLIC GENEROSITY

€37.1

**MILLION**

From gifts, sponsorships and other sources

€30.1

**MILLION**

From bequests and donations

232,000

Donors

28

**START-UPS**

730

**PATENTS**

€13.4

**MILLION**

FROM PARTNERSHIPS WITH INDUSTRY (excluding clinical research)

1ST EUROPEAN CENTER for breast cancer care

1ST FRENCH CANCER center by number of patients treated

1ST FRENCH CANCER research center

LABELLED COMPREHENSIVE CANCER CENTER since 2018 by the OECI

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The Research Center

12 ERC GRANTS obtained in 2022, including 3 ERC Synergy grants

26 ERC GRANT applications in progress

62 ERC GRANTS obtained since this highly competitive funding scheme was introduced

The number of ERC grants won by Curie researchers since 2007 represents almost 10% of all ERC life sciences research grants awarded in France

€44.6 MILLION OF RESEARCH CONTRACT VALUE used to date

1,258 EMPLOYEES

77 nationalities

13 MIXED RESEARCH UNITS affiliated with the CNRS and/or Inserm and/or universities

88 RESEARCH TEAMS including

302 PHD STUDENTS* including

43% foreign PhD students

21 junior teams

190 POSTDOCS including

4 SiRIC labeled research teams

19 TECHNOLOGY PLATFORMS

* Present throughout the year

6 thematic areas of research

- Epigenetics, RNA, and genome dynamics
- Cell biology and developmental biology
- Tumor biology and immunology
- Radiobiology and molecular imaging
- Physics of living systems and chemical biology
- Computational biology and systems biology

426 SCIENTIFIC PUBLICATIONS of which

- 33.6% with an Impact Factor > 10
- 8.5% with an Impact Factor > 20

A new record average Impact Factor of 12.03

302 PHD STUDENTS* including

190 POSTDOCS including

4 SiRIC labeled research teams

19 TECHNOLOGY PLATFORMS

* Present throughout the year

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Key figures

The Hospital Group

2,390 EMPLOYEES

112,434 CONSULTATIONS

48,875 CHEMICAL THERAPY TREATMENTS performed

14,302 SURGERY HOSPITAL STAYS including 8,857 outpatient surgery stays

97,123 RADIOTHERAPY SESSIONS

48,875 EMPLOYEES

993 CAREGIVERS

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

98 nursing assistants

98 interns

411 doctors (including 4 MCU-PH and 15 PU-PH)

147 student nurses

245 other professions

427 administrative staff

50 nationalities

54,979 PATIENTS including

11,691 new patients

354 patients from outside mainland France and its overseas departments (83 nationalities)

168,162 HOSPITAL STAYS including

157,438 outpatient visits, including 60,315 day care unit stays

10,725 conventional hospital stays

4.5 days: average inpatient hospital stay

635 PUBLICATIONS including

25% with an Impact Factor > 10

9% with an Impact Factor > 20

10 A+ ranked and

149 A ranked

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17,128 patients undergoing treatment for each type of cancer or tumors at Institut Curie Hospital Group.

- 879 for an eye tumor
- 85 for central nervous system cancer
- 110 for urinary tract cancer
- 432 for a sarcoma or complex tumor
- 557 for skin cancer
- 671 for blood or bone marrow cancer
- 1,130 for respiratory system cancer
- 483 for ENT cancer
- 1,089 for gynecological cancer
- 7,105 for breast cancer
- 908 for cancer of the male reproductive system
- 791 for digestive cancer
- 558 for a pediatric tumor
- 166 for thyroid cancer
- 74% women
- 26% men

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In 2022, 12 ERC grant applications were selected and approved by the European Research Council, with a further 26 under consideration. This level of grants awarded testifies not only to the scientific excellence of Institut Curie research teams, but also to the effectiveness of its researcher support structure. Since the program was introduced in 2007, 62 ERC grants have been awarded to Institut Curie researchers. This number represents approximately 10% of all ERC grants awarded in France for life sciences research, despite the fact that the institute’s research teams contain only 1% of all life sciences researchers in France. At Institut Curie, 45% of research group heads are current - or previous - ERC grant holders.

There are 5 categories of ERC grant

with increasing levels of funding. The individual StG (Starting Grant - €1.5 million), CoG (Consolidator Grant - €2 million) and AdG (Advanced Grant - €2.5 million) awards, depending on the candidate’s level of career advancement. The SyG (Synergy Grant - €10 million) is awarded to support collaborative projects involving between 2 and 4 partners. PoC (Proof of Concept - €150,000) funding is awarded to researchers for the purpose of continuing to explore the promising potential of recent ERC projects.
Institut Curie researchers awarded ERC grants

The ERC Starting Grant

- **Dr. Pedro Hernandez**, Head of the Development and Homeostasis of Mucosal Tissues Team (CNRS UMR3215 / Inserm U934 / Sorbonne University) for his work on gut, microbiota and immune system regulatory mechanisms during organism development.
- **Dr. Enzo Poirier**, team leader in the Immunity and Cancer Unit (Inserm U932), for his groundbreaking work on stem cell antiviral defense.
- **Dr. Charlotte Proudhon**, research fellow in the Epigenetic Decisions and Reproduction in Mammals Team (CNRS UMR3215 / Inserm U934 / Sorbonne University), for her project to explore the epigenetic biomarkers circulating in cancer.
- **Dr. Kasia Sludeja** from the Genetics and Developmental Biology Unit (CNRS UMR3215 / Inserm U934 / Sorbonne University) for her work on the role of selfish genetic elements in homeostasis and aging of somatic tissues.

The ERC Advanced Grant (and ERC Synergy Grant, see below)

- **Dr. Ana-Maria Lennon-Duménil**, Director of the Immunity and Cancer Unit (Inserm U932), whose project involves the study of a novel mechanism for quality control of the fluids involved in colorectal cancer.
- **Dr. Carsten Janke**, head of team in the Genome Integrity, RNA and Cancer Unit (CNRS UMR 3348 / Université Paris-Saclay), whose project focuses on the ability of the microtubule cytoskeleton to adapt to the constantly changing requirements of our body’s cells.

The ERC Synergy Grant

- **Drs. Patricia Bassereau** and **Pierre Sens**, heads of team in the Physical Chemistry Curie Unit (CNRS UMR168 / Sorbonne University), for their PushingCell project to understand how cell shape, integrity and motility are controlled by cytoskeletal pushing forces. This project is carried out in collaboration with **Prof. Michael Sixt**, cell biologist and Executive Vice President of the Institute for Science and Technology Austria (ISTA) and **Prof. Anna Akhmanova**, cell biologist at Utrecht University (Netherlands).
- **Dr. Ana-Maria Lennon-Duménil**, Director of the Immunity and Cancer Unit (Inserm U932) and **Dr. Matthieu Piel**, head of team in the Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University), for the SHAPINCELLFATE project, which they coordinate, and whose aim is to decipher the impact of cell shapes on cell behavior and fate. This project is carried out in collaboration with **Dr. Raphaël Voituriez**, physicist at the Theoretical Physics of Condensed Matter Laboratory in Paris, and **Dr. Giorgio Scita**, cell biologist at the Firc Institute of Molecular Oncology (Milan, Italy).
- **Dr. Carsten Janke**, head of team in the Genome Integrity, RNA and Cancer Unit (CNRS UMR3348 / Université Paris-Saclay) will coordinate the Tubuline Code project to uncover the molecular effects of the tubulin code and their impact on organism-wide functions. This project is carried out in collaboration with **Prof. Eva Nogales**, structural biologist at the University of California (Berkeley, USA), **Dr. Filippo Del Bene**, neurobiologist at the Institut de la Vision (Paris, France) and former research team leader at the Institut Curie, and **Dr. Zdeněk Lánský**, physicist at the Czech Academy of Sciences Institute of Biotechnology (Prague, Czech Republic).

The ERC Proof of Concept Grant

- **Dr. Raphaël Ceccaldi**, Head of the Alternative DNA Repair Mechanisms in Cancer Team (Inserm U830) for development of a new targeted therapy for highly aggressive breast and ovarian cancers.
- **Dr. Ludger Johannes**, Director of the Cellular and Chemical Biology Unit (CNRS UMR3666 / Inserm U1143) for his study of glycan deregulation in cancer.
- **Dr. Claire Wilhelm** from the Macromolecules and Microsystems in Biology and Medicine Team (CNRS UMR 168 / Sorbonne University) to explore biomagnetism in relation to cancer cells.
Institut Curie expands its workforce

The Research Center is preparing for the future by appointing four team leaders and welcoming two new talents.

Four teams gain senior leadership

In recognition of the quality of their work and their seamless integration into the scientific strategies of the Institut Curie Research Center, the International Scientific Advisory Board has appointed four new senior Team leaders: Dr. Chunlong Chen, Head of the Replication Program and Genome Instability Team (CNRS UMR3244 / Sorbonne University), Dr. Stéphanie Descroix, Head of the Macromolecules and Microsystems in Biology and Medicine Team (CNRS UMR168 / Sorbonne University), Dr. Daniele Fachinetti, Head of the Molecular Mechanisms of Chromosome Dynamics Team (CNRS UMR144 / Sorbonne University) and Dr. Eliane Piaggio, Head of the Translational Immunotherapy Team (Inserm U932). In their new positions, they will all have the ability to expand their teams and will receive an additional budget allocation.

Institut Curie welcomes new talents

Dr. Reini Luco, Dr. Albertas Navickas and their teams have joined the Institut Curie Genome Integrity, RNA and Cancer Unit (CNRS UMR3348 / Université Paris-Saclay).

Originally from Lithuania, Dr. Albertas Navickas worked with the University of California San Francisco (USA) joining the institute to form the RNA Biology and the Metastatic Niche Team. "My mission will be to bring together a number of different skills to cover research into the metastatic niche, to model it using tissue structures produced ex vivo, and to answer the fundamental question of how cancer cells communicate remotely with the metastatic site. The truth is that to imagine effective therapeutic solutions, we must first understand how the disease spreads."

Dr. Reini Luco trained as a biologist, and completed her post-doctorate at NIH, the National Institute of Health in Washington DC, USA. She joins Institut Curie from The Institute of Human Genetics in Montpellier, together with her Chromatin and RNA Splicing Team. "Our goal is to understand how an epithelial cell becomes invasive during metastasis. In pursuing this goal, our work is focused on RNA regulation, and more specifically on splicing, which gives proteins new functions that play an essential role in cell migration and invasion. Through this work, we have identified a novel role for histone marks in regulating these splicing programs, which are important for cell invasion, because they represent new targets against cancer."

Institut Curie, CNRS and Nikon renew their partnership

Fifteen years after the Nikon Imaging Center @Institut Curie-CNRS opened, Institut Curie, CNRS and Nikon have agreed to continue their collaboration. One of a kind in France, the third in Europe and only the ninth worldwide, this imaging platform has three core missions: to promote research by giving researchers access to the most advanced cell imaging technologies, to train and advise users on the latest generation of optical microscopy solutions and to stimulate innovation in scientific imaging.

“The practical feedback provided by imaging systems users enables Nikon to adapt and improve its technologies to keep the platform at the absolute pinnacle of innovation,” explains Dr. Franck Perez, Director of the Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University) and Scientific Director of the Nikon Imaging Center @Institut Curie-CNRS. A truly win-win partnership!
MANIPULATION OF CHROMOSOMES IN A LIVING CELL REVEALS THAT THEY ARE FLUID
By using magnets to subject chromosomes to a range of different forces, the researchers discovered that chromosomes are virtually liquid outside the cell division phases.
Science, 2022, D. Fachinetti, A. Coulon - Molecular Mechanisms of Chromosome Dynamics Team (CNRS UMR144 / Sorbonne University) and Genome Functions in Space and Time Team (CNRS UMR 168 / UMR 3664 / Sorbonne University)

BENEFICIAL MACROPHAGES IN BREAST CANCER
Contrary to the current consensus, the presence of macrophages around breast cancer is not necessarily a bad sign. The biologists reveal a subpopulation of these immune cells that helps fight cancer.
Cell, 2022, E. Piaggio, J. Helft - Translational Immunotherapy Team (Inserm U932)

GENETIC INSTABILITY FROM A SINGLE S PHASE AFTER WHOLE-GENOME DUPLICATION - The researchers have described a mechanism for understanding the consequences of genome duplication on genetic stability, with implications for tumorigenesis.
Nature, 2022, R. Basto - Biology of Centrosomes and Genetic Instability Team (CNRS UMR144 / Sorbonne University)

CHILDHOOD CANCERS - This study reveals new activity from a transcription factor characteristic of Ewing’s sarcoma: this new activity induces the expression of highly tumor-specific genes. This discovery could pave the way for immunotherapy in sarcomas, and more broadly in pediatric tumors.
Molecular Cell 2022, J. Waterfall, O. Delattre - Integrative Functional Genomics of Cancer Team and Diversity and Plasticity of Childhood Tumors Team (Inserm U830)

A NEW APPROACH TO UNDERSTANDING MICROTUBULAR DYNAMICS AND INTERACTIONS - This research opens up new perspectives for understanding not only key biological mechanisms, but also the pathological phenomena that can arise as a result of mutations in microtubule-associated proteins.
Nature Cell Biology, 2022, C. Janke - Controlling Microtubule Dynamics and Function with the Tubulin Code Team (CNRS UMR3348 / Université Paris-Saclay)

FIBROBLASTS AND CANCER - This study has identified and described the cells partly responsible for immunotherapy failure in lung cancer. It opens up new avenues for the development of targeted therapies.
Cancer Discovery 2022, H. Salmon - Stroma and Immunity Team (Inserm U932)
Hospitals are places of care, research and life. At Institut Curie, our perennial quest to improve practices focuses on two key aspects: the quality of care we provide to our patients and the quality of working life we provide to our employees.”

Dr Nicolas Pouget, President of the Medical Establishment Commission (CME) and Head of Gynecology and Breast Surgery, Saint-Cloud site

Industrial partnership

Artificial intelligence from Ibex is helping with breast cancer diagnosis at Institut Curie

In a world first, Institut Curie and Ibex Medical Analytics, a pioneer in AI-based cancer diagnostics in pathology, have successfully demonstrated the performance, reliability and clinical application of AI for breast biopsy diagnosis. Led by Prof. Anne Vincent-Salomon, Head of the Diagnostic and Theranostic Medicine Division at Institut Curie, in collaboration with Maccabi Healthcare Services (Israel), this study offers an algorithm capable of detecting a very wide range of clinically significant pathological features in routine clinical use and with precise accuracy. Their work therefore confirms its value as a decision-support tool that can enable pathologists to improve quality of diagnosis and reduce the risk of error.

NPJ Breast Cancer 2022, A. Vincent-Salomon et al.
Medical oncology restructures for new momentum

As part of continuing to provide cancer patients with high-quality care despite the shortage of hospital night staff, the Medical Oncology Department in Paris has completely redesigned its operational structure. The team has extended the hours of its medical day care (HDJ) unit to treat outpatients previously hospitalized for lengthy chemotherapy sessions. To streamline the organizational structure of teams, a medical consulting room and unscheduled patient reception unit (UANP) have also been relocated and now adjoin the medical day care unit. “Thanks to the commitment and solidarity shown by everyone involved, this new departmental system has been gaining momentum since spring 2022, with the aim that the increase in outpatient capacity will eventually offset the decline in conventional inpatient volumes,” explains Dr. Paul Cottu, Deputy Head of the Medical Oncology Department.

In-service training

My Curie College opens with a new academic year

Launched in autumn 2022, My Curie College, the Hospital Group’s new in-service professional development resource, will be fully operational by the end of 2023. It is designed and intended to provide career-long learning opportunities not only for employees of Institut Curie, but also professionals from other health care institutions and private practice doctors. “My Curie College establishes Institut Curie in the in-service professional training market. Its aim is to attract talents whose selection criteria and expectations have changed a great deal in recent years, and to strengthen links with our counterparts outside Curie,” explains Anne-Claire de Reboul, Deputy Director of the Hospital Group. The training program will be delivered via the Learning Managing System (LMS) platform, which combines face-to-face sessions with distance learning.

Human resources

Revaluing the expertise of nurses

Tensions are high and conditions complicated for caregivers in general, and nurses in particular, who, despite all the difficulties, maintain the extremely high standards and quality of care that personify the essential identity of Institut Curie. As part of developing practical responses to this wider context and enhancing their skills, state-qualified nurses have been able to take advantage of an accelerated route to recognition of prior learning (the Valorisation des Acquis Professionnels or VAP procedure). Institut Curie has added two new levels to the national scheme, which sets the first level of VAP eligibility at 3 years’ service, and the second at 10 years’ service. The new levels provide for scheme entry after 18 months of service, and a Specialized IDE stage after 5 years of service. Achievement of each stage is recognized by a salary adjustment.
Clinical research

Aster 70s: the results of a groundbreaking study promoted by Unicancer

Dr. Etienne Brain, a medical oncologist specializing in breast cancer and the care of elderly patients at Institut Curie, presented the final results of Aster 70s, a groundbreaking and eagerly-awaited study promoted by Unicancer, at ASCO*. This phase III clinical trial, which ran from 2012 to 2016 and involved 1,969 women aged over 70, raises questions about therapeutic optimization and de-escalation, treatment personalization and access to innovation for this elderly population. “In this program, more than half of breast cancer patients were randomly assigned to receive or not receive chemotherapy after surgery. This is the first time we have conducted such a large-scale study in a population usually excluded from clinical trials,” says Etienne Brain. The aim of the study was to evaluate the efficacy, on overall survival, of postoperative chemotherapy treatment in cases of tumor aggression (high genomic grade): chemotherapy and hormonal therapy versus hormonal therapy alone. The results revealed no significant benefit in terms of overall survival between the two groups of patients, but did allow us to identify certain patients for whom the benefit of chemotherapy, albeit marginal, would be sufficient to discuss its indication.

* The American Society of Clinical Oncology Annual Meeting.

Generosity

The Hospital Group energized by donations

Thanks to the generosity of the public, the Hospital Group was able to undertake a number of projects in 2022 for the benefit of its patients. These included the planting of the pediatric ward terrace in collaboration with Truffaut, and the advances made in research into dogs’ sense of smell, which can help detect certain cancers (thanks to the KDOG program supported by Royal Canin). In terms of research, the thesis produced by Paul Klein, a doctoral student in the Cancer, Heterogeneity, Instability and Plasticity Unit (Inserm U830 - Department of Translational Research), was funded thanks to the generosity of the Eureka foundation and private equity investor Vivacto. Last, but not least, two medical time-sharing (TMP) arrangements were made possible thanks to public donations, enabling Dr. Mélanie Pages and Dr. Emmanuel Jouglar to be replaced, leaving them free to devote their time to research.

Data

Double win for Institut Curie

Two Institut Curie projects were among the winners of the first UNIBASE Call for Expressions of Interest launched by Unicancer and the Health Data Hub. DASTO, led by Prof. Nicolas Girard, pulmonary oncologist and Head of the Institut du thorax Curie-Montsouris, correlates data from the French National Health Data System (SNDS) with data analyzed by ConSoRe to identify venous thromboembolic risk factors in cancer patients. The second, led by Dr. Sarah Watson, a physician in the Department of Medical Oncology and researcher in the Genetics and Biology of Pediatric Tumors team (Inserm U830), combines ‘real-life’ care data with SNDS data to identify potential risk factors, analyze patient care pathways, and identify new factors associated with success or resistance to treatment for gastrointestinal stromal tumors.
LUNG CANCER - For the first time, an international phase III study - CheckMate-816 - conducted among patients with non-small cell lung cancer clearly shows the benefits of a combination of immunotherapy with chemotherapy, administered prior to surgery. Journal of Medicine 2022, N. Girard - Institut du thorax Curie-Montsouris

SAFIR02-BREAST: A FURTHER STEP FORWARD IN PRECISION MEDICINE - In breast cancer, targeted therapy selected on the basis of the genetic alteration detected in the patient can extend progression-free survival where the selected molecule has already demonstrated substantive results. Nature 2022, I. Bièche - Genetics Department

RADIO PARP - In a Phase I clinical trial, Institut Curie has confirmed the promise of a new breast cancer treatment that combines Olaparib with radiotherapy. These findings hold out a long-awaited ray of hope for women suffering from severe forms of this cancer. Jama Oncology 2022, Y. Kirova - Department of Oncological Radiotherapy

PRIMITIVE LYMPHOMAS OF THE CENTRAL NERVOUS SYSTEM - Based on more than eight years of follow-up monitoring, intensive chemotherapy in combination with stem cell autotransplant confirms its role as a consolidation treatment for brain lymphomas, for which the prognosis is very poor. JCO 2022, C. Soussain - Hematology Department

PADA-1 - Results demonstrate for the first time that changing hormone therapy following early detection of ESR1 mutations in the blood of women with metastatic breast cancer - expressing hormone receptors, but not HER2 - can delay the onset of cancer resistance to treatment. The Lancet Oncology 2022, F-C. Bidard - Department of Medical Oncology

ULTRAFAST MRI - Ultrafast MRI of the breast is a recently developed technique that provides access to information previously inaccessible with conventional MRI. The Medical Imaging Department at the Institut Curie Hospital Group has just widened the scope of interpretation: ultrafast MRI has been shown to predict the response to neoadjuvant treatment in breast cancer. Radiology 2022, T. Ramtohul - Department of Medical Imaging

Robotic surgery in Institut Curie clinics

The 4 remote arms and surgical control console of the CMR Surgical Versius robot made its debut at Institut Curie in summer 2022. The introduction of this system, which requires a two-person team of a specially trained surgeon and operating room nurse, keeps the Hospital Group at the cutting edge of innovation. Institut Curie has entered the field of robotics-driven research via two new clinical studies. The first - in gynecology - will compare the benefits of robotic surgery versus conventional surgery for hysterectomy procedures. The second will evaluate the possibilities of surgery that combines both robotic and standard procedures. Each study is expected to involve 50 patients over the 2-year partnership period.

“What makes this robot particularly interesting is that its abilities extend beyond minimally invasive surgery. That means it allows us to work more accurately and to operate under even safer conditions. So there are many benefits to patients, including less post-operative pain, shorter operating times and a reduced risk of complications. We’re also seeing fewer long-term issues arising as a result of laparotomy procedures,” explains Prof. Fabrice Lécuru, surgeon and Head of the Gynecology Unit at the Paris site.

Source: CMR Surgical
The Institut Curie medical-scientific program coordinates the efforts of doctors and researchers to identify new treatments for cancer. It embodies the research-care continuum that is the Institut Curie hallmark.”

Dr. Fatima Mechta-Grigoriou, Deputy Director of the Cancer, Heterogeneity, Instability and Plasticity Unit (Inserm U830) and Head of the Stress and Cancer Team, and Prof. François-Clément Bidard, physician and researcher in medical oncology, have joint responsibility for coordinating the Breast Cancer medical-scientific program

The medical-scientific program

- BREAST CANCER – Coordinated by Prof. François-Clément Bidard & Dr. Fatima Mechta-Grigoriou
- ADULT SARCOMAS AND DESMOIDAL TUMORS – Coordinated by Dr. Sylvie Bonvalot & Dr. Josh Waterfall
- RADIOTHERAPY AND RADIATION BIOLOGY – Coordinated by Prof. Gilles Créhange & Dr. Marie Dutreix
- EPIGENETICS – Coordinated by Dr. Geneviève Almouzni
- UVEAL MELANOMA – Coordinated by Prof. Nathalie Cassoux & 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 & Dr. Olivier Lantz
- PEDIATRIC AND YOUNG ADULT CANCERS – Coordinated by Dr. Olivier Delattre & Prof. François Doz
- EARLY TRIALS – Coordinated by Prof. Aurélien Latouche & Prof. Christophe Le Tourneau
In July 2022, Institut Curie signed a strategically important framework agreement with the Johnson & Johnson Group pharmaceutical company Janssen. The terms of this five-year agreement provide for the creation of ambitious scientific collaborations to take forward research and medical innovation in oncology. On the one hand, it extends existing multi-pathology research and clinical collaborations by making maximum use of the power of data science, AI and new technologies such as single-cell sequencing. On the other hand, it provides a framework for discussions to pave the way for new research collaborations in immuno-oncology, care pathway support, radiotherapy, data and precision medicine, and their operational implementation. Two research projects covering a number of clinical trials focusing on promising experimental treatments for lymphomas and solid tumors are currently in progress under the terms of this agreement.

**Research & Development**

**Improving the treatment of thymus cancers with MSDAVENIR**

In September 2022, Institut Curie and the MSDAVENIR endowment fund for health research signed a partnership agreement covering the development of personalized therapeutic strategies (immunotherapies or targeted therapies) to treat rare thymus cancers. “These tumors can be particularly aggressive and often lead to recurrence,” explains Prof. Nicolas Girard, pulmonary oncologist and Head of the Institut du thorax Curie-Montsouris. “Right now, there is no secondary treatment option to turn to when initial therapies fail. So it’s more necessary than ever to develop novel, personalized treatments to treat these cancers effectively so that we can improve patient survival and quality of life.” This project - IMMUNO-TET - will benefit from the unique excellence and cross-disciplinary opportunities for fundamental, translational and clinical research offered by the Research Center and Hospital Group of Institut Curie.

**Clinical Trials**

- **219 Clinical Trials** involving
- **2,088 Patients**, including:
  - **174 Phase I, II and III Trials**
  - **39 Trials** promoted by Institut Curie
  - **43 Trials** involving **100 children and young adults**

**DEPARTMENT OF TRANSLATIONAL Research**

**EARLY PHASE CENTER**

- **CLIP²** certification by INCa (The French National Cancer Institute)

**Framework Agreement**

**Taking research forward alongside Janssen**

In July 2022, Institut Curie signed a strategically important framework agreement with the Johnson & Johnson Group pharmaceutical company Janssen. The terms of this five-year agreement provide for the creation of ambitious scientific collaborations to take forward research and medical innovation in oncology. On the one hand, it extends existing multi-pathology research and clinical collaborations by making maximum use of the power of data science, AI and new technologies such as single-cell sequencing. On the other hand, it provides a framework for discussions to pave the way for new research collaborations in immuno-oncology, care pathway support, radiotherapy, data and precision medicine, and their operational implementation. Two research projects covering a number of clinical trials focusing on promising experimental treatments for lymphomas and solid tumors are currently in progress under the terms of this agreement.
Teaching, transferring knowledge and promoting our heritage involve everyone at Institut Curie and contribute to its influence and reputation well beyond national borders.”

Prof. François Doz, Director of Advanced Training at the Hospital Group, and Dr. Graça Raposo, Director of Advanced Training at the Research Center

As part of the 8th Science Summit at the United Nations General Assembly in New York on September 29th, 2022, Institut Curie hosted a conference on the inequalities of access to cervical cancer prevention and care worldwide. Accompanied by Dr. Maud Kamal, Scientific Manager of the Early Clinical Trials Department (D3i), and Prof. Fabrice Lécuru, surgeon and Head of the Gynecology Unit at the Paris site, Prof. Christophe Le Tourneau, medical oncologist and Head of D3i at Institut Curie, professor of medicine at Université Paris-Saclay, and chair of the UN conference, reiterated the urgent need to “make this cancer the example of international medical and scientific cooperation and solidarity.” The session also provided the opportunity to present prevention strategies implemented using the expertise of Institut Curie in East Africa, Colombia and Serbia, as well as international clinical research into cervical cancer.

From left to right: Prof. Hussein Kidanto of Aga Khan University (Tanzania), Prof. Fabrice Lécuru, Dr. Maud Kamal and Prof. Christophe Le Tourneau of Institut Curie, and Prof. Aljosa Mandic of the Oncology Institute of Vojvodina (Serbia).
In 2022, no fewer than 67 doctoral students engaged in research work in Institut Curie laboratories presented science theses. But how can they best be supported in their future careers? Regardless of whether they opt to work in industry or in academic research, the Institut Curie Advanced Training Office continues to support them in their work with a range of skills development training courses offered in conjunction with the Technology Transfer Office. Some focus on an “Entrepreneurship” pathway, while others, such as “Learning to write grant applications” or “Preparing for a team leader recruitment interview”, give them the key skills required for a career in the academic world. These opportunities are also open to postdoctorants and young PIs (Principal Investigators).

**Event**

**The 10th TEMTIA international congress at Institut Curie**

In 2022, this flagship conference on epithelial-mesenchymal transition (EMT), the mechanism behind the metastatic progression of tumor cells, was held in France for the first time at Institut Curie between November 7th and 10th. Co-chaired by Prof. Alain Puisieux, Director of the Research Center at Institut Curie, and Dr. Pierre Savagner, Inserm researcher at the Gustave Roussy Institute, the event was attended by around 250 experts from all over the world. Discussions focused on the molecular and cellular aspects of EMT; an area of research that is crucial to the development of new cancer-fighting strategies.

**431 PARTICIPANTS**
attended the **10** international courses (including **151** for the **3** medical-scientific program courses)

**600 EMPLOYEES**
of Institut Curie attended the **29** Soft Skills and Career Development courses

**1,170 PARTICIPANTS**
attended training courses funded by manufacturers and learned societies (masterclasses, preceptorships, conferences, seminars, webinars, courses and immersive training)

**Anniversary**

**10 years already...**

The exhibition space of the museum was upgraded, modernized and extended in 2012, thanks to a bequest from Eve Curie-Labouisse, the youngest daughter of Marie and Pierre Curie. To mark the 10th anniversary of this important event, a temporary open-air exhibition of more than 100 photographs entitled From Marie Curie’s laboratory to the Musée Curie was curated and accompanied by brochure: The Musée Curie yesterday and today. The exhibition provided a valuable opportunity to look back over the history of the museum in images, recall its missions and achievements, and review the last ten years of its history.

**Doctoral students**

**Further support for researchers**

In 2022, no fewer than 67 doctoral students engaged in research work in Institut Curie laboratories presented science theses. But how can they best be supported in their future careers? Regardless of whether they opt to work in industry or in academic research, the Institut Curie Advanced Training Office continues to support them in their work with a range of skills development training courses offered in conjunction with the Technology Transfer Office. Some focus on an “Entrepreneurship” pathway, while others, such as “Learning to write grant applications” or “Preparing for a team leader recruitment interview”, give them the key skills required for a career in the academic world. These opportunities are also open to postdoctorants and young PIs (Principal Investigators).
In 2022, a large number of Institut Curie researchers and physicians, including Drs. Fatima Mechta-Grigoriou, Elisabetta Marangoni, Étienne Brain, Sylvie Bonvalot and Jeremy Smadja, joined specialists from all over the world to present their work in oncology at multiple professional events around the world: AACR, the annual meeting of the American Association for Cancer Research (April 8th to 13th in New Orleans, USA), ASCO, the annual meeting of the American Society of Clinical Oncology (June 3rd to 7th in Chicago, USA), EACR, the annual congress of the European Association for Cancer Research (June 20th to 23rd in Seville, Spain) and ESMO, hosted by the European Society of Medical Oncology in Paris (September 9th to 13th, and on the fringes of this event, the Curie Debate - an Institut Curie initiative - brought together the leaders of European oncology). All of these opportunities once again confirmed the leading role played by Institut Curie teams in basic and clinical cancer research and cancer treatment.

Care professionals from Institut Curie, including Carla Matta, Health Executive at the medical day hospital, and Eva Ester Molina Beltran, advanced nurse practitioner (ANP), represented Institut Curie at this international congress for nurses from across the French-speaking world. Under the banner The power of nursing knowledge, the event was hosted in Ottawa (Canada) between October 16th and 20th. Each presented their own personal experience of the new organizational structures and new profession of advanced nurse practitioner at Institut Curie, and unveiled a poster promoting multi-disciplinarity in the prevention and treatment of chemotherapy-induced neuropathic pain.
To raise awareness of the disease, dispel preconceived ideas and promote advances in research, many institute experts, including Dr. Alain Eychène as scientific curator of the exhibition, Dr. Mounira Amor-Guéret, member of the scientific committee, Drs. Martin Dutertre, Isabelle Fromantin, Pierre-Marie Girard, Mathilde Huyghe, Fatima Mecha-Grigoriou and Prof. Anne Vincent-Salomon all contributed to creating the major Cancers exhibition at the Cité des Sciences et de l’Industrie in Paris. Running from September 6th, 2022 to August 8th, 2023, the event featured testimonials from patients, caregivers and carers, as well as an overview of current knowledge and research projects.

Cancer exhibition

The contribution made by experts from Institut Curie

To raise awareness of the disease, dispel preconceived ideas and promote advances in research, many institute experts, including Dr. Alain Eychène as scientific curator of the exhibition, Dr. Mounira Amor-Guéret, member of the scientific committee, Drs. Martin Dutertre, Isabelle Fromantin, Pierre-Marie Girard, Mathilde Huyghe, Fatima Mecha-Grigoriou and Prof. Anne Vincent-Salomon all contributed to creating the major Cancers exhibition at the Cité des Sciences et de l’Industrie in Paris. Running from September 6th, 2022 to August 8th, 2023, the event featured testimonials from patients, caregivers and carers, as well as an overview of current knowledge and research projects.

The 2022 Festival of Science

A new attendance record

Between October 7th and 16th, 2022, more than 2,000 enthusiastic visitors strolled around the Institut Curie Research Center and Musée Curie during the annual Festival of Science. Visitors were able to “Explore the world of cells” with experimental workshops and lectures organized with input from more than 100 volunteers from the Research Center and LabEx Cell(n)Scale and Deep. The Musée Curie presented a historical storytelling entitled Marie Curie, the magician of Radium, a demonstration of Measuring radioactivity: the Curie method, and conducted tours of its historic heritage site.

Museum

Thank you!

Thanks to the generosity of the public, 13 imposing leather-bound volumes containing around 20,000 newspaper articles on Marie Curie’s trip to the United States in 1921 were restored at the end of 2022. Stored for decades in Marie Curie’s office, these historic leather-bound books had suffered the ravages of time. Now though, these important heritage pieces have been conserved for future generations.
Despite the geopolitical and economic challenges of 2022, Institut Curie continued to be able to rely on the loyal support of its donors. Their generosity enabled the 88 research teams and caregivers to deliver strategic projects that directly benefit patients. Donors, companies and non-profit organizations joined forces with Institut Curie to run solidarity events and fundraising campaigns around the shared goal of taking cancer by storm.

**Event**

**A high-profile charity dinner to support the fight against childhood cancer**

In 2022, the first Enfants de Curie charity dinner raised an impressive €644,000. These donations will contribute to the upgrading and expansion of the SIREDO (Care, Innovation & Research in Childhood, Adolescent & Young Adult Oncology) center, the first facility in France to be totally dedicated to childhood cancers. Hosted by journalist, composer and singer Carine Dany, the evening featured a number of speeches, including one by three-time Paralympic champion Marie-Amélie le Fur. A total of 250 philanthropists joined the members of the MC²1 campaign committee and Institut Curie teams for this special evening. Thanks to the generosity of all the diners, the strategically important SIREDO project was able to achieve an important milestone by reaching its funding requirement.
To mark Pink October, the month-long initiative to raise awareness of the fight against breast cancer, Institut Curie highlighted the research it is conducting to more effectively prevent, anticipate and intercept breast cancer relapse, and cure increasing numbers of women. Thanks to this campaign, which is supported by companies such as Allianz France, Microsoft, AXA Atout Coeur, Nuxe and Société Générale, as well as non-profit organizations including Passion du chant, le Papillon, On pose pour le rose and Aidons la Recherche, Institut Curie was able throughout the year to continue work on innovative projects that have a significant impact on the care and well-being of women affected by this disease.

The “20,000 bookmarks for Curie” challenge was also taken up with huge enthusiasm by non-profit organizations, companies, schools, individuals, retirement homes, creative leisure clubs, hospital staff and many others. In an exceptional show of solidarity, more than 144,000 bookmarks of all kinds were sent from all over France to Institut Curie to help cancer patients turn the page on their disease.

**Pink October**

**United against breast cancer**

Engagement

**Companies get innovative to help Institut Curie**

Once again in 2022, the corporate partners of Institut Curie ran a series of innovative campaigns to support research and raise the profile of the fight against cancer. They included Nuxe, which introduced a sharing product accompanied by an ambitious communications campaign, Société Générale, with its solidarity payment card, and Monoprix, which combined capsule collection with a micro-donation campaign to round up checkout totals to the nearest euro. In total, 18 companies introduced rounding-up and payroll giving initiatives. Other companies, including Giphar, Plastic Omnium and Nexans also engaged in employee awareness training and involvement initiatives. This collective commitment effectively accelerates Institut Curie research programs and helps to raise awareness of the ongoing need to fight cancer.

**Mobilization**

**€1 million raised by A Daffodil Against Cancer**

In March 2022, the 18th A Daffodil Against Cancer campaign raised more than a million euros: an all-time record! This impressive level of funding feeds directly to supporting cancer research and medical innovation. The highlight of the 2022 initiative was the connected race challenge, which attracted 8,000 runners and walkers. Between March 15th and 27th, they covered more than 450,000 kilometers. As a major partner of the event, Allianz France and its partner companies contributed one euro for every kilometer covered, making the campaign a huge success.

**New**

**Monthly giving to accelerate research**

Because the fight against cancer is a daily battle that relies on regular giving, the monthly direct debit route to donation has been the focus of a major communications campaign. Launched in 2022 with the message “Every donation counts”, the Faites vivre l’ESPRITCURIE campaign reminded audiences of the importance of these monthly gifts in accelerating research and medical innovation for the benefit of patients. “Research is key to beating cancer,” said Bruno, one of the 28,600 Institut Curie direct debit donors in 2022. “Regular donation lets me support Institut Curie on a monthly basis, which I find much more convenient.”

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€67.2 million from public generosity

€37.1 million from gifts, sponsorships and other sources

€30.1 million from bequests and donations

232,000 donors
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.

Income by origin
Total 2022
€475.7 million
- Grants and other public funding (€349.7 million)
- Income from public generosity (€67.2 million)
- Income not related to public generosity (€58.8 million)

Expenses by destination
Total 2022
€447 million
- Social missions (€423.4 million)
- Public generosity fundraising expenses (€10.4 million)
- Operating expenses (€9.3 million)
- Expenses arising from the search for additional funding (€3.9 million)

Grants and other public funding (€349.7 million)
Income from public generosity (€67.2 million)
Income not related to public generosity (€58.8 million)

Social missions (€423.4 million)
Public generosity fundraising expenses (€10.4 million)
Operating expenses (€9.3 million)
Expenses arising from the search for additional funding (€3.9 million)

73.5%
14.1%
2.3%
2.1%
0.9%

94.7%

Income by origin
Total 2022
€475.7 million

Expenses by destination
Total 2022
€447 million

Grants and other public funding (€349.7 million)
Income from public generosity (€67.2 million)
Income not related to public generosity (€58.8 million)

Social missions (€423.4 million)
Public generosity fundraising expenses (€10.4 million)
Operating expenses (€9.3 million)
Expenses arising from the search for additional funding (€3.9 million)
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 French Ministry of Higher Education and Research.
• Public or semi-public funding in response to calls for tender: French National Research Agency (ANR), French National Cancer Institute (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. Exceptions include four items of radiotherapy equipment and two items of imaging equipment which were leased.

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 that was updated following the implementation of Institut Curie’s new statutes in 2018. 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

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

SUPERVISORY BOARD

Chairman: Daniel Thierry
18 members with voting rights
(+7 members in an advisory capacity)

EXECUTIVE BOARD

Chairman: Prof. Thierry Philip
Prof. Djillali Annane, Prof. Dominique Deville de Périère

- Finance Committee
- Investment Committee
- Institutional Ethics Committee
- Energy Committee
- CSR Committee

INTERNATIONAL SCIENTIFIC ADVISORY BOARD

Chairman Prof. Edith Heard
14 members

The main task of the Supervisory Board 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 International 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 at 31 December 2022

Three founding members with voting rights
- Prof. Stewart Cole,
  representing Institut Pasteur
- Dr. Marc Joliot,
  representing the Curie family
- Daniel Thierry,
  representing the Rothschild family,
  Chairman of the Supervisory Board

Five qualified persons with voting rights
- Frédéric Donnedieu de Vabres,
  Vice-Chairman of the Supervisory Board
- Pascale Richetta
- Geneviève Berger
- Philippe Louis-Dreyfus
- Hervé Le Floc’h

Four staff representatives with voting rights
- Sébastien Goud
- Valérie Sire-Trotin

College of staff representatives
- Prof. Nathalie Cassoux
  for the Hospital Group
- Dr. Fatima Mechta-Grigoriou,
  for the Research Center

Representatives of the scientific and medical staff
- Prof. Alain Fuchs,
  representing the PSL University
- Samuel Guibal,
  representing the Paris Local Education Authority
- Prof. Xavier Jeunemaitre,
  Dean of Paris University
- Marie-Christine Lemardeley,
  representing the City of Paris
- Jean-Christophe Pierson,
  representing the City of Saint-Cloud
- Gérard Wormser
- Sylvie Billon

Seven other members sit in an advisory capacity
- Bertrand Schwartz,
  representing the French Ministry of Higher Education and Research
- Dr. Gilles Bloch,
  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)
The International Scientific Advisory Board

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

Daniel Louvdard, PhD
INSTITUT CURIE, PARIS, FRANCE
Honorary Director of Institut Curie Research Center
Professor at the Institut Pasteur

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. Angela 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

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

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 Centre
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, The University of Manchester

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

Prof. Alain Fischer
HÔPITAL UNIVERSITAIRE NECKER ENFANTS MALADES, PARIS, FRANCE
Professor at the Collège de France, Claude Bernard Chair (experimental medicine)
Former Director of the Institut Imagine at the Necker Enfants Malades Hospital
He will preside over the French Academy of Sciences from January 2023 for two years
Distinguished People

Dr. Meryem Baghadi
L’Oréal-UNESCO Young Talents France 2022 for Women in Science Award
Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University)

Dr. Patricia Bassereau
Avanti Award in Lipids 2022 by the Biophysical Society
Physical Chemistry Curie Unit (CNRS UMR168 / Sorbonne University)

Dr. Annaig Bertho
Michael Goitein Best Abstract Award by the Particle Therapy Cooperative Group (USA)
Signaling, Radiobiology and Cancer Unit (CNRS UMR3347 / Inserm U1021 / University Paris-Saclay)

Dr. Etienne Brain
ASCO B.J. Kennedy Geriatric Oncology Award
Oncological Medicine Department

Dr. Irène Buvat, Thibault Escobar, Dr. Kibrom Girum, Fahad Khalid, Louis Rebaud
1st Prize in the HECKTOR challenge 2022 presented at the MICCAI international conference (Singapore)
Best Paper Award from the MICCAI International Conference (Singapore)
Laboratory of Translational Imaging in Oncology Unit (Inserm U1288)

Dr. Victoire Cachoux
L’Oréal-UNESCO Young Talents France 2022 for Women in Science Award
Genetics and Developmental Biology Unit (CNRS UMR3215 / Inserm U934 / Sorbonne University)

Dr. Claudia Carabaña Garcia
1st Prize of Institut Curie’s Scientific Photo Contest 2022
Genetics and Developmental Biology Unit (CNRS UMR3215 / Inserm U934 / Sorbonne University)

Shrena Chakroborty
Best Poster Award from the DNA Replication and Replication Stress Congress (France)
Genome Integrity, RNA and Cancer Unit (CNRS UMR3348 / University Paris-Saclay)

Dr. Philippe Chavrier
Grand Prix Ruban Rose 2022
Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University)

Dr. Andrew Clark
Walther Flemming Medal for Young Scientist by the German Society for Cell Biology
Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University)

Dr. Sylvie Coscoy
Polykystose Association France Prize
Physical Chemistry Curie Unit (CNRS UMR168 / Sorbonne University)

Dr. Olivier Delatetre
Grand Prix Inserm 2022
Cancer, Heterogeneity, Instability and Plasticity Unit (Inserm U830)

Legal Department
Award for the best legal department in France in the Transformation Innovation Projects category

Mathilde Di Marco
Best Poster Award from the 24th Annual Meeting of the Club Exocytose-Endocytose (France)
Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University)

Dr. Ines Drinnenberg
Cercle FSER Award from the Schlumberger Foundation for Education and Research (FSER)
Nuclear Dynamics Unit (CNRS UMR3664 / Sorbonne University)

Dr. Frances Edwards
Best Poster Award from the Cell Death Session from the 5th CRCL Symposium
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Thibault Escobar
1st Prize of the Physics, Instrumentation & Data Science Council Young Investigator Award by the Society of Nuclear Medicine and Molecular Imaging (Canada)
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Dynamics of Genetic Information: Fundamental Bases and Cancer Unit (CNRS UMR3244 / Sorbonne University)

Dr. Nicolas Manel
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Immunity and Cancer Unit (Inserm U932)

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Diagnostic and Theranostic Medicine Division

Dr. Raphaël Margueron
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Dr. Pedro Monteiro
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Prof. Cindy Neuzillet
Best Poster Award from the Journées francophones d’hépato-gastroentérologie et d’oncologie digestive 2022
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Prix Ruban Rose Avenir 2022
Prix Raymond Rosen 2022 from the Fondation pour la recherche médicale
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Dr. Judith Pineau
Best Thesis Award by the French Society for Cell Biology (SBFC)
Thesis Award by the Académie nationale de pharmacie
Immunity and Cancer Unit (Inserm U932)

Dr. Graça Raposo
Award Excellence in Skin Research Group 2022 (Canada)
Cell Biology and Cancer Unit (CNRS UMR144 / Sorbonne University)

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Dynamics of Genetic Information: Fundamental Bases and Cancer Unit (CNRS UMR3244 / Sorbonne University) and Translational Research Department

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