

Curie 2030

Hope
Against
Cancer

Taking on the
most daring
challenges


institut
Curie


CURIE 2030
HOPE AGAINST CANCER

CONTENTS

4 Editorial

5 Institut Curie Overview

6 The strategy



8 SCIENTIFIC PROJECT



12 MEDICAL PROJECT



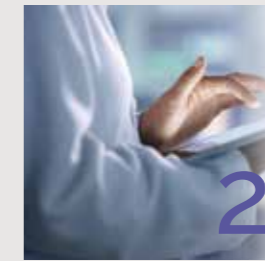
16 MEDICAL-SCIENTIFIC PROGRAM



20 SOCIAL PROJECT



24 ACADEMIC RELATIONS PROJECT



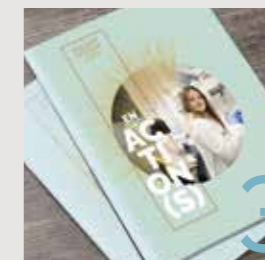
28 DIGITAL TRANSFORMATION PROJECT



30 CSR PROJECT



34 GOVERNANCE



36 ECONOMIC MODEL

38 Conclusion



This project is the **result of a participative and co-constructed process**, which began at the end of 2021 and will continue throughout 2022. Requested by the institute's Executive Board, in close collaboration with the three entity directors – the Research Center, the Hospital Group and the Head Office – it was conducted according to four key principles:

- ▶ a participative, collective and collaborative approach;
- ▶ a reflection based on the values shared by all Institut Curie employees;
- ▶ continued promotion of the research-care continuum that is the hallmark of Institut Curie;
- ▶ a social project at the heart of Institut Curie's business plan, which values the men and women who bring Institut Curie's spirit to life on a daily basis.

This process led to the drawing up of a core document setting out Institut Curie's overall vision and ambitions for the years 2023-2030.

From this common base, **nine programmatic projects** were developed. Co-constructed with employees, they represent the roadmap for the coming years. Naturally interrelated, they aim to **provide concrete responses to the major challenges of tomorrow**: scientific, medical, social, financial, digital and environmental.

A preliminary deployment timetable has been defined for the period 2023-2026, with **monitoring indicators** established for each ambition, objective and key action.

Prof. Thierry Philip
Chairman of the Executive Board of Institut Curie

A new strategic plan is an opportunity to assess how far we've come, and to question the choices we'll be making in the future. With **Curie 2030 – Hope Against Cancer**, Institut Curie is charting a new course and looking forward to writing a new page in its history, following on from the previous MC²¹ Establishment Project.

Institut Curie

Three missions, one unique model

Since its creation by Marie Curie and Dr. Claudius Regaud in 1921, Institut Curie has been recognized as a charitable foundation with three missions: **research, care, and the preservation and transmission of knowledge**. This **interdisciplinarity**, enshrined in the foundation's bylaws, is its DNA. It reflects a **fruitful continuum between research and care**, bringing **innovation** to the patient's bedside. This dialogue between researchers and caregivers, which also involves partners and patients on a national and international scale, is central to the Curie approach.

The Curie Spirit: deeply rooted values

A **foundation of values** directly inherited from Marie Curie's vision continues to guide her heirs, including the institute's employees:

HUMANITY - OPENNESS
- SHARING - EFFICIENCY -
INNOVATION

A rich and diverse ecosystem

In addition to the support of its **governing ministries, the Ministry of Higher Education and Research and the Ministry of Labor, Health and Solidarity**, Institut Curie fosters **strong partnerships** with research organizations (CNRS, Inserm), the Agence régionale de santé (ARS) de l'Île-de-France, Assistance publique-Hôpitaux de Paris (AP-HP), cancer centers and their federations, Unicancer, the French National Cancer Institute (INCa), Université PSL (of which Institut Curie is an associate member), Université Paris-Cité, Université Paris Saclay, Université de Versailles Saint-Quentin-en-Yvelines and Sorbonne Université, as well as industrial partners for the development of innovation.

It is in line with **the orientations of national and European public policies**, as well as the strategies of its various partners:

the ten-year cancer strategy 2021-2030, the European «Cancer Beating Plan», the Mission Cancer Europe, the France 2030 plan, the ARS Ile-de-France cancer strategy.

ONE INSTITUT CURIE, THREE ENTITIES, THREE LOCATIONS

- ▶ The Research Center
- ▶ The Hospital Group
- ▶ The Head Office

CURIE EXCELLENCE

Leading European center for breast cancer treatment

Leading French cancer treatment center in number of treated patients

Leading French research center on cancer

Label of excellence «Comprehensive Cancer Center» awarded by OEIC (Organisation of European Cancer Institutes)



The Curie 2030 strategy and its operational implementation



Excellence, from today to tomorrow

In the future, Institut Curie must further develop its missions: research, to foster future innovation; transmission of knowledge, to prepare the next generation and raise awareness of healthcare issues; and, finally, care, in a competitive environment and with a growing number of patients to care for in complex and increasingly personalized care pathways.

Implementing the strategic plan, with its nine programmatic projects, will strengthen Curie's uniqueness, its excellence and its national and international influence. Above all, the wide range of career paths, the working environment and the quality of life of our employees will all contribute to enhancing the attractiveness of the institute.

To achieve these objectives, the generosity of donors will remain central, and partnerships and investments will be carefully thought out and directed to ensure that Institut Curie's fight against cancer continues unabated.



Curie 2030 will link scientific and therapeutic progress, prevention and quality of life, treatment and fluidity of care pathways, innovation and the creation of leading French start-ups, information for the general public and their families, training and education, a sustainable business model and transparency.

From left to right: Prof. Alain PUISIEUX, director of the Research Center, Prof. Dominique DEVILLE DE PERIERE, member of the Executive Board, Prof. Thierry PHILIP, Chairman of the Executive Board, Marie-Laure NAVE, Head Office Director, Prof. Steven LE GOUILL, Director of the Hospital Group, and Prof. Djillali ANNANE, member of the Executive Board.

FOUR MAJOR PRIORITY INVESTMENTS

- ▶ radiotherapy within the Hospital Group, to consolidate Institut Curie's position as a national and international leader in radiation medicine;
- ▶ the Research Center's technological platforms, to ensure the competitiveness of scientific projects and the attractiveness of the Research Center;
- ▶ digital transformation, a process that is key to positioning Institut Curie in a data-, artificial intelligence-, and international relations-driven era;
- ▶ cell therapy at the Paris Saclay Cancer Cluster in Saint-Cloud, to accelerate technology transfer in this field and thus meet unmet medical needs.

The **8 strategic axes** which form the basis of the values and ambitions for Curie 2030 are backed up by **9 programmatic projects**. These are the operational implementation of Curie 2030, which should enable the institute to meet the challenges of the coming years and achieve the objectives identified.





SCIENTIFIC PROJECT

For free, pioneering research that drives innovation

The essentials



The Research Center is at the core of the Curie model. Driven by the vision of Marie Curie, who conceived it as the keystone of medical advances in oncology, it has since nurtured its originality. By creating an environment conducive to collaboration between researchers and their direct interaction with the Hospital Group, the Research Center is the source of new concepts that represent potential advances for patients. It's a source of creativity that this project aims to strengthen.

Our challenges

- ▶ **Develop** a scientific and technological environment that is increasingly conducive to scientific emulation and creativity among researchers.
- ▶ **Strongly support** risk-taking, which leads to breakthrough innovations.
- ▶ **Maintain** the level of excellence recognized by the Comprehensive Cancer Center label, from basic research to clinical applications.
- ▶ **Expand** the research-care continuum which is Curie's strength.
- ▶ **To promote** Institut Curie's reputation through research, both in France and abroad, in order to raise the Research Center's profile, attract talent and strengthen its position in society.

A founding project for innovation

The Curie 2030 scientific project aims to **support basic research**, which is the only way to generate new knowledge likely to have a major medical and societal impact. It is based on **the pioneering spirit**, a founding value of Institut Curie that motivates its researchers – and beyond, all its collaborators – but also on **the independence of research**, essential principles that scientists consider highly important.

A central ambition of the project, **interdisciplinarity** will be encouraged and developed on all fronts: both as an interface between different scientific disciplines, with 6 priority axes, and as a bridge between research and medical teams.

Excellent research requires **high-performance tools**: technological platforms will benefit from state-of-the-art services.

In line with the social project, **quality of life at work** will also be a priority. Research teams will benefit from premises and logistical and technological resources that will enable them to thrive in their scientific creativity.

The Curie 2030 scientific project will be carried out in the academic environment of the institute's 3 sites, on the basis of a close **partnership** with public scientific and technological establishments. International initiatives and collaborations will naturally be supported.

▶ This project will raise Institut Curie's status and attractiveness. It will confirm its legitimacy in bringing scientific and health issues forward, embodying the humanism of the Curie model. It will also respond to today's need to **incorporate science into culture**.

The Curie 2030 vision

An institute that breaks free of boundaries to place scientific interdisciplinarity at the heart of its ambitions, and to promote human, technological and thematic diversity. With a pioneering, free spirit that expresses its excellence in the life sciences.



Basic research is our passport to the future. It generates the knowledge that feeds translational research and care. Institut Curie is proud to defend top-level science, carried out by researchers who operate with considerable autonomy. In the future, it will invest even more in making science accessible to as many people as possible, and in fulfilling its social role.

Prof. Alain Puisieux, Director of Institut Curie Research Center



Our ambitions at a glance

AMBITIONS

OBJECTIVES



Strengthen the interdisciplinary nature of our research

- ▶ Update the main industrial partners
- ▶ Promote interdisciplinarity through ambitious scientific programs
- ▶ Attract new talent at the interface between disciplines and encourage their emergence



Provide an infrastructure that matches our research ambitions

- ▶ Guarantee a state-of-the-art technological environment
- ▶ Ensure quality of working life and of the research spaces
- ▶ Support researchers and research staff



Pioneering and stimulating innovation at a Comprehensive Cancer Center

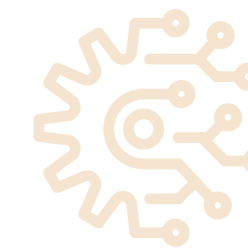
- ▶ Encourage risk-taking
- ▶ Strengthen the research-care connection and encourage technology transfer



Enhancing Institut Curie's visibility and influence through research

- ▶ Developing excellence in training for and through research
- ▶ Reinforce the Research Center's international positioning
- ▶ Play a role in society

IN THE FIELD



Invest in cutting-edge technological platforms

GOAL: Provide Institut Curie researchers with a technological environment capable of meeting current and future scientific challenges.

MEANS: an investment of €16m, including €9m financed by the Foundation to ensure the renewal or acquisition of state-of-the-art equipment for the 19 CurieCoreTech platforms.



Move from multidisciplinary to interdisciplinarity

GOAL: working across disciplinary boundaries and strengthening collaborations between researchers and clinicians to nurture the research-care continuum.

MEANS: creation of joint research units (UMR) integrating various disciplines so that researchers from different backgrounds work together on common issues, recruitment of young researchers operating at the interface of these disciplines, facilitating the integration of clinicians into these UMRs, dedicated funding for the emergence of risky and/or structuring interdisciplinary projects.

6 PRIORITY SCIENTIFIC PROGRAMS

for the research units' five-year contracts:

- ▶ Cellular biology and physics of living systems
- ▶ Genome biology
- ▶ Computational biology and systems medicine
- ▶ Developmental biology and pediatric oncology
- ▶ Tumor microenvironment, immunology and cell therapies
- ▶ Chemical biology, therapeutic chemistry and advanced therapies



THE RESEARCH CENTER IN NUMBERS (IN 2022)

1,258 employees

88 research teams

62 ERC grants awarded since the program's inception in 2007. = 10% of ERC funding in France in the Life Sciences category

77 nationalities

19 technological platforms grouped together in the CurieCoreTech network, a member of the European CoreForLife network

44.6 million euros research contracts consumed

13 joint research units (UMR) associated CNRS and/or Inserm and/or Universities

1 translational research department

Record *Impact Factor* average of scientific publications of 12.03



MEDICAL PROJECT

Reinforcing today's excellence, building tomorrow's

The essentials



Based on a continuum of research and care which is the strength of its model, Institut Curie is among the world leaders in cancerology. Faced with growing numbers of patients, the Hospital Group must continue to develop and offer the most innovative treatments. This project closely associates patients and caregivers in the achievement of a powerful common goal: to make all cancers curable.

Our challenges

- ▶ **Strengthen** the institute's internationally recognized fields of expertise in human, technical and organizational terms.
- ▶ **Encourage** interdisciplinarity and harness the Hospital Group teams' dynamism to develop new areas of excellence.
- ▶ **Act** in a progressive manner in all areas of prevention: from cancer prevention, with follow-up of high-risk patients, to the prevention of side effects and relapses.
- ▶ **Attract and retain** healthcare professionals, while supporting them in new ways of delivering care and research.
- ▶ **Structure** our care pathways and enable our patients to play a more active role alongside us.

An ambitious project for oncology of the future

The Curie 2030 medical project aims to strengthen all stages of the patient care pathway. Drawing on the **innovation potential** that underpins its model, each phase of the fight against cancer will be heavily invested in providing patients with a **holistic vision**. Emphasis will be placed on **detection and prevention** at every stage of the illness, in the short and longer term: genetic monitoring of people at increased risk of cancer, prevention of the medical and societal side effects of treatment, prevention of relapse, prevention of after-effects.

A Short-Term Diagnostic Center will be set up to provide patients with the best possible information.

In terms of healthcare, the Hospital Group will boost its efforts in the fields of **personalized precision medicine** – in particular with the reinforcement of cell therapy as part of the Paris Saclay Cancer Cluster – **robotization, radiology interventional and radiation medicine**, which is at a major turning point and in which the institute is a world leader, notably through proton therapy.

Fields of expertise will be extended to offer **new paths** by 2030.

In addition to **Women's Cancer Institute*** and **Institut du thorax Curie-Montsouris****, which will offer a screening pathway for people at risk of lung cancer, other pathways relating to cancers with a very poor prognosis (pancreatic, etc.) or hospitalization at home will be structured.

The **deployment** of a customized **health democracy** model will be carried out to enable patients to contribute to the life, operation and improvement of the Hospital Group.

In line with the social and CSR projects, particular attention will be paid to the **quality of life of caregivers** and their **career development**, with paths designed to encourage and enhance specific skills.

▶ This project, which is fully in line with the ten-year strategy of the French National Cancer Institute (INCa) and the objectives pursued by Unicancer, will enable Institut Curie to offer an **increasingly relevant and attractive care program** for patients and caregivers alike.

* Hospital-University Institute (IHU) founded with Inserm and Université Paris Sciences et Lettres (PSL).

** In partnership with Institut Mutualiste Montsouris.

The Curie 2030 vision

A modern, compassionate institute at the cutting edge of medical innovation, leading the way in the fight against cancer in France and abroad. A place of care where patients feel more autonomous and confident, within a seamless path, surrounded by staff who appreciate their quality of life at work.

Faced with the many challenges of oncology, Institut Curie's Hospital Group will continue to drive innovation. Hand in hand with caregivers and patients, we will continue to take an upstream position in the design of tomorrow's treatments, and we will work to reduce territorial inequalities so that our expertise is widely accessible and enables more patients to be cured. Faced with the many challenges of oncology, Institut Curie Hospital Group will continue to drive innovation.

Prof. Steven Le Gouill, Director of Institut Curie Hospital Group



Our ambitions at a glance

AMBITIONS

OBJECTIVES



Leading the way in innovation and excellence in patient care

- ▶ Reinforcing today's excellence
- ▶ Building tomorrow's excellence
- ▶ Encouraging innovation



Intervening upstream of cancer and its recurrence, at any stage, in a clear and progressive manner

- ▶ Preventing cancer in at-risk populations
- ▶ Reducing the impact of cancer
- ▶ Introducing monitoring tools into routine care
- ▶ Providing access to easy, rapid and easy-to-understand diagnosis for all



Promoting a Curie Care Expertise paths strategy to streamline excellence in cancer care

- ▶ Building Curie Care Expertise paths with and for patients
- ▶ Structuring scheduled and unscheduled treatments
- ▶ Building a partnership strategy around the Curie Care Expertise network
- ▶ Coordinating the Hospital Group and outpatient medical services
- ▶ Reinforcing the international patient network
- ▶ Building paths adapted to new challenges



Supporting caregivers in meeting the new challenges of care and research

- ▶ Promoting cross-functional and interdisciplinary approaches
- ▶ Supporting the evolution of professions
- ▶ Identifying, attracting and retaining tomorrow's leaders
- ▶ Integrating, training and creating links with students and between generations
- ▶ Improving business tools and practices



Reinforcing patients' position as key players in their own healthcare

- ▶ Pursuing the development of job retention and return to work
- ▶ Building patient empowerment
- ▶ Involving patients in Hospital Group strategy

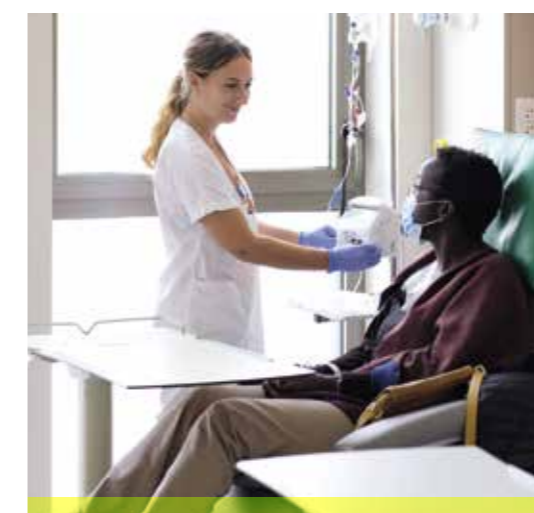
IN THE FIELD

Strengthen our leadership in radiation medicine

GOAL: Provide patients with innovative radiotherapies that are ever more effective, with fewer after-effects.

MEANS:

- ▶ A €56m investment plan to renew equipment and technology.
- ▶ The institute's research teams.
- ▶ Partnerships and networks with international leaders.



Deploy «Expertise Soins Curie» paths

GOAL: Guarantee personalized care for every patient, thanks to a global vision of paths offered by Institut Curie Hospital Group and coordination with hospital and outpatient partners.

MEANS:

- ▶ Creation of a dedicated department, including patient representation, to manage, streamline and improve patient paths.
- ▶ Provision of a range of digital services for patients.
- ▶ Adapting paths to demographic and societal challenges.
- ▶ Deployment of a network of Curie Care Expertise partners for out-of-hospital paths that benefit from the Curie quality and are accessible to as many people as possible.

THE HOSPITAL GROUP IN NUMBERS (IN 2022)

Leading
French cancer treatment center in number of treated patients

2,390
employees

219 clinical studies,
thus 2,088 patients included

993
caregivers

48,875
chemotherapies

Leading
European center for breast cancer management

54,979
patients treated

97,123
radiotherapy sessions



MEDICAL-SCIENTIFIC PROGRAM

Boosting innovation momentum

The essentials

Institut Curie's medical-scientific program (PMS) brings together the expertise of caregivers and researchers. Its goal is to encourage the transfer of knowledge to innovation, for the benefit of patients. This program perfectly embodies the research-care continuum, the hallmark of Institut Curie. Looking ahead to 2030, the challenge is to optimize its operational aspects to further enhance its efficiency.

Our challenges

- ▶ **Strengthen** the cross-functional relationship between the Research Center and the Hospital Group.
- ▶ **Build** on the experience of the first medical-scientific program to structure processes and achieve greater coherence.
- ▶ **Determine** the appropriate level of management to ensure a balance between team creativity, responsiveness and smooth running of medical-scientific projects.
- ▶ **Better support** projects from upstream to commercialization.

A founding project for innovation

Institut Curie is currently the only cancer center to have been awarded the **Carnot** label. The challenge is to maintain this label of excellence, and the medical-scientific program (PMS) will provide the groundwork. The idea here is to accelerate translational research for the benefit of patients.

The first PMS, born of the MC²¹ Establishment Project (2015-2020), has largely proved its effectiveness, with the development of priority themes that have led to the creation of Women's Cancer Institute and Institut du thorax Curie-Montsouris. Institut Curie now wishes to support and strengthen this **dynamic approach** by setting up steering tools, defining medical-scientific priorities and support mechanisms, and facilitating operational implementation.

As a first step, **medico-scientific coordination** will be set up.

Its formalized internal processes will support and **accelerate** the development of **translational research projects**.

In a second step, **medical-scientific priorities** will be determined.

The criteria have been redefined: management in pairs of researchers and caregivers, promotion of **interdisciplinarity** and the emergence of **innovative ideas**, involvement of new researchers and caregivers, involvement of **patients**. These requirements will lead to **structuring projects** to meet **competitive bids** and participate in **major national and international federative programs**.

Thirdly, the **support systems** will be enhanced, notably through the creation of a new **caregiver-researcher** status, specific to the institute. The missions and objectives of the **project managers** will be aligned and their positions made permanent.

On the operational side, **access to data** will be developed and facilitated, notably with the creation of a **health data warehouse** registered with the Cnil (French Data Protection Authority). **Access to biological material** will be centralized and streamlined.

▶ This project will enable Institut Curie to consolidate its position as **leader** in setting up and supporting **projects with a high impact** for patients and for science.

The Curie 2030 vision

A leading institute in terms of its ability to add value, bringing innovation to the patient's bedside through a pragmatic and efficient policy of project support and industrial partnerships.

“ The medical-scientific project is key to the innovation process at Institut Curie. By fostering a dynamic collaboration between caregivers and researchers and supporting them so that they can bring out the best in each other, this project will accelerate innovation as well as technological and industrial transfer.

Prof. Alain Puisieux, Director of the Research Center

Prof. Steven Le Gouill, Director of the Hospital Group

Dr. Amaury Martin, Deputy Director of the Head Office, Director of Carnot Curie Cancer



Our ambitions at a glance

AMBITIONS

OBJECTIVES



IN THE FIELD



Setting up a business incubator

GOALS: To continue supporting start-ups created and incubated at Institut Curie; to welcome other external start-ups, with related activities, to encourage successful collaborations.

MEANS: Exploit Institut Curie's multi-site location and relationships with the local community to theme infrastructures.



Making life easier for researchers and caregiver-researchers

GOAL: Provide support and guidance in carrying out projects that enable researchers and caregiver-researchers to focus on their primary mission.

MEANS:

- ▶ Set up *ad hoc* coordination to maintain close contact with the field, with trained project managers, unified and flexible steering tools, and a support team dedicated to the search for high value-added projects, through to the search for funding and industrial partnerships and added value.
- ▶ Initiate discussions on the creation of a medical doctor-researcher status. This would provide a more permanent framework for certain medical-scientific profiles and accelerate the transfer of innovations to the clinic.



CLINICAL RESEARCH AND COMMERCIALIZATION IN FIGURES (IN 2022)

CLIP²
Early-stage center accredited by INCa (Institut national du cancer)

1 translational research department comprising 4 groups

13.4 million euros of industrial products (excluding clinical research)

4 SIRIC-certified research teams (integrated clinical research site)

32 start-ups created at Institut Curie

1730 patents





SOCIAL PROJECT

The human at the heart of success and excellence

HUMANITY - OPENNESS - SHARING - EFFICIENCY - INNOVATION

The essentials

The men and women of Institut Curie are the most precious asset of this unique organization. At a time when our relationship with work is changing, Institut Curie is aware that its employees have high expectations in terms of professional fulfillment. By placing people at the heart of its actions, this particularly ambitious social project aims to meet these expectations.

Our challenges

- ▶ **Establish** a foundation of strong, inspiring shared values for all employees.
- ▶ **Support** these Institut Curie values.
- ▶ **Strengthen** our sense of belonging.
- ▶ **Be agile** to adapt to rapid changes in the professional world.
- ▶ **Attract** the skills and retain the talent that will be the strength of Institut Curie tomorrow.

An innovative, unifying project

The social project of the Curie 2030 strategy has been **co-constructed** in a **collaborative shared** approach by the three entities (Research Center, Hospital Group and Head Office). It meets employees' needs in a **pragmatic** way. Thus, it is designed to **unite** them and give them the means to address the **future challenges** posed by research and the fight against cancer.

The issue of **skills, quality of life and working conditions** has been placed at the heart of the strategic thinking process and is reflected in every project. This common thread runs through the entire Institut Curie strategic plan.

Resulting from an unprecedented **collective approach**, this project encourages employees in particular to pursue this participative approach daily.

By fostering their **autonomy** and their personal and professional **fulfillment**, it will contribute to their loyalty and reinforce the institute's **attractiveness**. Improved quality of life and working conditions will ultimately benefit the quality of research carried out in the laboratories and of patient care.

The Curie 2030 vision

A more inclusive institute, involving its employees in decision-making, creating innovative pathways for professionals and nurturing everyone's skills.

“ The co-construction of the social project, which enabled employees to express their views, needs to be taken into account and values to be shared, marks an important milestone for Institut Curie's social policy. This is the way to lead everyone towards a shared vision and common aspirations.

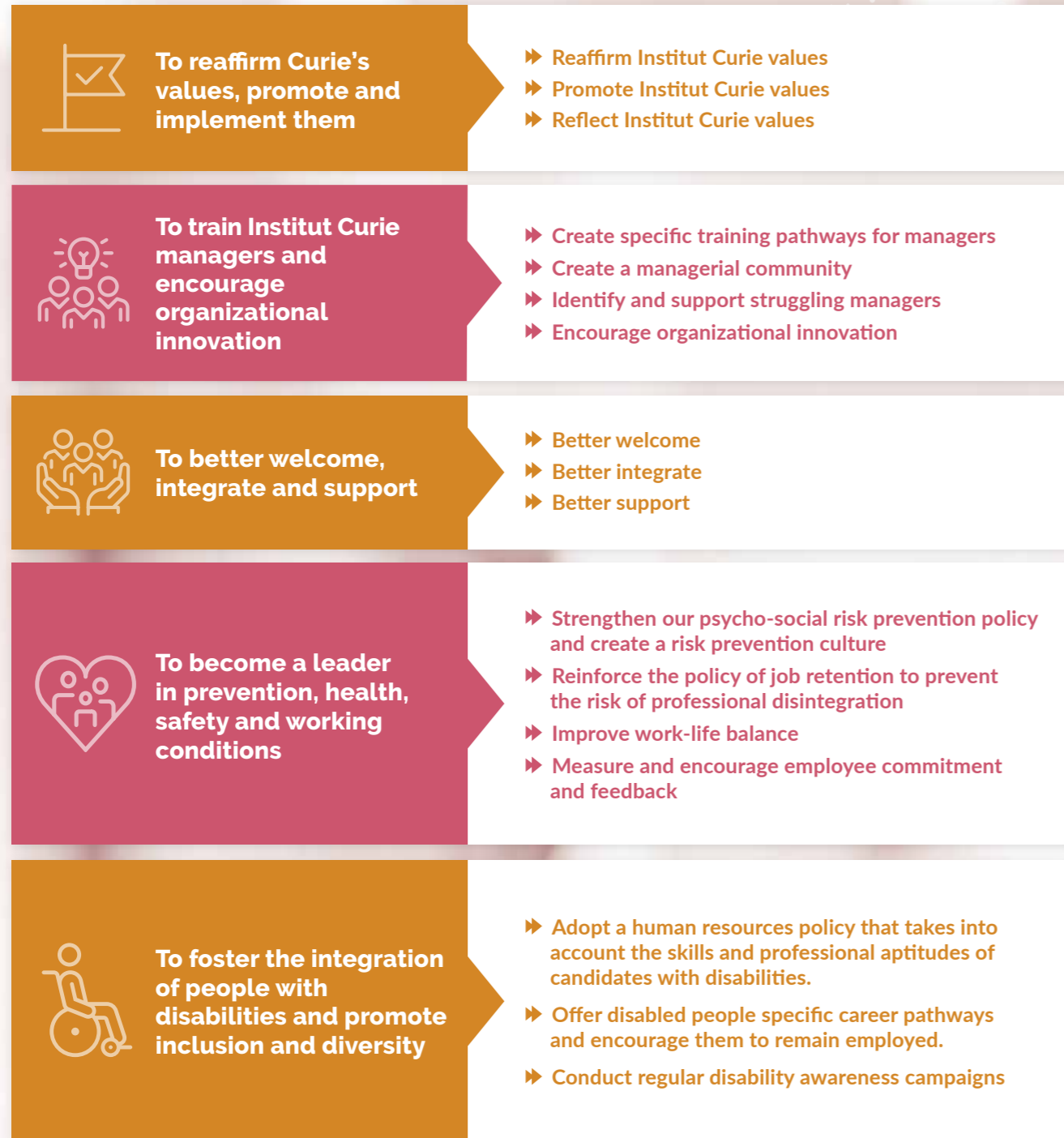
Anne-Claire de Reboul, Deputy Director of the Hospital Group, and **Stéphane Lacroix**, Director of Human Resources for the Research Center and Head Office



Our ambitions at a glance

AMBITIONS

OBJECTIVES

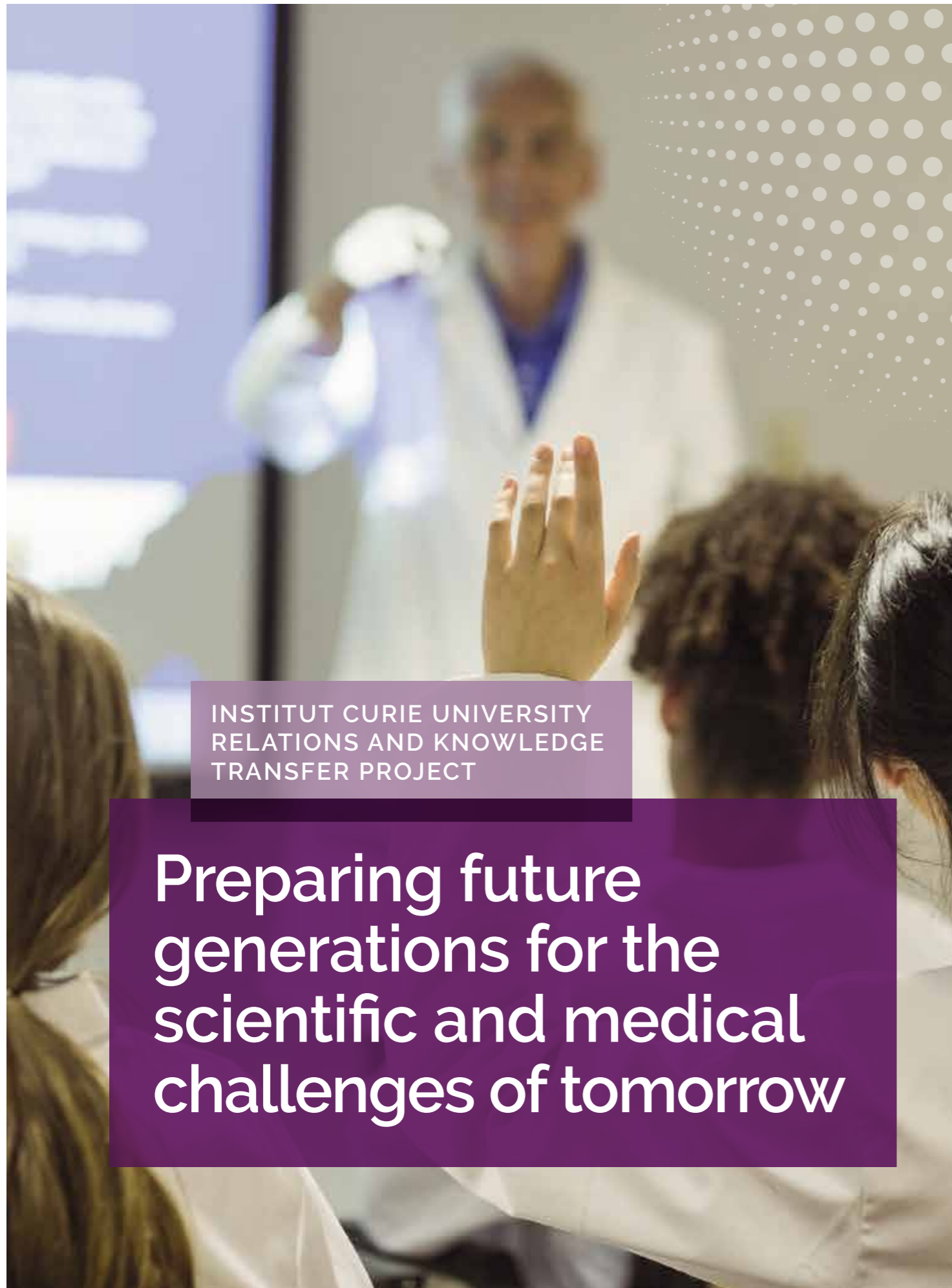


Accompanying all new employees on their arrival

The policy for welcoming and onboarding new employees will be harmonized to streamline the recruitment process, as well as reception and arrival on site. Each new employee will have the support of a mentor to ensure a smooth induction process.

INSTITUT CURIE IN FIGURES





INSTITUT CURIE UNIVERSITY
RELATIONS AND KNOWLEDGE
TRANSFER PROJECT

Preparing future generations for the scientific and medical challenges of tomorrow

The essentials

Transmitting knowledge is one of Institut Curie's founding missions. It is underpinned by strong, strategic relationships with universities, which include some of France's leading universities and European universities: Paris Sciences & Lettres (PSL) – of which Institut Curie is an associate member –, Versailles Saint-Quentin-en-Yvelines (UVSQ), Paris-Saclay, Paris Cité and Sorbonne Université. The heritage conservation mission orchestrated by the Musée Curie helps to spread the word about the historical discoveries made by the Curie family, and to promote an understanding of what is at stake for today's society.

Our challenges

- **Reinforce** ties with universities and strengthening Institut Curie's position within its ecosystem.
- **Staying ahead** in matters of education to train the scientific and healthcare talent of tomorrow.
- **Protect and showcase** the scientific heritage of the Musée Curie, develop links with the human and social sciences and strengthen Institut Curie's role as a conduit for science.

A major project to perpetuate the excellence and attractiveness of Institut Curie

As knowledge and technology grow ever faster, and as the scientific, medical and social stakes in the fight against cancer increase, Institut Curie has every right to become a key player in the field of life sciences and oncology education. It will continue to offer an ideal setting for training researchers and doctors, and will contribute to the structuring of cutting-edge research, notably through its joint

initiatives with PSL, the creation of a doctoral school in life sciences. Its involvement in the PariSanté Campus project will place it at the heart of tomorrow's digital healthcare.
► The aim of this project is to consolidate Institut Curie's academic, digital and societal positioning. It will contribute to maintaining its level of excellence and enhancing its attractiveness.

The Curie 2030 vision

A driving force in developing the transmission of knowledge, working alongside the leading universities in the region. The Musée Curie's activities reflect its rich past, providing an opportunity to see and study its historical heritage from a societal perspective.

Transmitting knowledge and training tomorrow's researchers, doctors and healthcare staff is central to patient care. By creating a network with our university partners, pooling our know-how and sharing experiences with a wider public, we'll be able to meet today's societal expectations.

Dr. Tatiana Malherbe, Deputy Director of the Research Center and **Prof. Yves Allory**, Head of Anatomopathology at the Hospital Group's Saint-Cloud site and Deputy Director of Education at the Hospital Group.



Our ambitions at a glance

AMBITIONS

OBJECTIVES



Consolidate joint actions with PSL

- ▶ Maintain the momentum of PSL as an associate member
- ▶ Successfully integrate into ParisSanté Campus



Strengthen links with UVSQ and Université Paris-Saclay

- ▶ Place Institut Curie's Saint-Cloud site at the heart of the UVSQ's strategy and strengthen Institut Curie's position within the Université Paris-Saclay
- ▶ Diversify Institut Curie's academic positioning, via systems medicine
- ▶ Set up the western cell therapy cluster of the Paris-Saclay Cancer Cluster



Strengthen links with Université Paris Cité

- ▶ Strengthen existing collaborations and create new ones
- ▶ Develop new forms of training and teaching in oncology



Consolidate links with Sorbonne Université

- ▶ Consolidate links with joint research units
- ▶ Develop training initiatives and participate in structuring initiatives with Sorbonne Université



Develop links with universities to enhance attractiveness and excellence

- ▶ Train tomorrow's healthcare professionals
- ▶ Train tomorrow's researchers
- ▶ Develop common approaches to training
- ▶ Develop cutting-edge research in line with societal challenges



Sharing knowledge with a broader public

OBJECTIVE: Show the direct impact of research results on society.

MEANS: Through joint actions between research units, the Musée Curie and partner universities, enhance actions to promote science among young people and the general public, to help them understand both the challenges and the medical and scientific successes, as well as uncertainties, associated with this activity.

EDUCATION IN FIGURES

More than **500** doctoral students and post-doctoral researchers join Institut Curie teams every year

More than **500** participants each year in the fifteen or so international courses organized by Institut Curie

184 researchers with a qualification to direct research (HDR)



DIGITAL TRANSFORMATION PROJECT

The human at the heart of success and excellence

The essentials

Having pioneered digital transformation in its sector – notably with the digitization of its business activities – Institut Curie is now embarking on an initiative to modernize and urbanize its information systems, to be at the forefront of innovation by 2030.

Our challenges

- ▶ **Fostering** cross-functionality between entities (Research Center, Hospital Group and Head Office) and with our partners safely.
- ▶ **Optimize** work time.
- ▶ **Provide** high-performance, scalable storage and computing capabilities.
- ▶ **Value** the large quantities of data generated by activities.
- ▶ **Strengthen** IT security.
- ▶ **Fluidify** patient pathways and empower patients.

A structuring project

The digital transformation project is the result of a collective approach, conducted as a blueprint. The roadmap will support and accompany the deployment of the Curie 2030 strategy by enabling the institute to be agile and innovative in every respect.

▶ The project is designed to facilitate our employees' daily lives, accelerate the transfer of research to patients and improve the patient experience.

The Curie 2030 vision

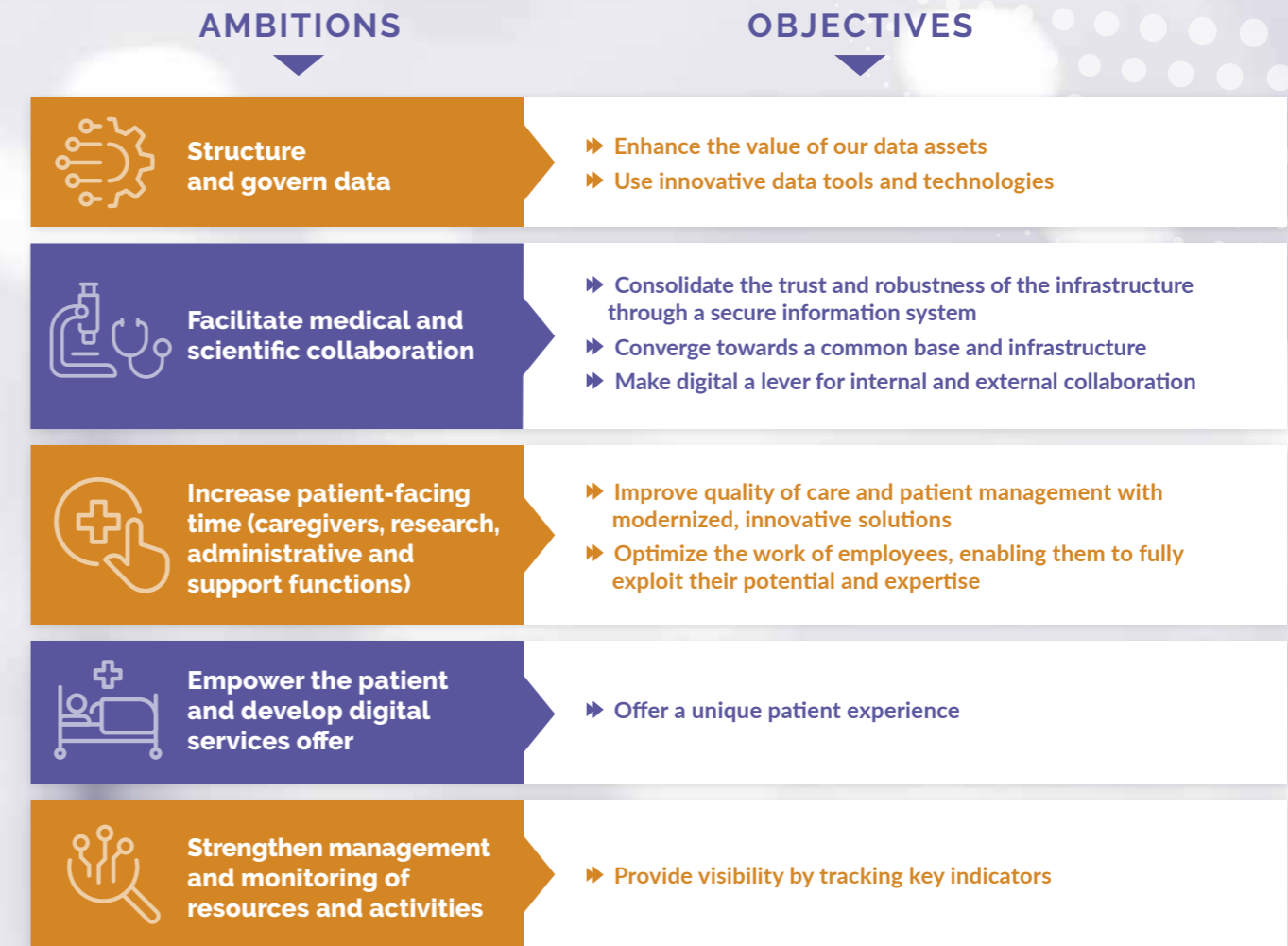
An institute at the cutting edge of digital technology, improving the quality of life of its employees, structuring its data to optimize its use and sharing, and promoting its expertise by ensuring a territorial network with its partners and community medicine.

“Digital technology is at the crossroads of healthcare issues. It represents all the major challenges facing Institut Curie in the years ahead, which is why we need to build an agile, cross-disciplinary system. It will help bring innovations into the clinic faster and put patients at the heart of their care.”

Julien Dufour, Director of Digital Transformation at Institut Curie



Our ambitions at a glance



IN THE FIELD

An Innovation Lab

OBJECTIVES: test, develop and industrialize employees' ideas to foster innovation.

MEANS: powerful, agile and dedicated IT resources for proof of concept.

PRINCIPLE: On the basis of an innovative concept whose feasibility has been assessed, a prototype will be produced, and tests carried out. If the assessment is positive, the concept will be put into project mode, with the implementation of an *ad hoc* architecture for scaling up.

BENEFITS: be able to test a concept in concrete terms without mobilizing the resources of the main information system.

MyCurie, a unique patient portal

OBJECTIVES: To empower patients throughout their care, give them control over their data and offer them a unique, seamless patient experience.

MEANS: To empower patients throughout their care, give them control over their data and offer them a unique, seamless patient experience.

PRINCIPLE: a single portal for building up patient records, preparing consultations, reducing hospital waiting times (with real-time monitoring of patient flows), staying in touch with care teams when patients return home and go back to work, putting general practitioners and hospital teams in touch with each other, etc.

KEY DIGITAL FIGURES AT INSTITUT CURIE

15 million euros invested over 5 years for digital transformation



The essentials

Corporate social responsibility (CSR) represents a considerable challenge in the field of research and healthcare. The stakes are high, and Institut Curie's commitment to this ambitious, cross-functional, collegiate approach is a clear signal to its employees, partners, donors and patients. In this area too, the pioneering spirit of Curie will be at work, shaping the sustainable and resilient model of a research center of excellence and a major cancer center.

Our challenges

- ▶ **To become** an exemplary CSR institute.
- ▶ **To meet** public health and environmental challenges in a responsible and sustainable way.
- ▶ **Encourage** all employees to adhere to CSR principles.
- ▶ **Stimulate** creativity at all levels to find innovative solutions in the field.
- ▶ **Engage** all external stakeholders in this dynamic.

Un projet inspirant tourné vers l'avenir

The Curie 2030 CSR project is the result of an enthusiastic **participatory reflection**. Because of its themes, this project is **transversal** to Institut Curie as a whole.

The challenges we face are manifold: the social and environmental impact of our activities, responsible management of energy, digital technology, supplies and waste... These are cross-cutting issues that all Institut Curie players must address over the coming years.

Membership of the United Nations Global Compact and compliance with the ISO 26000 CSR standard will be the cornerstones of the project. To deploy, structure and coordinate this approach in a **permanent** way, and to **report on it**,

a **CSR department** will be set up, with a dedicated team and ambassadors within each entity. However, everyone at Institut Curie will be able to take ownership of the subject.

Initiatives will be encouraged, valued and supported, and a **change support policy** will be implemented. Involving users and partners will be another key to success.

▶ This CSR project is a **founding act to bring the institute to the forefront** of responsible, sustainable research and healthcare institutions. Institut Curie is committed to a proactive and inspiring approach that will be a source of new attractiveness for the institute.

The Curie 2030 vision

An institute that also puts its innovative strength towards CSR, and whose responsible and sustainable commitment is shared by all employees, partners and users. An economically viable institute whose care activities and research have a positive impact on society and the environment.

“ The CSR initiative reflects a collective will and is fully in line with the values of Institut Curie. Its cross-functional approach will support other projects in the Curie 2030 strategy.

Sophie Oger-Hodge, Quality & Risk Management Director of the Hospital Group and Institut Curie CSR Project Leader, and **Marie-Laure Nave**, Institut Curie Head Office Director



Our ambitions at a glance



■ IN THE FIELD

Deploy eco-design at all levels

OBJECTIVE: to control the environmental footprint of care, research and support services.

MEANS: evaluate the impact of these activities at each stage of their life cycle and mobilize teams to seek alternatives; support selected projects and allocate resources for their implementation.

The 7 core components of the CSR standard (ISO 26000)

- 1 **Organizational governance:** hierarchical organization, decision-making cycle, distribution of responsibilities and authorities, etc.
- 2 **Human rights:** duty of care, wage policy, discrimination and vulnerable groups, suppliers, etc.
- 3 **Work relations and conditions:** social dialogue, health and safety, human capital development, etc.
- 4 **Environment:** pollution prevention, sustainable resource use, climate change mitigation and adaptation, environmental protection, etc.
- 5 **Fair practices:** anti-corruption, responsible political engagement, promotion of CSR in the value chain, etc.
- 6 **Consumer issues:** fair marketing, information and contract practices, health and safety protection, data and life protection, access to essential services, education and awareness, etc.
- 7 **Communities and local development:** involvement with communities, job creation and skills development, investment in society, etc.





GOVERNANCE

For an efficient and responsible collective dynamic

The essentials

Institut Curie has been a foundation with a recognized public interest status authorized to receive donations and bequests since 1921. Its governance was the subject of in-depth work during the previous Establishment Project, MC²¹ and during the overhaul of its statutes in 2018. Institut Curie's mode of governance, its social missions and its responsibility to its donors and partners require a decision-making process that is transparent, open, participatory, equitable, inclusive and attentive to gender equality. These are the central issues addressed by this project, designed to make the institute's operations more fluid.

Our challenges

- **Fluidify** interfaces and optimize the articulation of the Foundation's different missions.
- **Harmonize** human resources management between the three entities (Research Center, Hospital Group and Head Office), while preserving the specific characteristics of each.
- **Encourage** employee participation in decision-making processes.
- **Consolidate** the role of Head Office, the youngest of Institut Curie's three entities.
- **Simplify** the management of major cross-disciplinary projects.

A driving project to generate synergies

The proposed process aims to mobilize all employees around the **values** of good governance. Particular attention will be paid to **participation** and **equality**. The aim is to implement these values in **concrete, operational** terms at all levels.

The Curie 2030 vision

A dynamic, transparent and efficient institute that involves its employees in decision-making and inspires the confidence of its donors and partners.

Governance is a central issue for an institution with a social mission such as Institut Curie. The initiatives undertaken as part of this project are designed to ensure the harmonious implementation of the Curie 2030 project. By fostering collegiality, while respecting each entity's specificity, they will contribute to our ultimate common goal of advancing knowledge and improving cancer management.

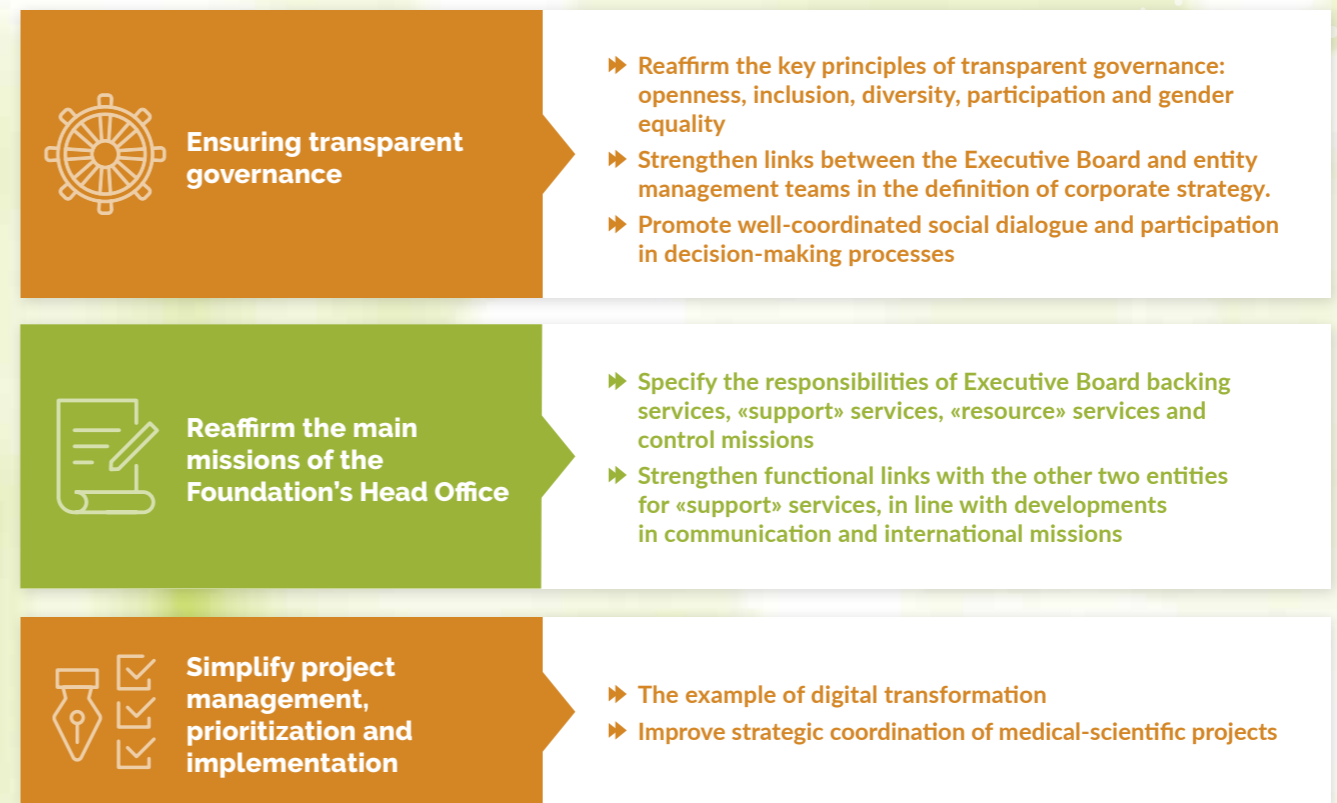
Prof. Thierry Philip, Chairman of Institut Curie Executive Board



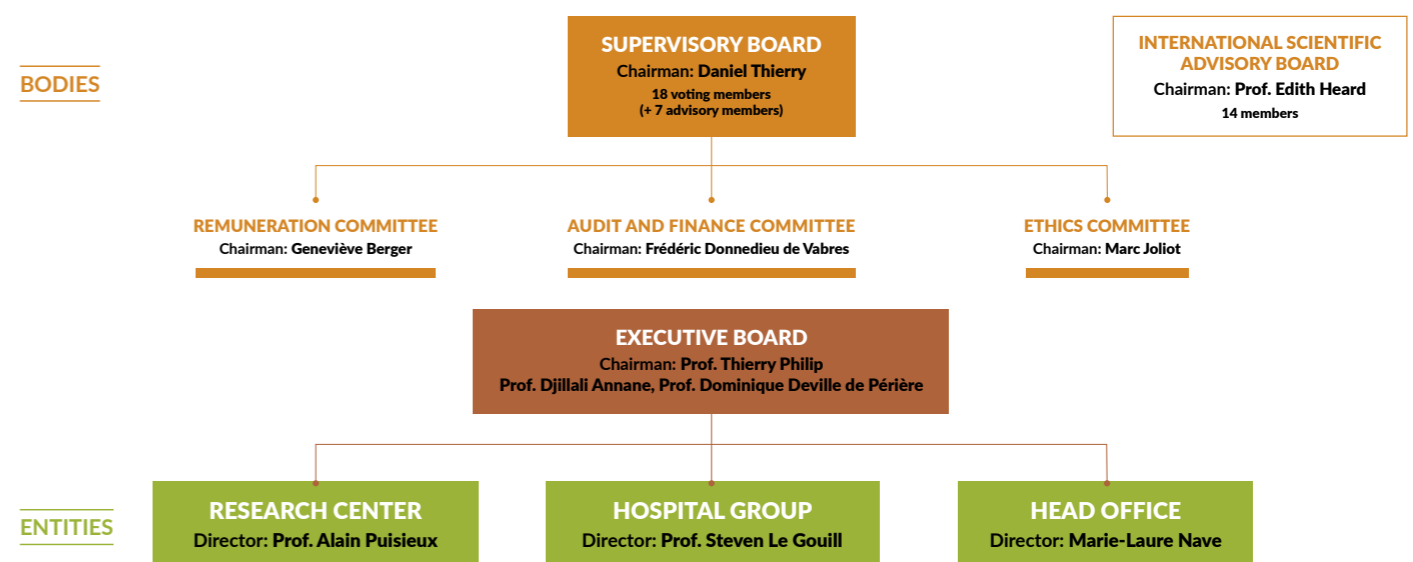
Our ambitions at a glance

AMBITIONS

OBJECTIVES



Rigorous, transparent and controlled governance





For optimized, sustainable management

The essentials

Structured around a Research Center, a Hospital Group and a Head Office, and spread over three sites, Institut Curie generates complex financial flows. With the Curie 2030 project, Institut Curie is adopting the means to simplify these flows and strengthen its economic and financial performance, thereby increasing its resources to carry out its social missions.

Our challenges

- **Maintain** Institut Curie's sound financial health, a guarantee of its long-term future.
- **Simplify** internal workflows and strengthen cross-entity services to optimize costs.
- **Provide** entities with the flexibility to reallocate their annual budgets according to changing needs and projects.
- **Develop** the institute's overall resources, to be able to commit more resources to the fight against cancer.

A central project to maximize the institute's performance

Public funding plays an important role in **Institut Curie's financing**, but **private funding** from public generosity, sponsorship and proceeds from the commercialization of its discoveries ensures its **independence** and is a driving **force behind innovation** in the fight against cancer and the advancement of knowledge.

The institute's structure and multi-site organization generate **multiple financial flows**, which will be studied in detail with a view to simplifying them.

This project also aims to give each entity greater **autonomy** and **responsibility** for its own activities, while continuing to pool resources where they add value.

- The Curie 2030 business model project will contribute, through its **objectives of simplification, organizational reflection and value creation**, to the realization of the other Curie 2030 projects.

The Curie 2030 vision

An institute with unified and simplified financial management, enabling optimal use of its resources while preserving the autonomy of each of its three entities.

Public funding and the resources generated by public generosity and our partnerships are our responsibility. It is our duty to optimize their use. By clarifying and simplifying our financial flows, this project will make an effective contribution.

Marie-Laure Nave, Director, Institut Curie Head Office



Our ambitions at a glance

AMBITIONS

OBJECTIVES



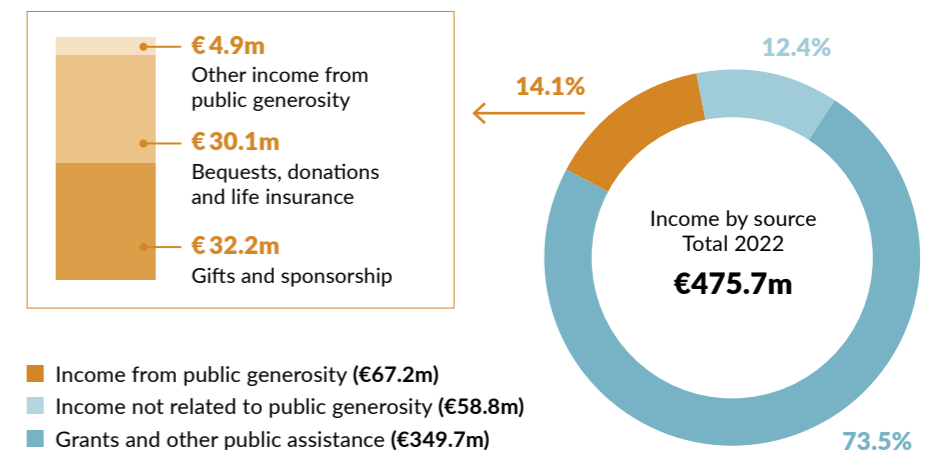
Defining a global purchasing strategy

OBJECTIVE: optimize and harmonize purchasing for all three entities, while guaranteeing the responsiveness required by each and respecting the CSR policy.

MEANS:

- An audit is launched.
- Development of an action plan.

INSTITUT CURIE RESOURCES IN FIGURES*



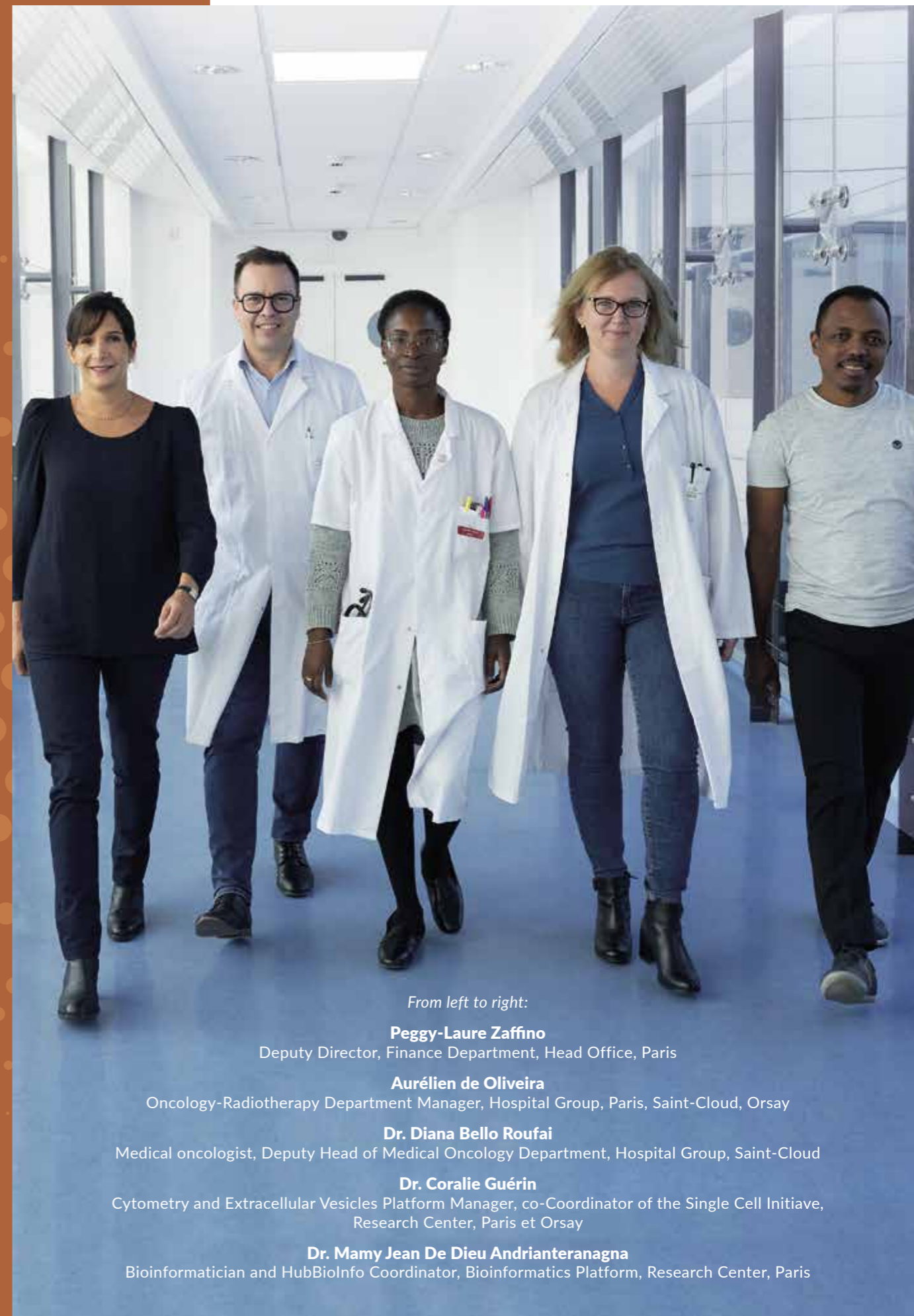
* For the fiscal year 2022 - Source: RA 2022, p. 26

With its long history, its values, its unique position nationwide and its international reputation, Institut Curie is committed to the future.

The Curie 2030 - Hope Against Cancer strategic plan is focused on collective performance, transparency and operational efficiency.

The pioneering spirit that drives Institut Curie employees will guide them towards achieving the goals set, reaffirming the institute's position as a leader in the fight against cancer.

Curie 2030 - Hope Against Cancer sets an ambitious course for the years ahead. It reflects the unity of Institut Curie behind a single vision: continuing to cultivate scientific and medical excellence to serve patients in a responsible and durable model.



From left to right:

Peggy-Laure Zaffino

Deputy Director, Finance Department, Head Office, Paris

Aurélien de Oliveira

Oncology-Radiotherapy Department Manager, Hospital Group, Paris, Saint-Cloud, Orsay

Dr. Diana Bello Roufai

Medical oncologist, Deputy Head of Medical Oncology Department, Hospital Group, Saint-Cloud

Dr. Coralie Guérin

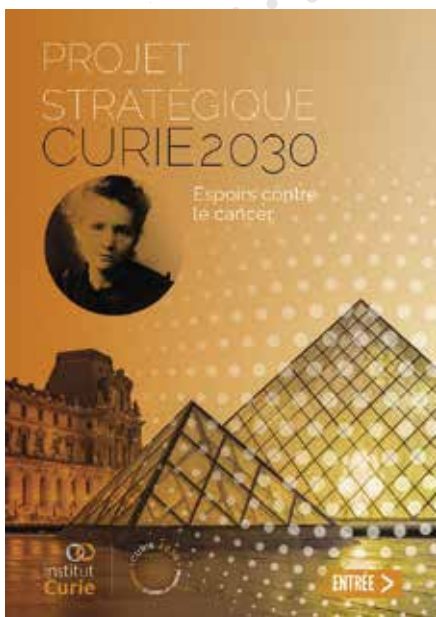
Cytometry and Extracellular Vesicles Platform Manager, co-Coordinator of the Single Cell Initiative, Research Center, Paris et Orsay

Dr. Mamy Jean De Dieu Andrianteranagna

Bioinformatician and HubBioInfo Coordinator, Bioinformatics Platform, Research Center, Paris

Curie 2030

Hope
Against
Cancer



With its new strategic plan **Curie 2030 - Hope Against Cancer**, Institut Curie is setting its course for the coming years. The **Foundation project**, the result of a wide-ranging participative approach, is the synthesis of this reflection process. It outlines the philosophy that will drive the institute through eight key values and ambitions up to 2030.

