



The presentation will be divided into three parts:

- Part 1 will present the current infrastructure and updates on the Nouveau Centre project;
- Part 2 will be dedicated to the Nouveau Centre budget gap and investment priorities;
- Part 3 will focus on the resource mobilization strategy to raise funds and make sure the Nouveau Centre project is funded.

Part 1

**IARC INFRASTRUCTURE AND
THE "NOUVEAU CENTRE" PROJECT**

International Agency for Research on Cancer



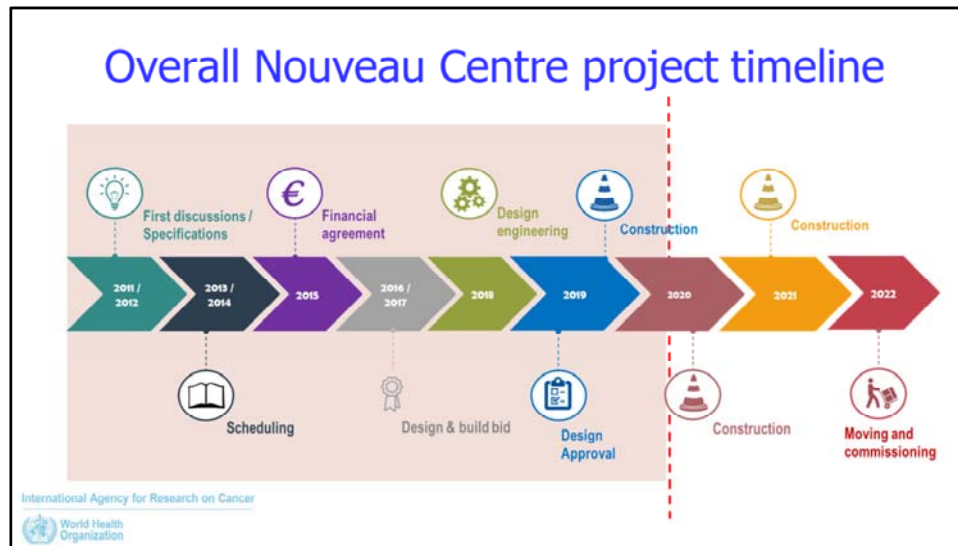
IARC current premises

- Ageing Tower, inaugurated in 1972, built and owned by Ville de Lyon + 3 buildings built by IARC.
- Major technical issues (ventilation system, fire safety system, lifts, leaks, rain...)
- Business Continuity Plan (BCP) in place and tested several times.
- Alternative sites for laboratories and offices identified in Lyon area.
- Risk management and mitigation measures in place in close collaboration with Ville de Lyon.
- **€14 million per year** in operational costs would be required if IARC was forced to evacuate the current premises prior to the completion of the Nouveau Centre.
- Repairs carried out since 2011 guaranteed BC for 5 to 7 years.

Since its creation, French authorities have provided premises to host IARC activities. The Tower building, inaugurated in 1972, has reached its limits in terms of space, ageing equipment and infrastructure, capacity to host modern science activities.

Since 2011, a program of urgent repairs has been put in place by the Ville de Lyon in order to guarantee business continuity of IARC activities until 2018, while the Métropole de Lyon was working on the project for a “Nouveau Centre”, a brand new building for IARC to move its activities for the 30 coming years.

In parallel, IARC has worked on developing a Business Continuity Plan, in case major disruption occurs. Some alternative sites have been identified to partially host laboratories or offices.



The Nouveau Centre project stated in 2011 and should have initially been completed in 2018. However, due to several administrative delays, the new expected date to move IARC activities and open the new building should be around Summer or Fall 2022.

In 2019, we mainly focused on the detailed design studies, to make sure that the contractual specifications were respected and included in the project.

A team composed of the Métropole de Lyon, its external experts and IARC's experts carried out the assessment of the detailed design studies that were provided at the end of January 2019. This assessment highlighted the complexity of the project and pointed out lack of precision in the design. Consequently the Métropole de Lyon requested the design-build team to rework the design, to carry out additional detailed analysis and to propose more detailed design studies for the beginning of July 2019.

IARC secretariat, while supporting the decision of the Métropole de Lyon, raised its deep concerns regarding additional delays,

Throughout the Summer 2019, several difficult meetings took place. At the operational level to identify and find solutions to the main technical obstacles, and then at the political level to enforce the Design-Build team to fulfil their contractual obligations and propose a project compliant with the agreed specifications. At last, mid-October 2019, the Métropole de Lyon validated the majority of the studies to be able to launch the building works phase, while carrying on discussing

and moving forward on the remaining design topics that were not fully approved.

After a preparatory period, the building works actually started at the beginning of January 2020, leading to the first stone laying ceremony , which took place during the scientific council.

The Covid-19 outbreak will have an impact on the overall project timeline, which is being assessed.

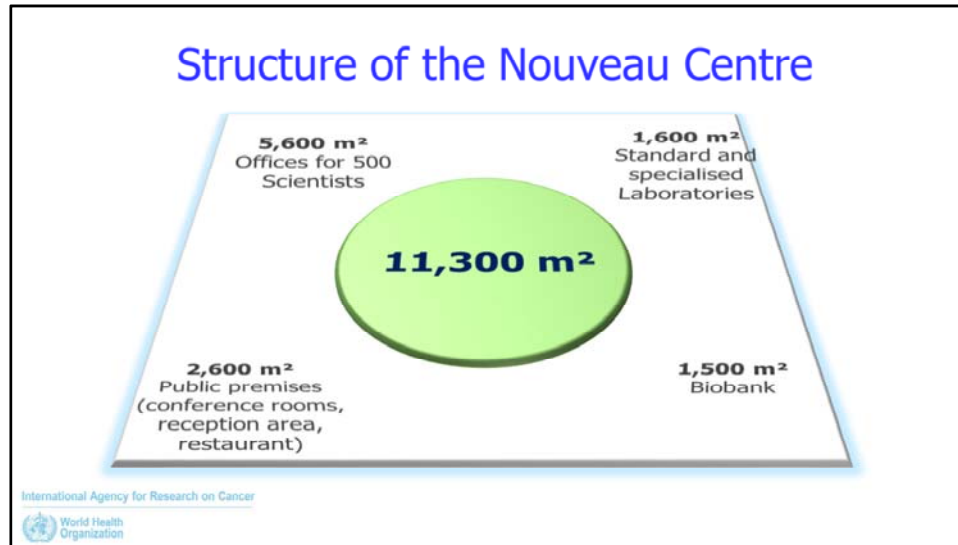
The Nouveau Centre: an open science project

- A new building for a renewed IARC.
- Strategically located in the Biodistrict.
- Open, modern, transparent.
- Welcoming and comfortable working environment for world renowned scientists.



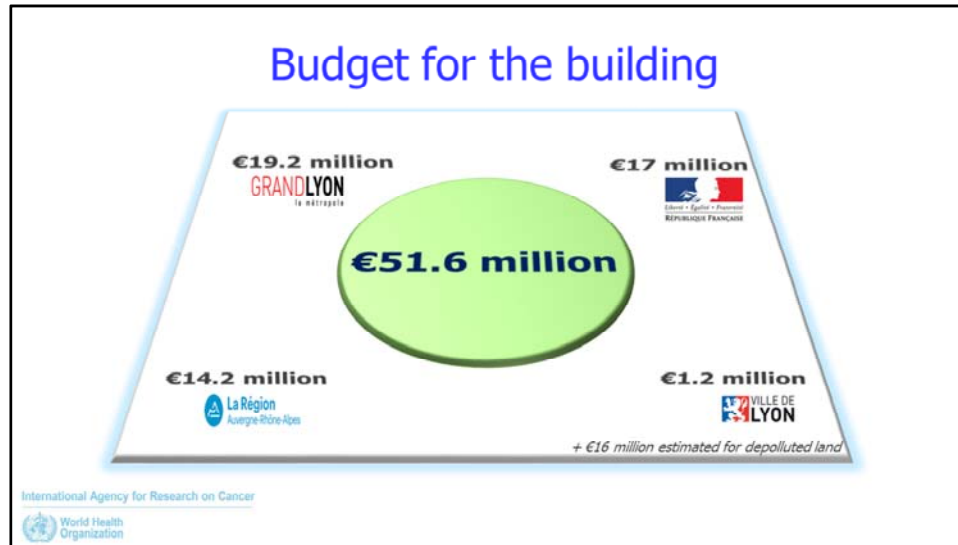
International Agency for Research on Cancer
World Health Organization

The new building will be the symbol of IARC Open Science initiatives, being transparent, modern, welcoming for scientific experts as for the general public. Its strategic location in Lyon biodistrict, will enforce its pre-existing links with many public institutes which will become our direct neighbours.



The new building will offer

- comfortable office space to welcome up to 500 scientists and support staff;
- Modern and compliant standard and specialised laboratories (the number of square meters is a little bit bigger than the current footprint but thanks to a better horizontal distribution, will allow to develop new activities while grouping standard activities);
- A larger space for the biobank storage (the current space has reached its limit and the biobank cannot expand or even been restructured);
- Large areas for conferences and trainings, as part of one of IARC's missions.

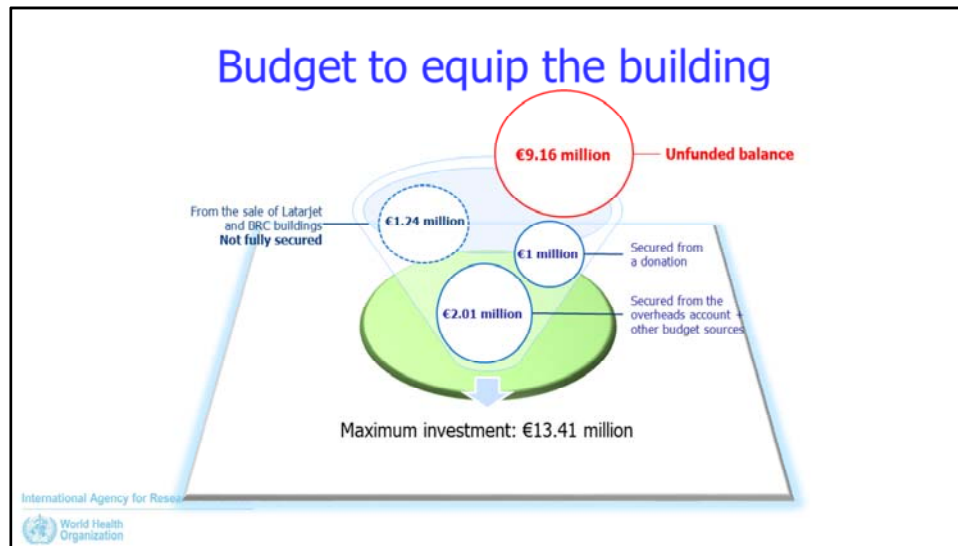


The budget put together by the French authorities, for the building only, amounts €51.6 million, with

- €19.2 million from the Métropole de Lyon, project leader;
- €17 million from the French government;
- €14.2 million from the Auvergne Rhone Alpes Region;
- €1.2 million from the Ville de Lyon.

This does not include

- the estimated cost of the land which was provided by the Ville de Lyon, for an estimated value of €16 million;
- Nor the cost of the equipment.



The budget to move and equip the new building has been estimated to a maximum of €13.41 million. The equipment include the core infrastructure equipment, as well as furniture, lab equipment, or security or ITC equipment, to go along with a new and modern building.

Until now, IARC secretariat has secured

- €2.01 million from the overheads account and other budget sources;
- €1 million from a major donor to equip the auditorium;

Moreover, IARC is counting upon getting €1.24 million from the Ville de Lyon for the sale of Latarjet and BRC buildings. Those funds are not fully secured as we had not signed any agreement yet on the value of Latarjet and BRC buildings.

The Ville de Lyon requested to wait until 6 months prior to the physical move to assess the real value of the buildings. Hence remain a maximum of €9.16 million of unfunded balance.

The second part of the presentation will focus on how we have planned to raise those funds.

Investment prioritization strategy

Priority number	Definition	Rationale	Costs	Funds fully secured	Funding Gap
1	Critical Item or Earmarked donation	The items and topics listed as critical are the ones really needed for IARC activities to re-start in the new building, basically including the ITC infrastructure, and the physical move, along with some basic equipment. It would allow to reopen most of the activities with a reduced capacity.	7,660,334.21 €	3,007,877.41 €	4,652,456.80 €
2	Non-critical item, rebuilding existing capacity	The items and topics listed in this category would allow IARC to start all its activities as they are working in the current premises, to be added to the critical items listed above	1,605,500.00 €	0.00 €	1,605,500.00 €
3	Investment in upstream sectors, create an attractive working environment, improvement to align with Open science vision	IARC NC is an opportunity to modernize IARC's image and to support IARC's open science initiative. The building itself will be modern and would need modern equipment and ways of working / communicating / hosting conferences / welcoming visitors, experts, partners.	4,142,600.00 €	0.00 €	4,142,600.00 €
GRANT TOTAL			13,408,434.21 €	3,007,877.41 €	10,400,556.80 €
			funds not fully secured =	1,240,000.00 €	9,160,556.80 €

International Agency for Research on Cancer



Following a discussion with the GC Working Group on Infrastructure (composed of Canada, France, Germany and Switzerland), IARC Secretariat has developed an investment prioritization strategy, by estimating the basic cost of the essential infrastructure and to move what is currently in the premises and then ranking other priorities that could be funded once the resources for essential moving expenses have been secured.

We have thus identified, through a phased-approach, the priorities that can be funded as the funds become available. This will assist us in identifying why, where and when those extra funds should be allocated once resources have been secured for the critical expenses of the essential infrastructure and the move.

This prioritization could be always adjusted if, for instance, in-kind contributions in the form of furniture or equipment is provided to IARC, or whenever we would receive earmarked donation.

The detailed strategy was presented in annex 1 of the document and is summarized in the attached table.

Part 2

**THE “NOUVEAU CENTRE”
INVESTMENT CASE**

International Agency for Research on Cancer



A new Director, a new decade, a new era



International Agency for Research on Cancer
World Health Organization

IARC is currently undergoing a period of transformation that has the potential to position it as the world leader in cancer research. The “Nouveau Centre” is the perfect symbol of IARC’s new ambition to be at the center of the world’s leading global health hub. Strategically located at the epicenter of this new hub, that will include the future WHO Academy, the “Nouveau Centre” represents the beginning of a new era for the organization where the focus on open science and true collaboration will give an opportunity for IARC to interact with a broader public and diversify its base of supporters and achieve its goal of reducing the burden of and suffering from cancer, now and for future generations.



French institutional partners (the central government, the region Auvergne-Rhone-Alpes, the Metropole of Grand Lyon and the municipality of Lyon) have all allocated substantial to cover for the cost of the building. IARC has to cover the costs related to the moving from the old building to the new one as well as all the costs related to the equipment of the facilities (IT equipment, furniture and technical equipment for the laboratories and the biobank). While IARC has already identified potential source of funding to cover part of these costs, there is still a funding gap of around €9.16 million.

To cover the unfunded balance of €9.16 million, the Secretariat has devised a resource mobilization strategy. It has identified four main categories of potential donors:

- Non-State actors from Lyon and its surroundings, including for-profit entities, corporate and philanthropic foundations as well as local key influencers/major donors;
- Corporate entities willing to provide in-kind contributions to the “Nouveau Centre”;
- Ultra-High Net Worth Individuals (UHNWI); and
- Existing Participating States.

Let's get prepared



On 6 February 2020, we all participated in the First Stone Ceremony for the "Nouveau Centre", the new IARC headquarters building in the Biodistrict of Gerland in Lyon.



LA TRIBUNE
Lyon : Avec son futur siège, le Centre international de recherche sur le cancer veut s'affirmer



LYON MAG .com
Lyon: la lutte contre le cancer déménage à Gerland



20 ANS



LYON CAPITALE
Lyon : première pierre pour le QG de lutte contre le cancer

Lyon : Une première pierre pour faire de la ville le centre mondial de lutte contre le cancer

Proactive initiatives have been taken since May 2018:

- Identification of potential resource mobilization opportunities by building an extensive database of donors and targeting specific institutes, foundations or individuals who may be interested in investing in the new building;
- Proactive communication about the building project:
 - In December 2018, colourful palisades with public information about the history of IARC and its new building were erected around the future site, in collaboration with the Métropole de Lyon.
 - Taking the opportunity of the World Cancer Day, the "Nouveau Centre" fundraising campaign was launched on 4 February 2019, inviting IARC's Lyon-based partners to a presentation about the "Nouveau Centre" building project. The event was an opportunity for IARC scientists and researchers to meet, establish relationships, and exchange ideas with IARC's future neighbours, in addition to raising the need to fill the remaining funding gap by 2021.
 - The first stone laying ceremony was organized on 6 February 2020 in presence of all scientific council members. It was a very successful event with an excellent visibility and press coverage. This helped raise awareness about the funding gap.
- Close coordination with the French authorities. The Secretariat obtained an official confirmation from the "French Ministère de l'Action et des Comptes publics" on the following, which are beneficial for IARC fundraising activities:

- IARC is officially recognized as a public interest entity in France.
- IARC is officially entitled to receive donations which are tax-deductible from individuals as well as other legal entities, as per the conditions set forth in the relevant articles of the French "Code Général des Impôts" (CGI).

Direct marketing campaign



In order to maximize the revenue stream from the first target audience (i.e. non-state actors from Lyon and around), IARC needs to be more visible locally. The narrative of the investment case will be disseminated widely in a campaign mode, special thanks to innovative partnerships with renowned local organizations. This direct fundraising campaign targeting local medium and large companies will be launched in collaboration with the Metropole. It will use different medium (social media, direct outreach, mailing, telecalling, etc.) to reach out to potential donors and convince them to become supporters or ambassadors of the Nouveau Centre project.

Following a recommendation from the IARC Scientific Council, IARC will set up an Advisory Board composed of influential private sector individuals to provide guidance and maximize the opportunities. It is expected that this Advisory Board will also give access to its own network of CEOs, which is what IARC critically lacks.

IARC plans to offer inclusion on a “donor recognition wall” in the “Nouveau Centre” for the locally recruited donors.

The whole campaign will respect rules and regulations of the WHO’s Framework for Engagement with Non-State Actors (FENSA)



Most of the required funding corresponds to the purchase of physical equipment for the Nouveau Centre:

- Equipment for the biobank
- Furniture and equipment for the laboratories
- Audio-visual and IT equipment for the meeting room and the auditorium

There might be some global corporates that could be interested in providing such equipment for free to IARC, as an in-kind contribution for the “Nouveau Centre”. It is worth noting that, due to IARC recognition as a public interest entity, corporations based in France will benefit from tax reduction through such donation.

To avoid any potential conflict of interest, IARC is now exploring the possibility of launching a Request for an Expression of Interest (REoI) in the last quarter of 2020. The REoI is currently being prepared. It will include the following:

- REoI will be published on the IARC website and on the UN Global Marketplace so any company can access it. This will ensure transparency and avoid perceived conflict of interest or providing undue competitive advantage to one company only;
- Technical description will be as detailed as possible (to avoid getting offers IARC is not interested in) but generic enough so IARC cannot be accused of being attached to one company only;
- IARC will put in the REoI only equipment that does not require specific maintenance services that can be provided by

one company only, generally the manufacturer of the equipment. It is important to make sure that maintenance services for donated equipment can be purchased through an open, transparent, competitive procurement process;

- While many pieces of equipment will be part of the REoI, they will be clubbed in thematic groups (for instance: biobank / furniture restaurant / furniture laboratories / furniture conference rooms / scientific equipment laboratories / IT equipment-infrastructure / ITC equipment-conference rooms / etc.) to facilitate expression of interest from private sector entities and avoid donation of one piece of equipment after the other (very high transaction cost);
- Partner recognition guidelines are being created and will be presented to WHO/DAN (Due Diligence and Non-State Actors) and the Governing Council. Discussions with interested private sector entities will be held to ensure proper visibility of the in-kind contribution within this agreed framework
- IARC will launch a communication campaign to support this REoI and to attract as many companies as possible to express their interest in collaborating with IARC for the same. Different channels will be used for this communication exercise (press release, article on the IARC website, use of social media). Moreover, potential companies will be identified and will be called to ensure they know about the REoI and to guide them on how to respond to them. Governing Council members can help in this regard in case they have direct access to potential partners that could provide in-kind contributions to the Nouveau Centre.

It is worth noting that no company will provide more than 5% of the total budget for the Nouveau Centre through an in-kind contribution. This will ensure that IARC will not have to suffer from undue influence from one private sector entity.

Ultra-High Net Worth Individuals

<p>Atrium garden Investment opportunity €1.5 million</p> 	<p>Auditorium Investment opportunity €1 million</p> 	<p>Entrance and reception Investment opportunity €750 000</p> 
<p><small>International Agency for Research on Cancer</small>  World Health Organization</p>		

Ultra-High Net Worth individuals are defined as having a net worth of at least US\$ 30 million in investable assets net of liabilities (after deducting residential and pension investments such as art, planes, yachts and real estate). As per the last count in 2020, there were 513 244 UHNW individuals in the world.

One of the options being pursued is to identify UHNWI for equipping the IARC Biobank and the conference rooms, including the auditorium, with the possibility of naming those facilities after the donor concerned. The contribution has to be considered substantial as it was the case for the meeting rooms in the current building named after the Japanese businessman and philanthropist Ryoichi Sasakawa.

For this purpose, IARC has worked on a clear donor recognition policy that specifies the minimum level of donation to name one of the facilities in the Nouveau Centre.

The main challenge in mobilizing large donations from this specific target audience (UHNWI) remains to be able to reach out to them. They are very secluded from the rest of the world and remain among people from the same socio economic category. They tend to be over solicited by many organizations asking them to support their causes or to invest in their businesses. IARC does not have any contact with such UHNWI network.

While IARC investment case might be strong enough, without direct access it will be impossible to convince them to make a donation for the Nouveau Centre. The main strategy will thus be to create such access for IARC. One of the

possibilities is to build a strong network of champions or advocates that will open doors for IARC and create a direct access to some of these UHNWI. Over the years, IARC has been able to build a strong network of supporters, especially past and present Governing and Scientific Council members. The objective will be to transform these supporters into active champions, asking them to open doors with UHNWI of their own network. Another option will be to convince celebrities to become IARC ambassadors. Some celebrities that have suffered from cancer themselves or through their family members might be interested in becoming the public face for the Agency. These celebrities will have access to UHNWI networks and can help us convince them to make a donation for the Nouveau Centre.

It is also worth mentioning that IARC has already made some progress on this front over the last few months. The Agency was able to contact and convince one of such UHNWI to donate one million euros (€1 000 000) for the Nouveau Centre project. The name cannot be disclosed for the moment as the agreement is still being finalized but IARC has received assurance that such donation will indeed happen during the first semester of 2020.

Summary

The Secretariat envisages the following stream of revenues to cover the €9.16 million funding gap:

- €1 million from the local fundraising campaign (non-state actors from Lyon), 100 gifts of €10 000 on average;
- €4.46 million worth of in-kind donations through the expressions of interest;
- €2 millions from UHNWI
- €1.7 million from existing Participating States (by either cash donations, in-kind donations, interest-free loans, or a combination of these).