ANNUAL REPORT 2024

FUTURE IS NOW

GUSTAVE ROUSSY
CANCER CAMPUS
GRAND PARIS

CONTENTS

FOREWORD

Since its creation, Gustave Roussy has been relentlessly committed to offering patients exceptional care and pushing the boundaries of oncology. As the leading cancer centre in France and Europe, our mission is clear: to cure all cancers, at all stages and at all ages of life, combining precision medicine, quality research and constant innovation.

In 2024, the year marking 90 years of our Institute, we have taken decisive steps on all these fronts. International recognition (maintaining our position in the world's top 5 oncology hospitals according to *Newsweek* magazine) testifies to the excellence of a model where humans and science move forward together.

Our commitments continue in essential areas: we have reached a new stage with the opening of the *My Care* centre at the Chevilly-Larue site, dedicated to supportive and personalised care for patients throughout their journey. We have also improved our rapid diagnosis offering with the development of new *InstaDiag* pathways, particularly in gynaecology and for liver and pancreatic cancers. This is a continuation of our *Diagnosis in One Day* programme, which this year celebrated its 20th anniversary, and is now based on innovations such as *Fresh*, our liquid biopsy platform, and the launch of the RHU Remission programme, which focuses on early and durable immune responses. And these are just a few examples!

These successes are the result of the daily commitment of the men and women who work at our Institute and use their expertise and passion for the good of patients. **It is thanks to their work, that of our partners and the generosity of our donors that we continue to pursue our goal of curing 80% of patients by 2040.**

Prof. Fabrice Barlesi
CEO of Gustave Roussy

GUSTAVE ROUSSY,
French and European leader in oncology

Founded under the leadership of Prof. Gustave Roussy, a pioneer in the concept of multidisciplinary cancer care, Gustave Roussy is the leading cancer centre in France and Europe.

A private, not-for-profit institution, it is ranked fourth in the world in the *Newsweek* ranking of the best hospitals specialising in oncology in 2024, and is also one of the most prestigious institutions according to *Le Point* magazine.

Gustave Roussy is a leading centre for the treatment of cancers in adults and children, and embodies medical, scientific and academic excellence. The institution has chosen an integrated model, combining care, research and education, in order to offer personalised medicine tailored to the specific needs of each patient.

Located in Villejuif, Gustave Roussy is now at the heart of the Paris-Saclay Cancer Cluster, a true European driver of innovation in oncology. This exceptional site brings together three complementary entities: a healthcare campus integrating all medical disciplines, a rapidly expanding research campus with a new 33,000 m² research centre intended to double the number of research teams by 2028, and an industrial campus dedicated to start-ups and biotechs, with 100,000 m² dedicated to innovation.

In just a few years, Gustave Roussy has been able to create a unique ecosystem, bringing together world-renowned researchers, clinicians, major industrialists and investors. This cluster organisation, designed to foster synergy between fundamental research, industrial innovation and high-tech care, embodies a new way of thinking and building the medicine of tomorrow.

WORLD'S BEST SPECIALIZED HOSPITALS ONCOLOGY 2025 Newsweek statista

Le Point

OUR AMBITION:
TO CURE 80% OF PATIENTS BY 2040

OUR CREDENTIALS: 100 years of innovation and success

OUR POSITION: an integrated, multidisciplinary model, considered the most advanced in France and Europe

OUR REQUIREMENTS: excellence in research and "made in France" care

THE STRENGTH OF A COLLECTIVE
and its five complementary activities

Gustave Roussy is composed of five distinct but related entities, each of which plays a decisive role in the group's strength.

Gustave Roussy
CANCER CENTRE

The main entity embodies care, the operational core of the institution, with the aim of offering patients multidisciplinary, innovative and personalised care, while developing cutting-edge clinical trials supported by philanthropic commitment.

Gustave Roussy
FOUNDATION

The Gustave Roussy Foundation supports the development of translational research, in close collaboration with scientific and medical teams. It supports scientific and technological innovation programmes, plays a major role in financing large-scale projects thanks to the generosity of its donors and contributes to the creation of chairs of excellence to attract new talent.

Gustave Roussy
EDUCATION

In conjunction with the University of Paris-Saclay, Gustave Roussy Education manages initial training and continues its activities in the fields of care and science. Gustave Roussy Education trains several thousand students, interns, researchers and healthcare professionals each year, thus contributing to the dissemination of knowledge and the evolution of oncology practices.

Gustave Roussy
TRANSFERT

Dedicated to promoting research and innovation, it facilitates the transfer of scientific discoveries to concrete operations for the benefit of patients, via industrial partnerships, the creation of start-ups or acceleration mechanisms.

Gustave Roussy
INTERNATIONAL

The international entity ensures the spread of Gustave Roussy's know-how on a global scale. It develops partnerships with leading institutions, coordinates the largest network of health alumni in Europe (*2,000 members from 25 different nationalities*) and actively participates in collaborative projects around the world.

A YEAR of success and progress

January

A new era for cancer classification

At the beginning of 2024, Gustave Roussy and the University of Paris-Saclay published an article in the journal *Nature* calling for a revision of the classification of cancers, particularly the most advanced ones. Currently based on the organ of origin, this segmentation no longer corresponds to therapeutic advances and hinders access to innovative treatments. Researchers are now calling for molecular classification, more in line with precision oncology, that would make it possible to personalise treatments and streamline clinical trials.

Construction of a new building dedicated to research

To increase its capacity, Gustave Roussy will build a new 33,000 m² research building (compared with 18,000 m² currently). The work, scheduled from the summer of 2025 to early 2028, will aim to double the number of teams and offer a real "building tool" for the fight against cancer.

February

Improving the treatment of paediatric cancers

On the occasion of International Child Cancer Day, Gustave Roussy reaffirms its commitment to advancing the treatment of paediatric cancers by developing innovative therapies against leukaemia and neuroblastoma.

ESMO Congress Targeted Anticancer Therapies

At the 2024 edition of the ESMO Targeted Anticancer Therapies congress, six physician-researchers from Gustave Roussy (Prof. Fabrice André, Prof. Antoine Italiano, Dr Sophie Postel-Vinay, Dr Capucine Baldini, Dr Antoine Hollebecque and Dr Barbara Pistilli) presented the Institute's advances in research and early clinical trials.

Symposium at the *Samsung Medical Center*

In early February 2024, a symposium was organised at the Samsung Medical Center on new cancer treatments. Representatives from Gustave Roussy participated, highlighting in particular the high rate of participation of their patients in clinical trials.

March

French-speaking Congress of Gastroenterology

During the Journées Francophones d'Hépato-Gastroenterologie et d'Oncologie Digestive (JFHOD), which took place from 14 to 17 March, the Gustave Roussy Gastrointestinal Committee presented a plenary session, three oral presentations and eight posters.

April

First success for AI in clinical research

Gustave Roussy and Lifen have shown that it is possible, thanks to artificial intelligence, to quickly reconstruct the care pathways of more than 1,000 patients with lung cancer. In just three months, AI automatically extracted useful information from medical records, with precision close to that of clinical research associates, but in much less time. This advance has saved valuable research time and accelerated the development of new treatments.

The Lancet distinguishes Gustave Roussy

Three experts from Gustave Roussy — Prof. Fabrice André, Dr Inès Vaz Luis and Dr Maria Alice Franzoi — contributed to the conclusions of the commission on breast cancer published by *The Lancet*. They made international recommendations in favour of the personalisation of treatments and the use of digital tools.

20 years of one-day diagnosis

20 years ago, Gustave Roussy revolutionised the care pathway with the launch of Instadiag, an innovative device that enables a complete diagnosis in a single day. This unique model, used for two decades, deals with several types of cancer: thyroid, lung, liver, pancreas, gynaecological, etc. By accelerating the waiting time between suspicion and diagnosis, Instadiag has enabled faster management, better coordination of care, and significantly improved pathway and prospects for patients. Today, this model is recognised as a national standard and is fully in line with Gustave Roussy's mission of excellence.

May

Launch of IHU Prism: The national centre for precision medicine

On 2 May 2024, Gustave Roussy officially launched its IHU Prism, co-founded with CentraleSupélec, Inserm, Unicancer and the University of Paris-Saclay. This centre aims to accelerate innovation in precision medicine by combining artificial intelligence, genomics and cutting-edge technologies.

Gustave Roussy at the ASCO 2024 congress

At the annual congress of ASCO, the world's largest oncology event, Gustave Roussy once again confirmed its role as an international leader. The Institute's medical researchers contributed to more than 130 scientific papers selected by the congress committee, including 23 oral presentations, 6 clinical science symposia, 9 rapid oral presentations, as well as several educational sessions and clinical case panels. Among the highlights, Prof. David Planchard presented the promising results of a new conjugated antibody in lung cancer, illustrating the Institute's commitment to the therapies of tomorrow.

Launch of RHU Remission

The REMISSION programme was launched as part of the 6th call for projects of the University-Hospital Research (RHU) initiative, integrated into the France 2030 Plan. The aim of this programme is to use fresh tissue (blood and tumour) to identify biomarkers in order to adapt immunotherapy strategies to the specific biology of patients and their cancer. This project is fully in line with Gustave Roussy's ambitions to personalise treatments and combat cancer.

June

Yan Pei-Ming gives the Institute a face

ON the Institute's 90th anniversary, Prof. Fabrice Barlesi, Executive Director of Gustave Roussy, alongside Brigitte Macron and Gustave Roussy employees, inaugurated a monumental portrait of Prof. Gustave Roussy, created and donated by the artist Yan Pei-Ming.

July

The Olympic flame at Gustave Roussy

Patients, caregivers and staff from Gustave Roussy welcomed the Olympic flame, carried by Emma (young patient) and Jessy-Carl Dongal (medical electroradiology technician). This symbolic event strengthened the link between the Institute's community and the values of courage and solidarity conveyed by the Olympic and Paralympic Games.

August

Innovative remote monitoring to better manage cancer symptoms

Published in *The Lancet Regional Health – Europe*, a study led by Dr Maria Alice Franzoi demonstrated, for the first time in Europe, the effectiveness of remote digital monitoring of cancer-related symptoms via the *Resilience* app.

September

Seven years of mobilisation for paediatric cancer research

September 2024 marked the seventh anniversary of the campaign "Cure childhood cancer in the 21st century", launched by the Gustave Roussy Foundation under the impetus of Frédéric Lemos and the sponsorship of former President of the Republic, Nicolas Sarkozy. This campaign, conducted in particular with associations, aims to raise funds to support research against paediatric cancers, which affect 2,500 children and adolescents each year in France. More than €20 million has been collected since 2017.

Gustave Roussy at the ESMO 2024 congress

By bringing together more than 31,000 international experts, the annual congress of the European Society of Medical Oncology (ESMO) is one of the highlights of global oncology. Gustave Roussy once again asserted its leadership role in clinical research, particularly with the presentation of the HypoG-01 study by Dr Sofia Rivera at the presidential session. This phase III breast cancer study is changing the standards of radiotherapy worldwide.

Gustave Roussy maintains its position in the world's top 5 cancer hospitals

For the fifth consecutive year, *Newsweek* magazine has ranked Gustave Roussy in the top 5 best cancer hospitals in the world. This recognition confirms the excellence of the Institute and rewards the daily commitment of the men and women who work at Gustave Roussy.

October

Gustave Roussy launches "50 shades of pink"

In France, nearly 9 out of 10 breast cancers are now cured, but progress is still needed to reduce the toxicity of treatments and facilitate a return to working life. With this in mind, Gustave Roussy has launched its "50 shades of pink" campaign to support research projects to speed up the customisation of treatments.

A major breakthrough in leiomyosarcoma

A study led by Dr Patricia Pautier and published in *The New England Journal of Medicine*, has revealed a new therapy that, for the first time in 50 years, improves survival in patients with advanced leiomyosarcoma. This significant advance opens up new prospects for the treatment of soft tissue sarcomas.

Prof. Fabrice Barlesi, ambassador of French excellence in *"MAKE IT ICONIC"*

For the second consecutive year, Prof. Fabrice Barlesi, Executive Director of Gustave Roussy, is one of the emblematic figures of the *"MAKE IT ICONIC, Choose France"* campaign, which aims to promote the French spirit of innovation internationally.

November

16 researchers from Gustave Roussy among the most cited in the world

Gustave Roussy is once again one of the most cited French institutions in the *Clarivate* ranking, confirming the excellence and impact of its research. Gustave Roussy has 16 researchers in the 2024 *Clarivate/Web of Science Highly Cited Researchers* ranking. These researchers, who specialise in various fields, such as immunology, precision medicine and cancer, are among the most cited scientists in the world.

December

Gustave Roussy stands out in the 2024 ranking of hospitals in *Le Point*

Gustave Roussy stands out in the 2024 ranking of Le *Point* magazine, with 10 specialties ranked in the top 10, including six in the top 5, and retains first place in paediatric ENT oncology and brain tumours.

Cancer Core Europe conference: the latest advances in radioimmunotherapy

On 19 December 2024, Gustave Roussy hosted the final annual *Cancer Core Europe* conference, devoted to advances in radioimmunotherapy.
Led by Prof. Eric Deutsch and Dr Roger Sun, the researchers presented how recent advances in research and technology are paving the way for ever more targeted and effective cancer treatments.

Santa Claus's cancer: Gustave Roussy relaunches its appeal for donations with a film that brings hope

Gustave Roussy relaunches its donation campaign with its Christmas tale "A True Story", an award-winner at Cannes Lions, Deauville Green Awards and Cas d'Or 2024.

ANTICIPATING THE PROGRESSION of cancers in young adults

Faced with the progression of cancer in young adults, Gustave Roussy has set up a comprehensive and ambitious response, combining cutting-edge research, therapeutic innovation and customised treatment.

Between the ages of 20 and 40, we throw ourselves into professional life and personal or family projects. However, every year in France, around 15,000 young adults are diagnosed with cancer. A reality that is still little known, but which is gaining ground: the latest studies* show an increase in cancers of the colon, pancreas, breast and thyroid in this age group.

In these patients, the shock of diagnosis is all the more brutal as it occurs at a pivotal moment in life. Gustave Roussy has chosen to make this subject a priority, with a strong ambition: to understand these early-onset cancers to better prevent them, treat them and provide lasting support to patients.

Research in motion

Driven by the gastrointestinal committee and the YODA programme, a programme called "Cancer at 30 – POWER for YA" was launched, including several innovative research projects launched or set up in 2024, in collaboration with the medical teams and scientific platforms of the Institut.

YODA, coordinated by Dr Alice Boilève and Dr Cristina Smolenschi, focuses on gastrointestinal cancers occurring before the age of 50. This programme aims to identify the biological, environmental and genetic factors that could explain the increase in these cancers in young people. The YODA-STING cohort, dedicated to sample collection, will start at Gustave Roussy in 2025. At the same time, YODA was integrated into the national CANTO cohort, led by Unicancer, with a launch planned for the first half of 2026.

Innovation for better treatment

Through other projects led by POWER for YA, Gustave Roussy is exploring avenues that have not yet been studied. The AGE-PROTECT TNBC programme, for example, questions the role of premature cell ageing in the development of triple-negative breast cancers in young women.
Another major initiative is COMPASS, launched in June 2024, which brings together several clinical trials for young patients with early relapse of triple-negative breast cancer. The aim is to offer new therapeutic options quickly, thanks to innovative combinations. ●

* *A 2023 study in the British Medical Journal reports a 79.1% global increase in cancers among people under 50 between 1990 and 2019. According to The Lancet Oncology (December 2024), the number of new cases and deaths among people under the age of 40 could increase by 12% by 2050. In France (GLOBOCAN data) 15,000 people aged 20 to 40 are affected by cancer each year. This progression does not concern all cancers in the 20-39 age group. In women, the greatest increase was in colorectal cancer (+5.4%), pancreatic cancer (+4.3%) and breast cancer (+1.7%) while in men it was pancreatic cancer (+5.4%) and kidney cancer (+5.3%).*

A GLOBAL RESPONSE
integrated and innovative

Combating the rapid progression of cancer in young adults is a priority. Gustave Roussy deploys a global strategy that covers the entire care pathway and draws on major innovations, in order to offer young adults with cancer optimal care adapted to their needs.

1. Enhancing prevention
is a major focus, driven in particular by the Interception programme, launched in 2021. This innovative system aims to detect cancers early, targeting people at increased risk, based on a detailed understanding of biological mechanisms and risk factors.

2. Speeding up diagnosis
is crucial to improving the chances of being cured. To this end, Gustave Roussy has set up the InstaDiag pathways, which are rapid and personalised diagnosis channels, organised according to the types of cancer concerned: breast, thyroid, liver, pancreas, gynaecological cancers, lung and, very soon, sarcomas. These pathways make it possible to avoid waiting times and doctor-hopping by facilitating access to examinations and specialist consultations.

3. Personalising treatments
is at the heart of the therapeutic strategy. Gustave Roussy uses cutting-edge tools to do this: FRESH liquid biopsy, which makes it possible to monitor the evolution of the tumour in real time using a simple blood sample, or molecular analysis and computer modelling to best customise therapies. In addition, innovative projects incorporating artificial intelligence, such as MosAIc and PortrAIt, are paving the way for even more refined and reactive precision medicine.

4. Innovation in therapy
remains a constant ambition. Gustave Roussy develops advanced therapeutic approaches, particularly in the field of radioligands, which directly target cancer cells with vectorised internal radiotherapy, as well as cell therapies, including immunotherapy. FLASH radiotherapy, a revolutionary technique offering faster and less toxic treatment, is in clinical development at the site. At the same time, Gustave Roussy is maintaining its position as a world leader in the field of antibody conjugates, targeted treatments combining antibodies and cytotoxic agents.

5. Providing long-term support
to patients after treatment is an essential component of care. Gustave Roussy offers pragmatic trials to assess the real impact of care on quality of life, and uses the *Resilience* platform, a personalised post-cancer support system. Transition days also provide a dedicated space to prepare young adults for their return to life after cancer by addressing medical, psychological and social aspects, in order to promote their reintegration and overall well-being.

CARE
Key figures 2024

600
beds and places
(between the Villejuif and Chevilly Larue sites)

137,986
recorded stays
(full hospitalisation, day hospitalisation, chemotherapy and radiotherapy sessions)

52,257
patients monitored
of which
2,644
in paediatrics

19,118
hospitalised patients

24,000*
new patients
of which
472
in paediatrics

277,092
medical consultations
of which
16,838
in paediatrics

* *24,000 new patients were welcomed to Gustave Roussy, including those seeking a second opinion*

ANTICIPATING RISK, speeding up diagnosis

At each stage of the care pathway, Gustave Roussy innovates to offer patients a way to keep a step ahead of the disease.

The Interception programme develops personalised prevention for people at increased risk of cancer (identified in particular by community doctors). InstaDiag offers a rapid diagnostic model, now applied to several types of cancer. Two pioneering approaches, supporting earlier, faster and more targeted care.

In 2024, Gustave Roussy reinforced two major levers for anticipating and accelerating cancer care: Interception, a personalised prevention programme, expanded nationally with eight targeted pathways for people at high risk; and InstaDiag, a rapid diagnosis model, expanded to include new cancers (gynaecological, liver, pancreas) and now being exported internationally.

Interception transforms cancer prevention into a proactive and personalised precision discipline. Thanks to the involvement of many players in the region, we now offer hundreds of at-risk people a real chance to act before the disease."

Dr Suzette Delaloge

oncologist, head of the Interception programme at Gustave Roussy

INTERCEPTION GUSTAVE ROUSSY Le programme de prévention personnalisée des cancers

7 CENTRES ALREADY OPENED IN FRANCE

(Gustave Roussy, Centre Léon Bérard, Centre Eugène Marquis, Institut Bergonié, Institut Sainte Catherine, Strasbourg Oncologie Libérale et Hôpital Foch)

595
treated in 2024

97%
participants satisfied

8 CUSTOMISED PREVENTION PATHWAYS

(for people at high risk of breast, lung, pancreas, colon, gynaecological, ENT, haematological and second cancers after exposure in childhood)

INSTADiag BY GUSTAVE ROUSSY

More than

35,000

patients treated since 2004, including **1,852** in 2024

7

types of cancer now covered:
breast, thyroid, lung, gynaecological (cervical, vulvar, endometrial, and ovarian), liver, pancreas, and sarcoma

Welcome appointment offered within a few days

Complete and multidisciplinary diagnostic assessment carried out as far as possible on the same day

Integrated multidisciplinary consultation (RCP) for accelerated treatment

INNOVATION FOR BETTER TREATMENT

2024 was marked by major innovations at Gustave Roussy. From contact radiotherapy to 3D printing in odontology, a look back at new advances that improve patient care every day.

Acquisition of the Papillon+ device

Gustave Roussy acquired the Papillon+ system last year. This technique, used to treat certain cancers of the rectum and skin, avoids major surgeries. For rectal tumours smaller than 3 cm, it avoids ablation in 97% of cases, compared to 63% with chemotherapy alone. A phase III clinical trial called TRESOR and coordinated by the Institute is now exploring its efficacy in tumours up to 6 cm. Gustave Roussy has thus become the fourth centre in France to offer this rapid, effective technology reimbursed by the French health insurance system.

Arrival of a 3 Tesla MRI

In the field of imaging, the arrival of the latest-generation 3 Tesla MRI also marks a significant step forward. Dedicated to radiotherapy and brachytherapy, it allows examinations to be carried out in the same position as that adopted during treatments, thus optimising therapeutic precision. It is also suitable for care of children under general anaesthesia, and supports the development of personalised treatments, particularly in neurology.

Installation of the Veriton-CT gamma camera

Another notable innovation is the Veriton-CT 400 gamma camera, a latest-generation SPECT/CT digital system. Its 12 mobile detectors allow 3D imaging of the whole body, with enhanced accuracy and reduced radiotracer doses. It improves theranostic protocols with Lutetium-177 and facilitates paediatric management through faster and less invasive examinations.

The odontology unit adopts 3D

Finally, the odontology and maxillofacial prosthesis unit has integrated a complete 3D scanning, design and printing chain. This technology makes it possible to create digital duplicates of patients, making it easier to manufacture custom surgical guides, anatomical models and dental prostheses. Used in particular in the treatment of ENT cancers, it improves the accuracy of post-surgery dental rehabilitation, reduces treatment times and contributes to a better quality of life.

A Leading DEPARTMENT OF CLINICAL PHARMACY

The Gustave Roussy clinical pharmacy department (110 employees), led since 2024 by Prof. Bernard Do, is a unique hospital pharmacy model. The result of continuous transformation carried out collectively, it combines cutting-edge technologies, methodological rigour and close integration with care teams. Robotisation of preparations, personalisation of treatments and operational control combine to ensure safe, individualised and responsive care.

This ambition is based on a highly automated infrastructure: processing robots, quality control systems, digital traceability. The department thus manufactures and supplies chemotherapies, investigational drugs and complex treatments, while reducing the risk of error and optimising lead times.

Innovation is also being demonstrated in paediatric pharmacy, with 3D printing of tailor-made medicines since 2021. Two 3D printers, compliant with the requirements of the French National Agency for Medicines and Health Products Safety (ANSM), make it possible to adapt the shape, taste and dosage of treatments to the specific needs of patients. An emblematic example: an antibiotic in the form of menthol chewing gum, developed for children with sarcoma, to improve treatment acceptability and compliance.

Gustave Roussy has thus become the third hospital in the world to prescribe 3D-printed medicinal products to its patients directly in its hospital pharmacy. Production capacity now stands at 500 units per day, with a continuous ramp-up: in two years, production has increased four-fold.

Discover the job of a pharmacy dispenser

The department also plays a central role in clinical research, managing investigational drugs in innovative trials and working closely with medical and scientific teams. ●

Technology, the rigour of our practices and continuous improvement, displayed on a daily basis, enable us to bring the hospital pharmacy to a level of requirements consistent with Gustave Roussy's mission: to offer each patient safe, personalised treatment within controlled deadlines. This is a lever supporting a collective ambition."

Prof. Bernard Do

Head of the Clinical Pharmacy Department, Gustave Roussy

INCREASED COMMITMENT
to patients and caregivers

In 2024, Gustave Roussy strengthened its commitment to supporting patients and their loved ones by rolling out several concrete initiatives. These actions meet the expectations expressed: to have clear information on the treatment and possible support mechanisms, to better understand the effects of treatments on everyday life and to benefit from personalised support at each stage of the care pathway.

A new space for patients and carers to get better information and support

The result of discussions between professionals and patients at the Institute and inaugurated in March 2024, the new patient and caregiver space located at the heart of the Institute welcomes people with cancer and their loved ones every day to offer them comprehensive support, beyond care. Practical information, listening and psychosocial support, well-being workshops and discussions with partner associations: this friendly space is designed as a real place for living and meeting people. ●

One year of success for "Toqués" meals

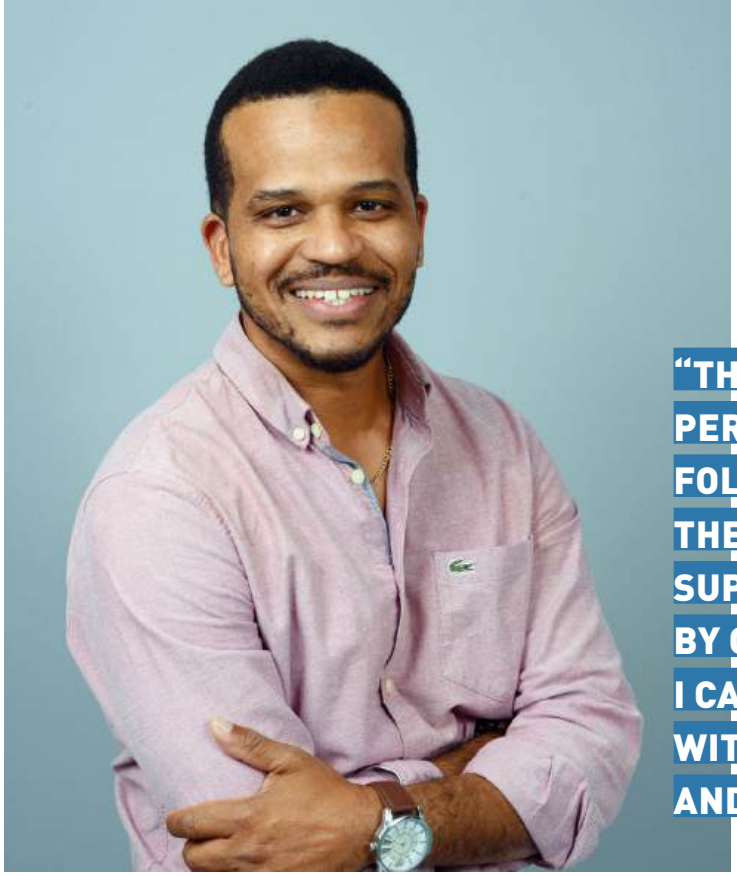
Launched at the end of 2023 in partnership with the association Princesse Margot and the catering provider Medirest, the "Toqués" meals culinary programme celebrated its first year. Every week, it offers our young hospitalised patients and their parents specially designed meals using recipes created by renowned chefs Irwin Durand and Tessa Ponzo. The aim is to combine enjoyment of taste and adaptation to the constraints linked to cancer, thus providing a real moment of comfort and well-being at the heart of the treatment pathway. ●

MyCare: a structure entirely dedicated to supportive care

Gustave Roussy inaugurated *MyCare*, a unique centre dedicated to supportive care, located at Chevilly-Larue. This site supports patients from diagnosis and throughout their journey, to limit sequelae and improve their quality of life during and after treatment.

Funded through the sponsorship of Malakoff Humanis, *MyCare* offers personalised care based on a needs assessment. Adapted physical activity, meditation, socio-aesthetic workshops, artistic practices or culinary workshops, all these complementary approaches to care are aimed at the overall well-being of patients.

MyCare also offers post-treatment pathways, such as transition days for women after breast cancer, which combine consultations and workshops to prepare for life after cancer. ●



“THANKS TO THIS PERSONALISED FOLLOW-UP AND THE COMPREHENSIVE SUPPORT OFFERED BY GUSTAVE ROUSSY, I CAN LOOK TO THE FUTURE WITH CONFIDENCE AND SERENITY.”

Meet
RUDY JÉRÉMY ASDRUBAL

A year ago, Rudy Jérémy Asdrubal learned that he had lung cancer. Faced with this challenge, he leaned on the expertise of Gustave Roussy to begin a care pathway combining innovation, support and hope. Portrait.

Can you describe the circumstances of your diagnosis?

A year ago, in French Guiana, where I live, I was diagnosed with advanced lung cancer with bone and adrenal metastases. Having seen my mother receive successful care at Gustave Roussy a few years ago, I naturally chose this establishment, renowned for its expertise.

How is your medical follow-up organised?

After an initial intensive phase in mainland France, follow-up is carried out by regular assessments every three months. I am currently enrolled in a clinical trial, implemented after a first line of therapy requiring adjustment. My treatment also includes injections targeting the bone metastases. It is well tolerated and allows me to maintain a good general condition.

What role do complementary activities play in your journey?

The well-being workshops in the patient and caregiver area provide me with essential support to preserve my physical and mental balance. I supplement this with adapted activities, such as walking and CrossFit, which actively contribute to my well-being.

What impact has the disease had on your career path?

A former manager in the construction sector, I chose to close my company to launch a more modest project, allowing me to adopt a more serene and balanced lifestyle.

How would you rate your experience at Gustave Roussy?

My experience is very positive. The staff combines expertise and empathy, ensuring rigorous and reassuring follow-up. The *Resilience* application facilitates remote exchanges, strengthening the quality and continuity of medical follow-up.

Thanks to this personalised follow-up and the global support offered by Gustave Roussy, I can look to the future with confidence and serenity, maintaining a positive energy to continue my care and life journey.

RESEARCH

KEY FIGURES 2024

In 2024, research at Gustave Roussy reached a new milestone. With structural projects, cutting-edge technologies and an integrated vision of care, the Institute confirms its ambition: to make every scientific advance a clinical reality, as close as possible to patients.

1,400 researchers and research staff

9 University-Hospital Research projects *(RHU)*

3 PIA cohorts *(CANTO, E3N, coblance)*

16 researchers among the most cited in the world *(Clarivate 2024 ranking)*

Research

1,200 scientific publications *of which*

223 international publications in journals with an impact factor between 10 and 30 *(excluding congresses)*

Artificial intelligence: a database of **400,000** patients 1 division, 2 research teams and 2 data science teams

43 exploratory and translational research teams

11 technological platforms

13 clinical committees + 1 clinical research department

1 Department of Therapeutic Innovation and Early Trials *(DITEP)*

1 new clinical research platform

Clinical Research

368 scientific publications

6,153 patients enrolled in clinical studies

1st centre in France and Europe in terms of number of patients enrolled in clinical studies

586 active clinical trials

FRESH: LIQUID BIOPSY
for precision medicine

Gustave Roussy has taken a decisive step in the development of precision medicine thanks to the deployment of FRESH, dedicated to genomic profiling using liquid biopsy (launched in July and inaugurated in October 2024) and open to all French centres. This process allows non-invasive analysis of tumour DNA circulating in patients' blood, thus providing a fast and less restrictive alternative to traditional biopsies.

FRESH facilitates the monitoring of tumour progression through early detection of genetic alterations responsible for treatment resistance or disease progression. This technology significantly improves the ability of medical teams to adapt treatment protocols in real time, thereby optimising treatment efficacy.

Developed in partnership with Roche and the Medicine Foundation, the *Fresh* platform is fully in line with Gustave Roussy's strategy to increase innovation for the benefit of patients and position the Institute as a key player in personalised medicine in oncology.
The national openness to the *FRESH* programme demonstrates Gustave Roussy's ambition to democratise access to these cutting-edge technologies in collaboration with partner hospital networks. In addition, this initiative is contributing to the development of a large-scale genomic database, valuable for translational research and the development of new targeted therapies. ●

FRESH in a few figures

550 requests per month on average

> 30 partner and prescribing hospitals

> 350 genes analysed

Treatment recommendations under **15** days

*data as at 1st September 2025

Consolidating excellence
in clinical and translational research

In 2024, Gustave Roussy strengthened its position as a leader in clinical research thanks to major innovation, driven by technological advances, the launch of innovative trials and better integration of pragmatic patient-centred approaches.

The year marked an important milestone with authorisation to initiate phase I trials in nuclear medicine. This progress paves the way for the development of innovative radiopharmaceuticals, particularly targeting gastrointestinal, pulmonary and brain cancers, and strengthens the Institute's capacity for therapeutic innovation.

At the heart of this excellence, the AMMICa Joint Services Unit, supported by Inserm, the CNRS and the University of Paris-Saclay, plays a strategic role. This unit brings together platforms specialised in genomics, immunomonitoring, imaging and bioinformatics. Its ISO 9001 certification attests to its commitment to accelerating tumour characterisation and developing biomarkers essential for personalised medicine.

For more than 20 years, Gustave Roussy has been conducting pragmatic studies that evaluate treatments in real-world conditions. In 2024, the CARE ONE (common cancers), ETNA (triple-negative breast cancer) and PULSE (pembrolizumab in lung cancer) studies illustrate this innovation focused on patient needs.

Furthermore, at the end of 2024 the clinical research platform hosted early phase I and II trial activities on the 4th floor in an integrated space combining hospitalisation, consultations, outpatient care and laboratories. This site will double the capacity for early research with nearly 1,000 patients enrolled in phase I each year. It supports the development of innovative approaches, whether medicinal or non-medicinal.

Finally, the ICE (Immune Cell Enhancer) unit, which is part of this organisation and inaugurated in May 2025, structures the development of cell therapies and T-cell engagement. Through a close link between fundamental, translational and clinical research, it deepens the knowledge of solid and haematological cancers, thus helping to accelerate the development of innovative treatments. ●

Portrait
Dr Sophie de Carné

Understanding the early mechanisms behind cancer, to better prevent it from emerging: this is the guiding principle of the work of Dr Sophie de Carné, cellular biologist and junior team leader at Gustave Roussy since October 2024. She leads the Cancer Inflammation and Plasticity laboratory within the Inserm U981 unit and the Institut Hospitalo-Universitaire (IHU) PRISM.

After a PhD in Angers, she completed her first post-doctorate at Nantes, then spent nearly ten years at the *Francis Crick Institute* in London, where she deepened the study of the immune response against cancer cells and the mechanisms of resistance to new KRAS inhibitor treatments. To do this, she used cutting-edge technologies, such as single-cell analysis, which makes it possible to understand in detail the diversity of the cells present in a tumour and their behaviour in relation to treatments.

Winner of several competitive grants (ANR, Fondation ARC), working with manufacturers (AstraZeneca, Bristol Myers Squibb), she has received prestigious awards, including a European MSCA grant and the *Translation Fellow Award* from the *Crick Institute*. In March 2025, she was appointed as Junior Professor Chair at the University of Paris-Saclay, dedicating a promising scientific career to cancer prevention. She was also selected for the *Franco-British Young Leaders Programme* 2025, an initiative aimed at strengthening cooperation between France and the United Kingdom. ●

A digital shift
in medical biology and pathology

In 2024, the Gustave Roussy Department of Medical Biology and Pathology reached a key milestone by beginning its transition to all-digital technology.

This large-scale project, supported by total funding of two million euros (donations and bequests department of Gustave Roussy, the Regional Health Agency (ARS) and the PortrAIt project via Bpifrance), aims to complete digitisation of activities by November 2025. Led by Prof. Cécile Badoual and Dr Magali Lacroix-Triki, this programme mobilises a multidisciplinary team (pathologists, cytogeneticists, technicians and IT specialists) committed to overhauling work processes.

This project has three areas of focus: histology, cytology and cytogenetics. To meet daily needs, a variety of state-of-the-art equipment has been selected:

- 5 slide scanners for histology (Hamamatsu)
- 1 scanner specialised for cytology (Hamamatsu)
- 1 fluorescence scanner for FISH (Excilone)

It is combined with analysis software (SECTRA, EVA), integrating artificial intelligence tools for diagnostic assistance, biomarker analysis (Ki67, PDL1) and the development of predictive or prognostic algorithms (partnerships with OWKIN, DIADEEP, Spotlight Médical, PRIMAA).

At the same time, a logistical transformation of the laboratory is planned for 2025: redevelopment of spaces, replacement of computer workstations, set-up of servers for secure archiving of digital slides. This technological transition marks a strategic turning point for clinical research and the development of digital pathology at Gustave Roussy.

Digital acceleration
in clinical research

This change is not just about modernising tools: it is reinventing practices, streamlining processes and improving the quality of clinical trials.

In 2024, a key milestone was reached with the deployment of CHIMIO, an electronic prescription software already widely adopted in French hospitals. Its use in clinical trials makes it possible to secure the prescription, validation and administration of medicinal products, but also to guarantee the traceability of data. Ultimately, all data from CHIMIO will be centralised in DXCare (a computerised management software), thus reinforcing the robustness of individual electronic medical records. Another pillar of this digital transformation is the Clinical Trial Management System (CTMS), which is now fully operational. A veritable control tower for clinical research, it centralises data, facilitates project management, automates invoicing and provides a clear view of all studies. This new tool organises data, ensures compliance with regulations, secures sensitive data and facilitates decision-making. By early 2027, all studies will be integrated into the system, with billing managed entirely via the CTMS.

Digitisation also affects everyday tools. The nursing handbook, an essential source document, is entering a digitisation phase with experiments underway on early and advanced trials. This evolution prepares for the direct integration of data into DXCare from 2025, simplifying documentation and improving data quality.
E-consent is a major step forward in the relationship with patients. By facilitating the understanding, signing and monitoring of consent remotely, it guarantees better traceability and makes it possible to re-inform patients in accordance with new research. The first operational deployment will take place by the end of 2025.

Finally, artificial intelligence is beginning to transform the way data is collected. A collaboration with LIFEN, initiated in 2024, enabled the feasibility of automatically extracting structured clinical data from simple PDF reports to be demonstrated via the LUCC cohort (8,000 patients, 10 centres). This process will be validated by 2027 as part of a prospective trial, by comparing the data entered automatically with those entered manually by the field teams.

All these advances converge towards the same objective: to offer research professionals efficient and reliable tools, speed up processes, improve quality, better steer activity, and above all free up time for therapeutic innovation and access to patients.

Joint interview with Prof. Véronique Minard-Colin and Dr Thomas Mercher

At Gustave Roussy, paediatrics is an area for innovation, commitment and cutting-edge research. The year 2024 was marked by numerous advances driven by the clinical and scientific teams. Prof. Véronique Minard-Colin, Head of the Paediatric and Adolescent Oncology Committee, and Dr Thomas Mercher, head of the "Biology of Paediatric Leukaemias" team, take a closer look at a particularly dynamic year.

What were the highlights of the year?

Prof. Véronique Minard-Colin:
The year was particularly busy, with the launch or preparation of several international clinical trials facilitated by Gustave Roussy. These include the FOSTER-CabOS trial in osteosarcoma, coordinated by Dr Nathalie Gaspard, and ELICIT, led by Dr Jacques Grill, which is exploring new immunotherapies for brainstem gliomas.

We have also made progress on new combination treatments in high-risk neuroblastoma. An international protocol for paediatric lymphomas (Inter-B-NHL) is also being prepared, with de-escalation of chemotherapy for the majority of patients to limit toxicity and intensification with new immunotherapies for more aggressive lymphomas.

Many of these trials are practice-changing, i.e. they really aim to impact the care of young patients.

In addition to the trials, 2024 saw the strengthening of major collaborations in translational research. The immunoorganoid modeling project with the team of Prof. Florent Ginhoux and Dr Claudia Pasqualini, for example, makes it possible to explore the role of the immune system in the control of paediatric cancers and opens unique outlooks for CAR-T cells in solid tumours.

We will soon be welcoming Prof. Emmanuel Donnadieu, an expert in the mechanisms of action of CAR-T cells, to further strengthen this team at Gustave Roussy.

This year, we also treated the first paediatric patient in Europe with TCR-T cell therapy in sarcoma, a major breakthrough for these rare cancers.

Also, in 2024, since the launch of the programme, more than 1,000 adults cured of paediatric cancer were reviewed as part of long-term follow-up, in order to ensure the screening and treatment of any sequelae related to the disease and the treatments.

This follow-up, coordinated by Dr Brice Fresneau, plays a key role in the sustainable improvement of patients' quality of life and in understanding the genetic factors associated with sequelae.

Dr Thomas Mercher:
Several research approaches have made it possible to better-understand the mechanisms involved in certain aggressive paediatric cancers.

For example, a study conducted by the team of Dr Jacques Grill and Dr David Castel looked at aggressive gliomas and highlighted the role of BMP-7 in the process of tumour invasion, paving the way for new targeted therapeutic approaches.

The widespread use of sequencing and the recruitment of experts in bioinformatic analyses, such as Dr Antonin Marchais, certified by INSERM for the study of paediatric osteosarcoma, has strengthened our expertise in monitoring tumour DNA circulating in the blood and in visualising the 3D organisation of tumours.

In addition, the development of laboratory cell models, making it possible to study the different stages of the transition from a normal human cell to a cancer cell, has led to the discovery of new mechanisms involved in the emergence of paediatric leukaemias. Then, by testing combinations of targeted therapies on these models, we demonstrated promising synergies that could improve the management of aggressive leukaemias.

How do you integrate research into clinical activity?

Prof. Véronique Minard-Colin:
Creating a permanent bridge between the patient's bed, the development of new clinical trials, and the laboratory is part of Gustave Roussy's DNA. For example, a concrete consequence of the work on circulating tumour DNA, mentioned above and coordinated by Dr Samuel Abbou, is the possibility of monitoring today the response of cancer cells to treatments, thanks to less invasive liquid biopsies.

This type of personalised approach fully embodies our vision of the medicine of tomorrow: more precise, more responsive and patient-centred.

Another example is the availability of ONC201 for children, adolescents and adults with relapsed malignant midline

glioma or brainstem infiltrating glioma. It is the first drug in a new class of cancer drugs that targets the energy metabolism of cancer cells. Unfortunately, ONC201 is in clinical development onlyin the United States and until now it has not been accessible in France as the CHIMERIX laboratory is not able to supply the drug in Europe.

The implementation of a protocol for compassionate therapeutic use, developed by the French National Agency for the Safety of Medicines and Health Products (ANSM) and Gustave Roussy (where ONC201 is manufactured by the pharmacy), now authorises its use under secure and supervised conditions.

This initiative has made it possible to make available a promising treatment for gliomas, both nationally and internationally, with encouraging responses in young patients.

Dr Thomas Mercher:
The objective of our ongoing dialogue with clinicians is to develop laboratory models that respond to the concrete problems encountered in hospitals and for which there are sometimes insufficient patient cells. This allows us to deepen our understanding of treatment resistance mechanisms in order to test innovative treatment combinations. Furthermore, the special relationship between the teams of the paediatric oncology department at Gustave Roussy and the PSCC (Paris-Saclay Cancer Cluster) promotes the development of new drugs specifically adapted to the needs of young patients.

What are the current major challenges in your field?

Prof. Véronique Minard-Colin:
We need therapies that are ever more effective and/or less toxic, especially for young patients with solid tumours, who remain among the most complex to treat. Immunotherapy represents a path forward, with many treatment combinations. The development of new targeted treatments is very interesting, but we often observe the onset of resistance and/or "addiction": when the treatment is interrupted, the tumour starts to progress again. Understanding these resistance/addiction mechanisms is essential in order to develop new, more active treatments.

Another major challenge is understanding the causes and origins of paediatric cancers.

In 2024, we launched the PREDCAP database, which centralises the data on children with a genetic predisposition to cancer. This tool will ultimately enable us to monitor these children more closely, or even intercept certain cancers before they appear.

We also want to continue expanding children's access to new medicines and early trials. Thanks to the SACHA programme, coordinated by Dr Pablo Berlanga, and which has taken on an international dimension this year, we can ensure safe follow-up of young patients who receive new medicinal products outside clinical trials. In addition, we are preparing to launch new CAR-T cell trials for neuroblastomas (coordinated by Claudia Pasqualini), sarcomas and soon brain tumours.

Dr Thomas Mercher:
A major challenge in understanding and overcoming treatment response is developing a comprehensive understanding of all the complex processes that occur in the cells of the tumour. To do this, we constantly increase our capacity to generate and analyse data known as *omics*, including, for example, the DNA sequence or protein detection.

The development of techniques (now making it possible to observe these parameters cell by cell) reveals that not all the cells in a tumour are identical.

This heterogeneity is a source of resistance to treatments and it is important to develop new methods for high-resolution analysis of data obtained using appropriate computerised approaches.

In 2024, the creation of a dedicated research chair in paediatric oncology enabled Dr Jean-Baptiste Alberge (a young researcher working in the United States and an expert in analysing these data) to join Gustave Roussy.

Thus, to overcome resistance to treatments, one of the objectives is to identify the different pathways altered in order to target each with appropriate combinations of therapies adapted to each patient. ●

OUR EXPERTS
at the heart of scientific journals of excellence

In 2024, Gustave Roussy's physician-researchers published their work in the world's most prestigious scientific journals, such as *The Lancet, Nature,* and the *New England Journal of Medicine*. These publications report on the studies and experiments conducted at the Institute, and are a strong indicator of its reputation within the scientific and medical community.

The level of excellence of this scientific output fully reflects the dynamism of the research conducted at Gustave Roussy and its major contribution to the advancement of oncology knowledge on a global scale. Every year, Clarivate/Web of Science publishes the list of the most cited researchers in the world, divided into 21 categories. For 2024, the researchers listed are:

- Fabrice Barlesi
- Fabrice André
- Benjamin Besse
- Caroline Robert
- Karim Fizazi
- Laurence Zitvogel
- Guido Kroemer
  For work carried out at Gustave Roussy.
- Olivier Kepp
- Florent Ginhoux
- Antoine Italiano
- David Planchard
- Laurence Albiges
- Aurélien Marabelle
- Jean-Charles Soria
- Éric Vivier
- Charles-Antoine Dutertre
  For work carried out at Gustave Roussy.

PROF. FABRICE ANDRÉ

Brinker Awards and *Giants of Cancer Care*

Prof. Fabrice André, Director of Research at Gustave Roussy, was twice honoured in 2024:
• **Brinker Award for Clinical Research:** Awarded by the American organisation Susan G. Komen at the San Antonio Breast Cancer Symposium in December 2024, this award recognises her in-depth work on understanding the response to breast cancer treatments.
• ***Giants of Cancer Care* – Translational Science Category:** Awarded on the sidelines of the American Society of Clinical Oncology (ASCO) congress in June 2024, this award recognises her major contributions in translational research.

DR INÈS VAZ LUIS

Women *Who Conquer Cancer Awards*

A breast cancer specialist and director of the "Survivorship" program at Gustave Roussy, Dr Ines Vaz Luis was awarded the Women Who Conquer Cancer Mentorship Award at the ASCO 2024 congress in Chicago. This award highlights her leading role in mentoring young women doctors and researchers in oncology, as well as her involvement in improving the quality of life of patients after cancer. Her projects – including the INTERVAL programme, the national CANTO cohort, and the digital platform WeShare – embody an integrated vision of oncology, focused on care pathways, sequelae prevention and digital innovation.

PROF. CAROLINE ROBERT

Line Renaud-Loulou Gasté Award

In 2024, Prof. Caroline Robert, Head of the Dermatology Department at Gustave Roussy, received the Line Renaud-Loulou Gasté award for medical research. This award recognises her research on melanomas and immunotherapy.

GABRIEL MATOS RODRIGUES

Cancer Biology Prize

Gabriel Matos Rodrigues, recently recruited as CNRS Research Fellow at Gustave Roussy, received the Cancer Biology Prize awarded by the CNRS and the CNRS Foundation. This distinction commends his work on the mechanisms of genomic instability at the intersection of cancer and cell ageing.

LAUNCH OF THE Gustave Roussy Prize

To mark the 150th anniversary of the birth of its founder, Gustave Roussy launched an international scientific award in 2024 to reward major advances in oncology.

This award (launched and co-funded by the Gustave Roussy Foundation) highlights the Institute's long-standing and visionary commitment to research excellence for the benefit of patients.

Endowed with €200,000 and supported by the founding sponsor, Pierre Fabre Laboratories, this prize is one of the most generous awards in the world in the fight against cancer. Each year, it is intended to distinguish an internationally renowned researcher whose work has a direct and significant impact on the care of cancer patients.

"The Gustave Roussy Prize embodies our commitment to innovative, bold and transformative research. It reflects our founder's pioneering vision and our collective ambition to cure cancer in the 21st century."

Prof. Fabrice Barlesi
CEO of Gustave Roussy

GUSTAVE ROUSSY FOUNDATION,

a global research project with a powerful societal impact

A new strategic momentum

In 2023, the Gustave Roussy Foundation redesigned its organisation to stimulate a new dynamic for the benefit of patients. It adopted new statutes and fully committed to an ambitious strategy: supporting high-impact research and accelerating innovation in oncology at Gustave Roussy, in a unique ecosystem that brings together Gustave Roussy researchers and clinicians, as well as companies from the Paris-Saclay Cancer Cluster, to transform scientific discoveries into the treatments of tomorrow. In 2024, the Foundation was able to implement its first scientific research programmes.

Chairs of Excellence: innovating to heal

A symbol of this transformation, the Chairs of Excellence programme aims to attract the best talent in oncology. Funded by the generosity of donors, it selects researchers recognised by an independent jury based on a single criterion: scientific excellence.

"Three first chairs have been created in the field of onco-immunology, with the aim of accelerating the arrival of new treatments likely to transform patient care in the next five to ten years. They are led by Prof. Alexandre Detappe, Prof. Éric Vivier and Prof. Florent Ginhoux," explains Anne Paoletti, Director of the Gustave Roussy Foundation.

Emerging programmes: exploring new breakthrough avenues

In February 2024, the Foundation launched a 2-year call for emerging projects with the Institute. These innovative and ambitious programmes, with scientific and/or technological breakthroughs, aim to explore and consolidate new prospects in oncology and to produce proof of concept to justify the further development of a larger programme.

Four winning projects were selected in July 2024 out of 23 submitted projects, 3 of which will be funded by the Foundation. The project of Laurie Menger, a research fellow at Inserm, aims to potentiate innovative CAR-T cell therapies. That of Kristine Schauer, Research Director at the CNRS, is studying the mechanisms of drug resistance to antibodies (ADC). The third, led by Filippo Dal'Olio, Clinical Researcher at Gustave Roussy, and Yegor Vassetzky, Research Director at the CNRS, is interested in the phenomenon of sarcopenia in head and neck cancers.

Prof. Alexandre Detappe
Specialist in nanotechnology applied to immunotherapy

Prof. Eric Vivier
Global expert in NK cell immunology

Prof. Florent Ginhoux
Laboratory Director at Unit U1015 - Tumour Immunology and Immunotherapies

The equipment programme: ensuring a state-of-the-art technological environment to accelerate research

The Foundation has funded a new state-of-the-art equipment programme worth €1 million to strengthen its technological platforms and make Gustave Roussy's research teams more competitive.

Public generosity: essential support for high-level research

2024 saw donations and bequests of nearly €9.5 million, including nearly €7.3 million in donations allocated by donors and €2.2 million in unallocated donations. The Foundation's IFI 2024 campaign dedicated to therapeutic vaccines raised nearly €2.2 million. The first three chairs of the Foundation will benefit from this. The Cure Childhood Cancer in the 21st Century (GLCE) campaign raised nearly €1.5 million.

HONORARY PRESIDENT

- **JEAN-CLAUDE LABRUNE**

QUALIFIED INDIVIDUALS

- **SÉBASTIEN BAZIN,** President
- **MARIE-HÉLÈNE HABERT**
- **JEAN-MICHEL HEARD**
- **RENÉ RICOL**

FOUNDING MEMBERS

- **FABRICE BARLESI,** Executive Director of Gustave Roussy
- **FABRICE ANDRÉ,** Research Director of Gustave Roussy

INSTITUTIONAL PARTNERS

- **ALAIN EYCHÈNE,** Inserm
- **PATRICIA KORCHEF-LAMBERT,** Vice-President of the Val-de-Marne Departmental Council
- **YVAN DE LAUNOIT,** CNRS
- **DAVID MONTANI,** University of Paris-Saclay

DONORS AND SPONSORS

- **FRÉDÉRIC LEMOS**
- **PHILIPPE MONNOYEUR,** Monnoyeur
- **THOMAS SAUNIER,** Malakoff Humanis
- **CHRISTIAN SCHMIDT DE LA BRÉLIE,** Klesia
- **VERONIQUE WEILL**

GOVERNMENT COMMISSIONERS

- **ETIENNE STOSKOPF,** Prefect of Val-de-Marne
- **NICOLAS ALBIN,** Ministry of Higher Education and Research

MANAGEMENT

- **ANNE PAOLETTI**

GUSTAVE ROUSSY FONDATION - KEY FIGURES

€6.9 MILLION

in research grants
(of which €4 million in donations allocated by the donor)

95 projects supported

9 medico-scientific programmes

1 technological equipment programme

5 supports for young teams

Attractiveness as an outstanding environment for research

4 emerging programmes

6 pragmatic trials

3 chairs of excellence

7 PRIORITY RESEARCH AREAS

- DNA repair & genome stability
- Paediatric cancers
- Haematology
- Data science and artificial intelligence
- New therapies
- Radiotherapy
- Metabolism and cancer

TRANSPARENCY

The Foundation devotes most donations to research and care.
The scientific programmes it supports are regularly evaluated by an international scientific council.
Its financial statements are audited by statutory auditors and auditors of Don en Confiance, which has certified it since 2009. In 2024, it posted an operating expenses rate of 14.63%, one of the lowest in the sector.

Contact: 01 42 11 62 10 / 49 09 - donsetlegs@gustaveroussy.fr

FLAGSHIP EVENTS THAT MAKE A DIFFERENCE

Each year, the generosity of thousands of participants and donors helps accelerate progress against cancer. In 2024, sporting events and solidarity challenges once again played a key role in financing projects supported by the Gustave Roussy Foundation.

Odyssea Paris (5-6 October 2024)

More than 45,000 runners and walkers gathered at the Château de Vincennes, raising a record amount of one million euros. These funds directly support breast cancer research, such as the innovative COMPASS and Interception programmes.

Solidarity bibs: going the distance for research

For the half marathon, the marathon and the Adidas 10K (three iconic races organised in Paris), many committed runners wore the colours of Gustave Roussy with their solidarity bibs.
These sporting and solidarity challenges have raised more than €300,000 for cancer research.

MOBILISATION CANCER
Tous ensemble avec les chercheurs.

TF1 2024 mobilisation (27 May - 4 June 2024)

The TF1 Group, in partnership with Gustave Roussy and the ARC Foundation, renewed the "Mobilisation Cancer" operation. This fundraising campaign was driven by the programme *Les 12 Coups de Midi*, which mobilised viewers around cancer research. The funds raised were shared between Gustave Roussy and the ARC Foundation to support innovative projects, with broad public awareness of advances in oncology.

Philanthropy Key Figures (Gustave Roussy and its Foundation):

212,441 active donors

€45 MILLION collected (+3% since 2023)

23,754 direct debit donors

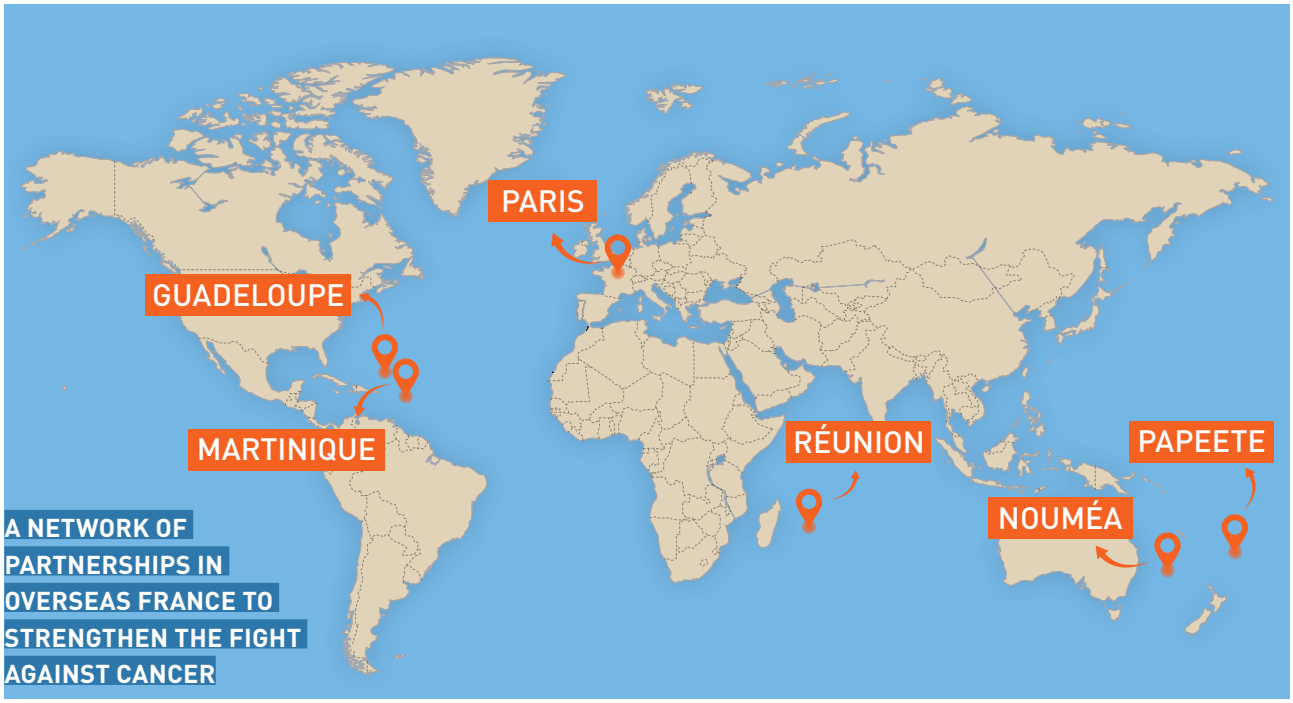
€12.6 MILLION from bequests, donations and life insurance

€8.4 MILLION collected via digital (+27% since 2023)

€32.5 MILLION donations from individuals, sponsorship and non-profit support (+20% since 2023)

SHARING THE EXPERTISE
of Gustave Roussy in overseas France

Since 2019, Gustave Roussy has been organising multidisciplinary consultations (RCP) dedicated to patients in overseas France, in close collaboration with hospitals and clinics in the territories concerned.



In 2024, more than 2,000 cases of overseas patients were discussed, demonstrating the solidity and sustainability of this partnership.

These regular teleconsultations include in particular:

- **The French Polynesian hospital in Papeete**
- **The Kuindo-Magnin clinic in New Caledonia**
- **University hospitals in Martinique, Guadeloupe and Réunion**

This organisation makes it possible to provide specialised expertise, reduce medical evacuations to mainland France and shorten treatment times. Patients thus benefit from faster access to accurate diagnosis and customised treatments, either locally or in an expert centre in mainland France.

At the same time, Gustave Roussy is developing training for local medical teams, offering support for clinical and translational research, and facilitating access to innovations such as liquid biopsy and advanced genomic analysis (via the SeqOIA platform) for patients in overseas France suffering from rare cancers or in therapeutic failure.

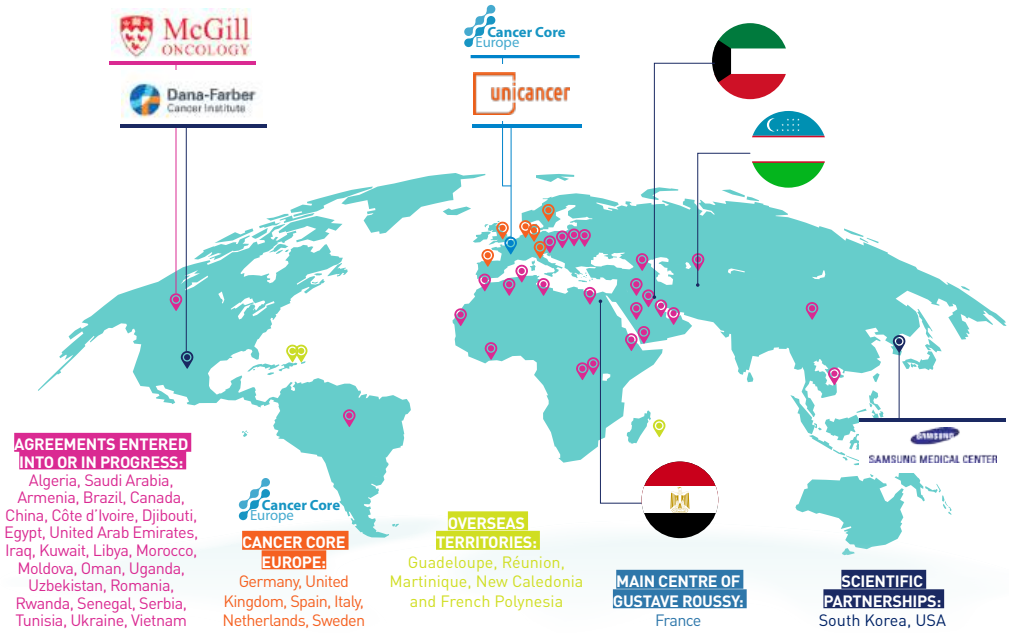
These actions illustrate Gustave Roussy's strong commitment to share its expertise and medical advances with all overseas populations, thereby strengthening equal access to cancer care.

A NETWORK
of international partnerships

Gustave Roussy is developing an active international strategy to promote its care model focused on excellence, innovation and access for all. By drawing on institutional and hospital partnerships, the Institute is extending its mission of care, training and the transfer of know-how well beyond its borders.

Driven by its subsidiary Gustave Roussy International, this policy is reflected in:

- one-off or multi-year hospital projects (support, audit, codevelopment) in several partner countries
- cooperation agreements aimed at setting up networks of partner centres or satellites;
- training and skills development programmes for international healthcare professionals.



GUSTAVE ROUSSY ALUMNI:
a committed community

Gustave Roussy brings together an international alumni community consisting of former trainees, interns, researchers and professionals trained within the Institute.

These alumni in turn become ambassadors for excellence in oncology, both in France and abroad.

- **1st alumni network** dedicated to oncology in France
- More than **2,000 members**, former doctors of Gustave Roussy
- **25 nationalities** represented

JOIN ALUMNI
alumni.gustaveroussy.fr

GUSTAVE ROUSSY EDUCATION

PASSING ON EXCELLENCE
in oncology

GUSTAVE ROUSSY
CANCER CAMPUS
GRAND PARIS
EDUCATION

In partnership with the University of Paris-Saclay, Gustave Roussy Education is dedicated to the Institute's initial, continuing and international training. It embodies Gustave Roussy's desire to pass on its expertise in oncology to all generations of healthcare professionals, in France and abroad.

Thanks to an innovative educational offer, combining face-to-face training, remote training and simulation, Gustave Roussy Education supports caregivers, researchers, interns and students in acquiring high-level skills, as close as possible to the latest scientific and clinical advances.

EDUCATION

TRAINING OFFER

23 university degrees

14 master classes

NUMBER OF TEACHERS

41 academics

230 teaching doctors

More than **4,300** students trained

More than **10,000** participants registered on the digital teaching platform

730 enrolled in university degrees

30 students enrolled for the Master 2 degree in oncology

NUMBER OF STUDENTS

2,600 new hires on the digital teaching platform

1,400 participants in seminars

110 engineering students specialising in health professions at IFSBM

223 doctoral students enrolled in the doctoral school

A RAPIDLY EXPANDING training programme

In 2024, Gustave Roussy Education continued its development with a rich and diversified offering, for the benefit of all professionals involved in oncology.

From January to December, the calendar was punctuated by university training courses, master classes, seminars, workshops and digital resources, confirming the Institute's leading role in disseminating knowledge.

Sustained momentum throughout the year

In January, six degrees opened their doors, covering topics such as immuno-oncology, radiotherapy and endocrine tumours. The year was also marked by the 39th edition of the chemotherapy courses, a symposium on patient partnership and the launch of the educational podcast *CanceroDico*.

Over the months, there was a succession of highlights: paediatric oncology day in February, AJA (adolescents and young adults) training, AI workshops, cervicofacial CME, thyroid surgery days, iTOX symposium, robotic surgery master classes, and seminars in oncoplasty and interventional radiology.

At the start of the academic year, new degrees began, particularly in molecular medicine, oncology care, paramedical research and paediatric oncology. In the autumn, 11 new degrees were added in areas ranging from pain to connected health, translational research and photobiomodulation.

FOR MORE INFORMATION

A growing digital offering

Throughout the year, the digital teaching platform continued to grow, with replays, new modules and ever-increasing attendance. In December, a final module on good clinical practices closed the year.

GUSTAVE ROUSSY TRANSFERT

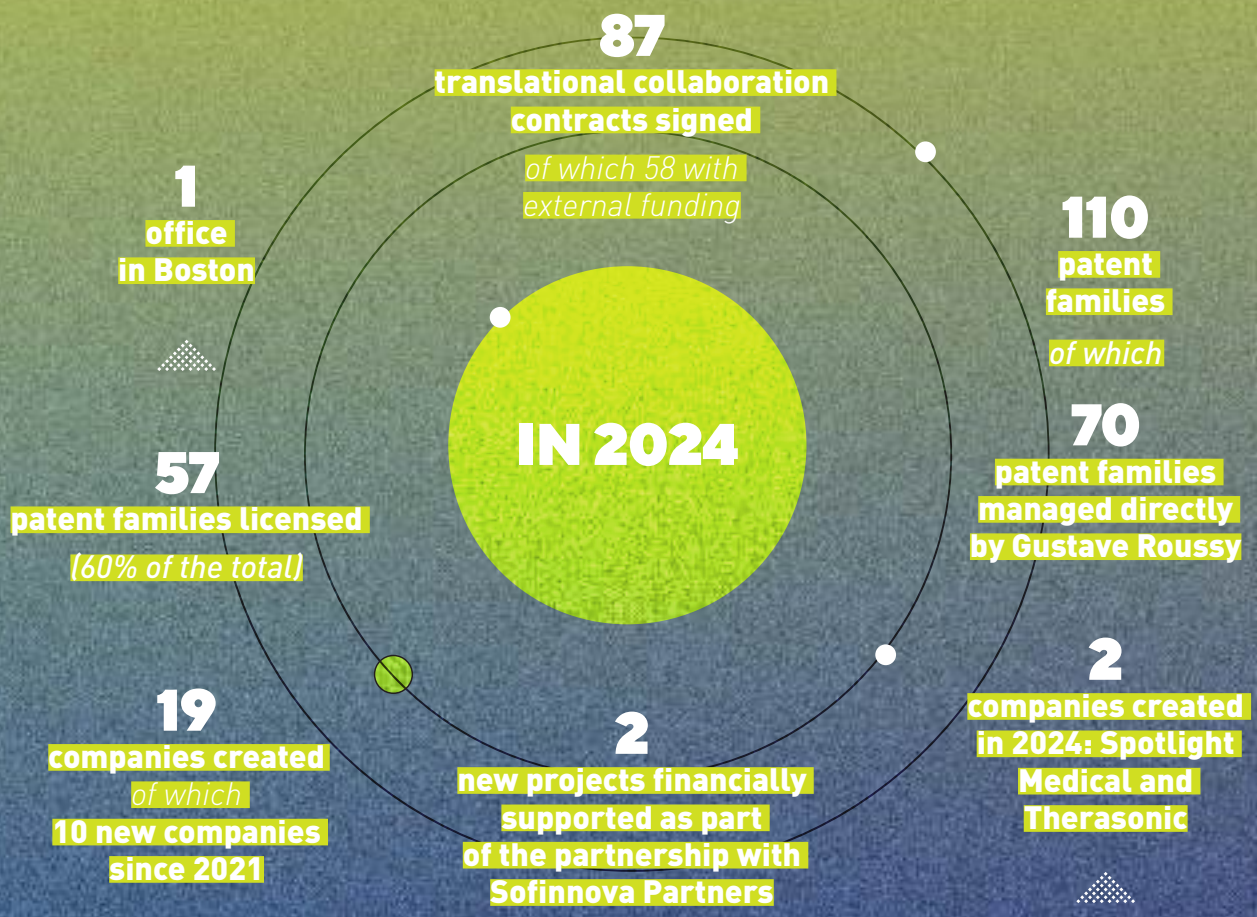
Accelerating innovation, promoting research

INNOVATION

At the crossroads of research, clinical practice and entrepreneurship, Gustave Roussy Transfert embodies Gustave Roussy's ambition: to develop the therapeutic innovations of tomorrow, in the service of ever more personalised and effective medicine.

From support for the protection of intellectual property to the creation of start-ups, through the negotiation of partnerships and the promotion of clinical data, Gustave Roussy Transfert plays a strategic role in promoting the Institute's scientific excellence in France and abroad.

In direct connection with the Paris-Saclay Cancer Cluster, this entity actively contributes to the deveopment of a unique ecosystem capable of bringing about and growing the most innovative projects in oncology.



INNOVATE, PROMOTE AND SUPPORT:
highlights of Gustave Roussy Transfert

Gustave Roussy Transfert continues its efforts to promote the development of innovations resulting from oncology research. Industrial partnerships, participation in national and international events, support for start-ups and strengthened governance: overview of 2024 news.

An innovative device for patient mobility

A new milestone has been reached in innovation: Acime, a leading player in medical furniture in Europe, obtained an exclusive operating licence for a device patented in 2018 and designed in the heart of the hospital by the hospital porter team, driven by Jean-Michel Nebbak. This ingenious system, based on a clip attached under a wheelchair, stabilises an IV foot during movement, improving patient safety and comfort.

First notable participation in VivaTech

From 22 to 25 May 2024, Gustave Roussy Transfert participated for the first time in VivaTech, the major European event for technological innovation. This was an opportunity to highlight its role as an accelerator of technology transfer, as well as the start-ups resulting from the research conducted at Gustave Roussy, supported in their development towards the market.

Feedback on BioEurope 2024: a strategic presence in Stockholm

Gustave Roussy Transfert participated in the BioEurope congress, which took place from 4 to 6 November 2024 in Stockholm. An opportunity to promote its expertise in supporting biotech projects stemming from academic research, to strengthen its international partnerships in the health sector and to establish new contacts with future partners.

Two new strategic equity investments

Continuing its mission to support start-ups, Gustave Roussy Transfert recently invested in two promising young companies:

- Therasonic, specialising in targeted ultrasound drug delivery
- Spotlight Medical, developing innovative imaging solutions for oncology

A board of directors enriched with excellent profiles

To support its growth and organise its governance, Gustave Roussy Transfert welcomed three new directors to its Board of Directors:

- Franck Le Ouay, CEO of Lifen
- Françoise Bartoli, VP Head of Europe and International, Oncology Business at AstraZeneca
- Laurent Rimaldi, Senior Partner at AgilaCapital

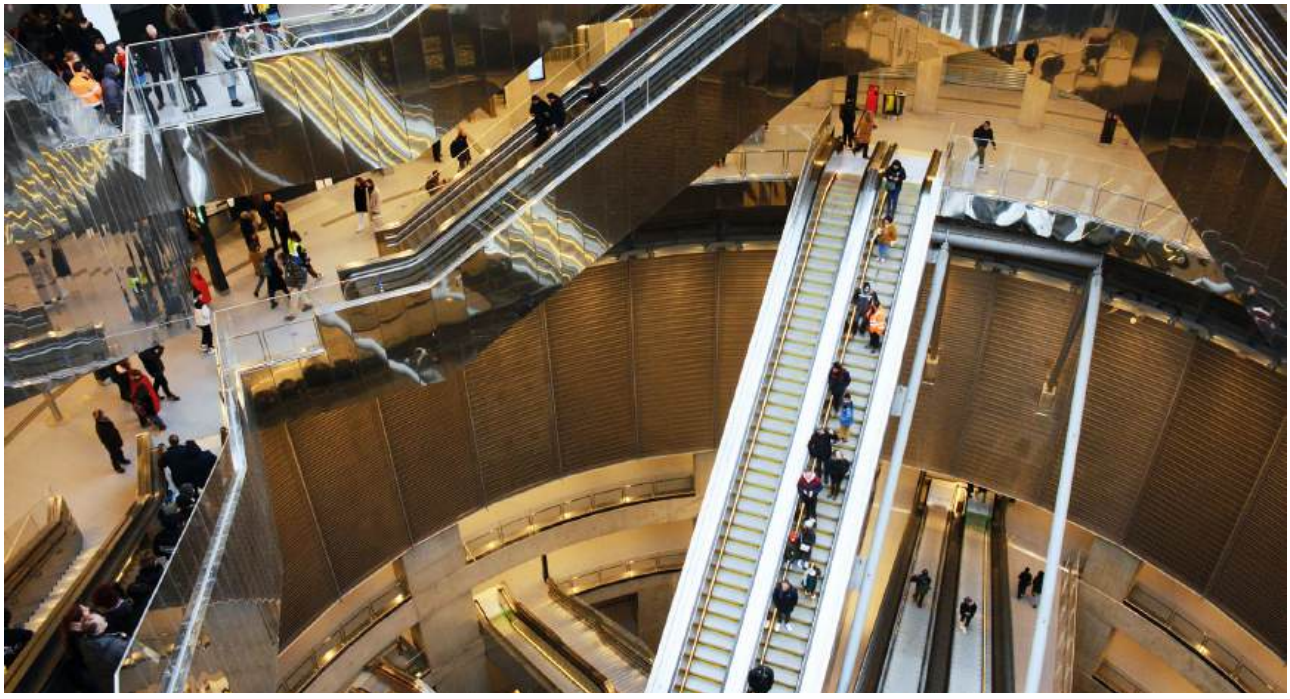
BUILDING AMBITIONS
at the heart of a growing campus

In 2024, Gustave Roussy is pursuing an ambitious investment policy to modernise its campus and improve the pathway for patients, visitors and professionals. These projects are part of the *Horizon 2030* roadmap, which aims to make the site a globally recognised centre of excellence.

The Paris-Saclay Cancer Cluster, under construction around Gustave Roussy, will become the largest European biocluster dedicated to the fight against cancer. Over more than 100,000 m², this unique campus will bring together researchers, clinicians, start-ups and manufacturers, in a neighbourhood designed to promote synergy between care, research and innovation.

Covering 41 hectares, the project provides for the creation of housing, shops, schools and green spaces, with a view to urban integration and quality of life. It will also host two distinct centres: a campus to the south dedicated to care, with in particular a new building dedicated to prevention, diagnosis and welcoming of international patients (delivery scheduled for 2029), and a campus to the north focused on research and education, which will include a 33,000 m² research building (delivery in early 2028) and a building with new teaching spaces (delivery in summer 2027).

At the same time, two first bioclusters – BYOS (15,000 m²) and THE HIVE (24,500 m², supported by Kadans Science Partner) – will welcome innovative companies in the healthcare sector from 2025, actively contributing to transforming scientific advances into concrete solutions.



COMPLETION OF WORKS
on the Villejuif-Gustave Roussy station

Located at the foot of the Institut, the Villejuif-Gustave Roussy station extends over 7,500 m² between rue Édouard Vaillant and the voie des Sables, to the west of Villejuif. It has 6 entrances and 9 underground levels, with the quays of line 14 located more than 36 metres deep.

In 2024, the preparatory works at the station were completed with a view to commissioning line 14 in January 2025, which makes it possible to reach Paris in less than 10 minutes. The future line 15, which is expected to open in mid-2026, will further increase access to the campus.

Gustave Roussy is now only 10 minutes away from the major Paris train stations, Paris-Orly airport and the centre of the capital, paving the way for better mobility for all users.

The International Department is getting a makeover!

In October 2024, Gustave Roussy transferred its international department to the 6th floor in two completely renovated hospital units. This new, modern and functional care environment has been designed to meet the specific expectations of international patients. The rooms have been redesigned to combine comfort, safety and serenity, providing hospitalisation in optimal conditions. The paramedical team, now consolidated around a single care centre, benefits from a improved organisation, promoting faster, more fluid and better coordinated care.

SUPPORTING
the men and women of Gustave Roussy

In 2024, Gustave Roussy continued its commitments in terms of HR policy, around four major areas: quality of life at work, skills development, attracting talent and inclusion. Concrete actions have been taken to improve the employee experience, respond to societal challenges and support the Institute's transformation.

A committed collective

3,408
employees
(i.e. 3,155 FTEs)*

1,217
caregivers
(or 1,165.78 FTEs)*

632
doctors
(of which 542.81 FTEs)*

*FTE: full-time equivalent

A learning work environment

Launch of training management by Talent Soft

Deployment of the managerial skills repository

Enrichment of the internal training catalogue

Consolidation of mandatory training actions

Continuation of the Alice project
(approach focused on positive error culture)

QUALITY OF LIFE AND WELL-BEING AT WORK

- **Implementation of a new healthcare cost scheme**
- **Participation in the QENA-CLCC research project on the quality of life at work in the Cancer Centres** (led by the UNIVERSITY of Bordeaux)

INCREASED ATTRACTIVENESS

- **863 new employees recruited in 2024, including 301 on permanent contracts**
- **Partnerships to support international employees:**
  - Science reception (administrative procedures)
  - ECLA (negotiated rate housing near the site)

DIVERSITY & INCLUSION

- **Action day on professional integration with Cap Emploi**
- **Signing of a gender equality agreement** (February 2024)
- **Organisation of a social forum** (September 2024)

TOWARDS ECO-DESIGNED CARE

- **Removal of desflurane** (anaesthetic gas) (700 in 2023 → 14 bottles in 2024 – total shutdown in 2025)

SUSTAINABLE MOBILITY

- **Mobility agreement signed end of 2024:**
  - Transport reimbursement: 70% in 2025
  - Bicycle/scooter allowance up to €300/year + bicycle repair workshops
- **2026 objectives:**
  - Car: from 50% to less than 30%
  - Bicycle/scooter: from 10% to 20%

-25% home-work emissions
Transport reimbursement: 75%

ENERGY

- **-2% consumption at the Villejuif site and -6% at the Chevilly-Larue site** (2030 target: -36%)
- **€2.8 million invested in the renovation of facade gables**

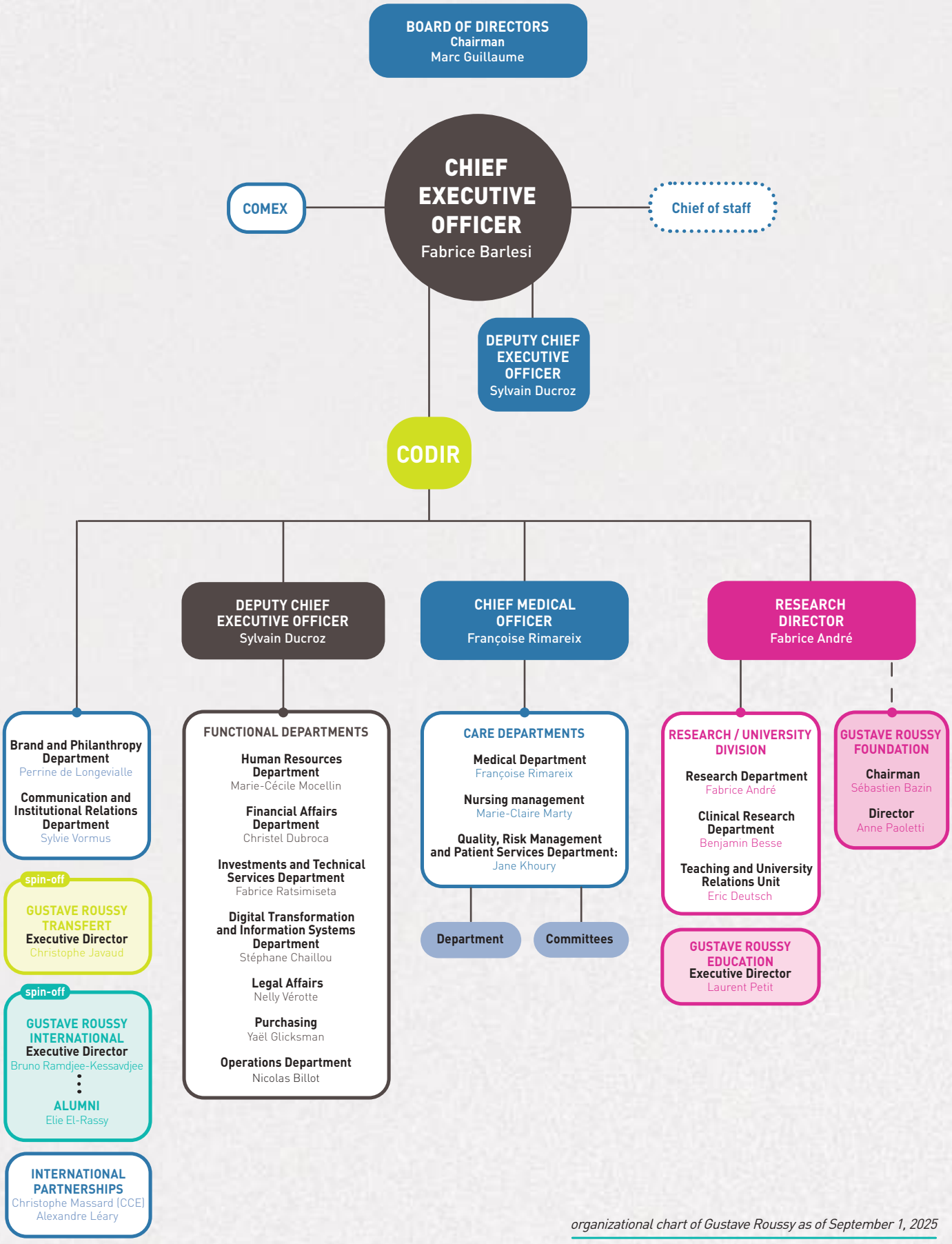
RESPONSIBLE FOOD

- **Organisation of the first 100% vegetarian lunch**
- **50% labelled products, 20% organic or local**

WASTE

- **50% reduction in plastic water bottles** (355,000 bottles saved)
- **41 tonnes of biowaste collected**

GOVERNANCE



organizational chart of Gustave Roussy as of September 1, 2025

EX-OFFICIO MEMBERS

MARC GUILLAUME
President, Prefect of the
Île-de-France region, Prefect of Paris

GENEVIÈVE CARPE
Departmental Councillor
of Val-de-Marne

SAMAKE HAMIDOU
Member of the Paris Council

PROF. MARC HUMBERT
Dean of the Faculty of Medicine

NICOLAS ALBIN
Representative of the Ministry
of Higher Education and Research
Qualified individual

Pr BRUNO QUESNEL
Representative of the National
Cancer Institute

MIREILLE GUYADER
Representative of the French National
Institute of Health and Medical Research
Qualified individual

NICOLAS REVEL
President of Assistance
Publique Hôpitaux de Paris

GUMS GALULA
Representative of Mr REVEL
(Assistance Publique Hôpitaux de Paris)

VALERIE MULLER
President of CESER Île-de-France

QUALIFIED INDIVIDUALS

ANNE PERROT
JEAN-CLAUDE LABRUNE
ANNIE PODEUR

USER REPRESENTATIVES

LEILA HAMDAOUI
FRANÇOIS RULLIER

MEDICAL STAFF

DR JÉRÔME DURAND-LABRUNIE
DR VALÉRIE LAPIERRE, President of the CME

MEMBERS OF THE SOCIAL ECONOMIC COMMITTEE

ANNE-MARIE DERNEVILLE
GUILLAUME LOUVEL

MEMBERS WITH AN ADVISORY CAPACITY

ÉTIENNE STOSKOPF
Prefect of the Val-de-Marne Department

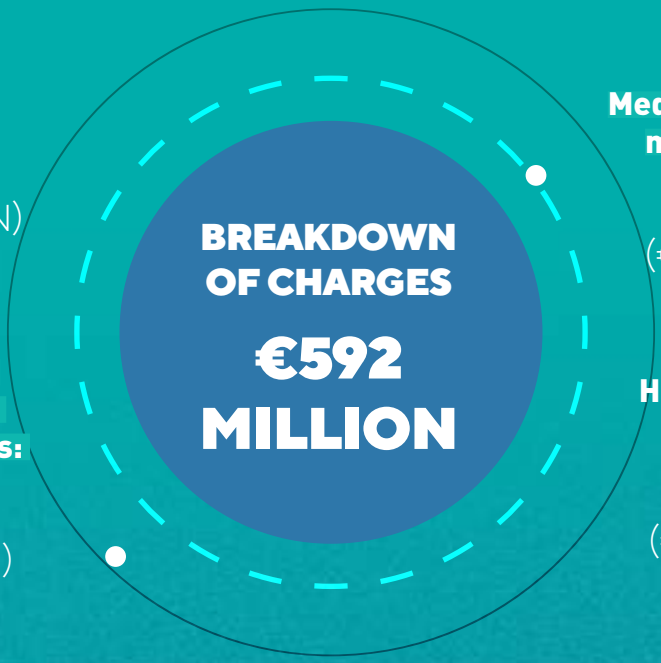
DENIS MAUVAIS
Sub-Prefect of L'Haÿ-les-Roses
and representative of the Prefect

Prof. FABRICE BARLESI
Executive Director of Gustave Roussy

DENIS ROBIN
Director of the Regional Health Agency
(ARS) of Île-de-France

ÉRIC VECHARD
Territorial representative
of the Regional Health Agency (ARS) of Île-de-France

** Gustave Roussy Board of Directors as at 1st September 2025*

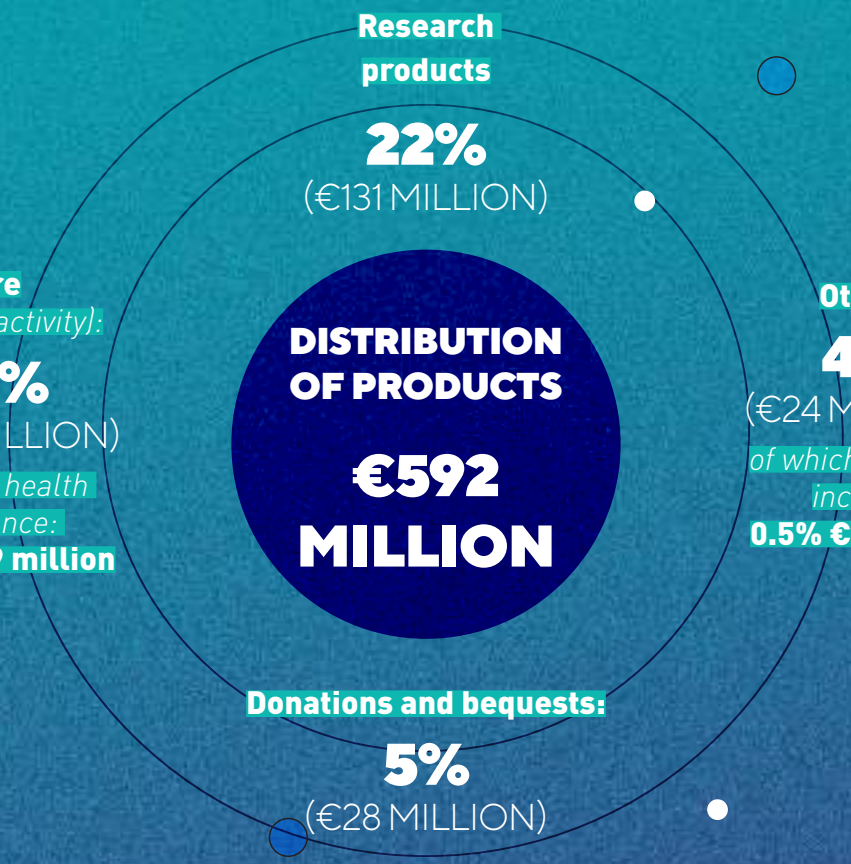


Staff costs:
45%
(€264 MILLION)

Medications and other medical charges:
33%
(€197 MILLION)

Amortisation, provisions and financial charges:
7%
(€42 MILLION)

Hotel and general expenses:
15%
(€89 MILLION)



Research products
22%
(€131 MILLION)

Care *(hospital activity):*
69%
(€409 MILLION)
of which health insurance:
57% €339 million

Other:
4%
(€24 MILLION)
of which financial income:
0.5% €3 million

Donations and bequests:
5%
(€28 MILLION)

* *Data as of the second half of 2024.*

PHOTO CREDITS: GUSTAVE ROUSSY
Design, writing, mock-up: Gustave Roussy Communications and Institutional Relations Department
Printing: Imprimerie Laville

114, rue Édouard-Vaillant
94805 Villejuif cedex - France
Tel. +33 1 42 11 42 11

www.gustaveroussy.fr

FOLLOW US

GUSTAVE ROUSSY
CANCER CAMPUS
GRAND PARIS