ibeid

www.labexibeid.fr

Spotlight on the latest advances

2025

Address Information

Institut Pasteur

28 rue du Docteur Roux

75015 Paris

Message from the Coordination Team

For the past fifteen years, the Labex IBEID has established itself as a benchmark in research on emerging and re-emerging infectious diseases. Over time, a genuine EID community has formed around some sixty partner teams (Institut Pasteur, Inserm, AP-HP, EnvA, Anses, Santé publique France), bringing together diverse and complementary expertise ranging from microbiology to the study of insect vectors, from epidemic modelling to the use of artificial intelligence for the development of new antimicrobials. It is with real pleasure – and a sense of responsibility – that we support this collective endeavour, driven by committed partners who are carrying out ambitious, demanding projects that are of genuine benefit to society. We are convinced that, together, we are helping to explore the many facets of (re)emerging infectious diseases, from pathogen diagnostics to host defence mechanisms, including the development of innovative tools, methods and treatments, in order to respond more effectively to today's challenges and prepare for those of tomorrow. We are pleased to share with you the latest spotlight on our work.

Carla Saleh

Labex IBEID Co-coordinator
Professor, Head of the RNA Silencing and Viruses Unit, Institut Pasteur

Philippe Bastin

Labex IBEID Co-coordinator
Inserm Senior Research Director (DR1), Head of the Trypanosome Cell Biology Unit, Institut Pasteur

Cyril Renassia

Labex IBEID Program Manager
PhD in cellular and molecular biology, Institut Pasteur

Strengthening France's scientific sovereignty

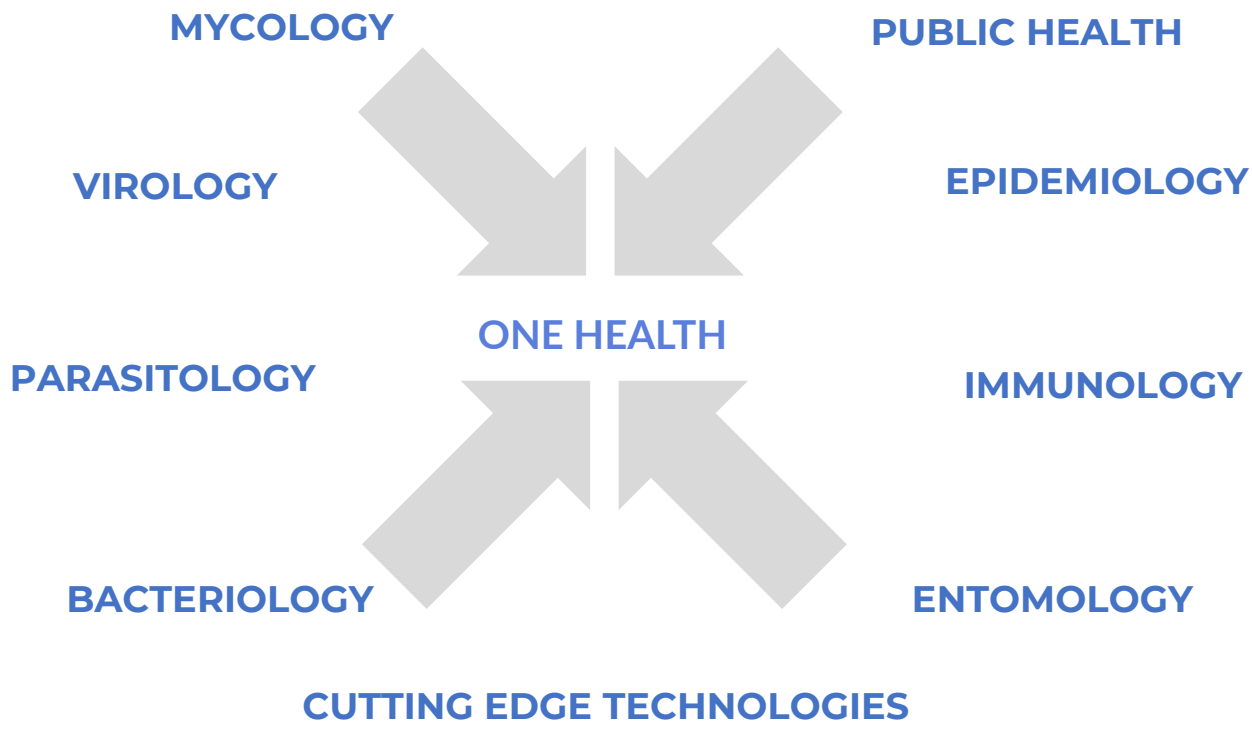
For more than a decade, France has been strengthening its research framework on emerging infectious diseases (EIDs) in a global context marked by a succession of health crises (chikungunya, Zika, Covid-19, mpox, avian influenza, etc.).

Created in 2011 under the Investments for the Future Programme (PIA, now France 2030), at the initiative of Pascale Cossart and Philippe Sansonetti, the Labex IBEID (Integrative Biology of Emerging Infectious Diseases) is a historic pillar of this momentum. It is aligned with the "One Health" strategy, integrating human, animal and environmental health. Backed by agile governance, the Labex IBEID scientific programme aims to accelerate the structuring of the EID community in the Paris region by offering support and funding instruments that are constantly adapted to scientific needs.

Objectives of the Labex IBEID

1. **Strengthen France's fundamental and translational research capacity on emerging and re-emerging infectious agents**
2. **Promote integrative approaches combining biology of microorganisms, immunology, ecology, epidemiology and modelling**
3. **Structure an inter-institutional network bringing together major organisations in the Paris region (Institut Pasteur, Inserm, AP-HP, Anses, EnvA, Santé publique France)**
4. **Support training and enhance the international attractiveness of early-career researchers in the field of emerging infectious diseases (EIDs).**

A Multidisciplinary One Health Approach



The momentum of the IBEID consortium is built on the multidisciplinary nature of its expertise. By bringing together more than 50 high-level scientific teams and public health stakeholders, Labex IBEID is developing a comprehensive One Health scientific approach based on complementary skill sets. The presence of ten National Reference Centres for human health and one Reference Laboratory for animal health places the teams on the frontline of emerging threats, providing rapid response capacity and facilitating the exchange of materials and best practices among partners.

4M€

For the purchase of equipment

A cutting-edge technological environment is a major pillar of France's excellence in research. Labex IBEID therefore helps co-fund the purchase of large instruments managed by technological platforms in order to keep this environment at the forefront for all its partners. Since the start of the project, €4 million have been invested in equipment purchases (54% of which for items costing more than €200k).

A structuring scientific programme

To Structure

By providing a shared vision and mobilising coordinated resources, Labex IBEID flexibly carries out its mission to structure research on emerging infectious diseases (EIDs). It offers its partners a framework and tools to strengthen their work on priority infectious-disease topics, acting simultaneously on the production of new knowledge, the training of young scientists and the acquisition of large-scale international projects.
This catalyst role helps reinforce France's scientific capacity and accelerate the translation of research results into concrete public health applications, whether to better detect, prevent or control emerging and re-emerging infectious diseases.

To unite

Since 2011, Labex IBEID has brought together a multidisciplinary scientific community in which more than 700 scientists, engineers, technicians and public health professionals have been actively engaged for the past 15 years.

To Finance

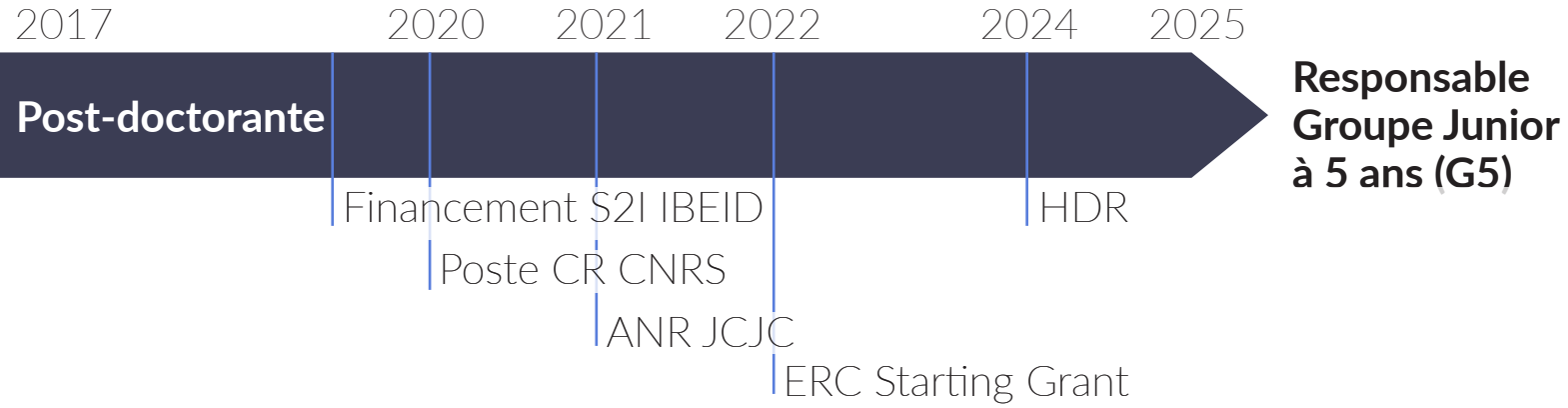
Within its scientific programme, Labex IBEID offers a combination of strategically targeted funding and untargeted funding in order to accelerate the development of priority areas, while ensuring:

- the scientific freedom of teams through annual core funding
- the possibility of generating innovative results from basic research projects, including when they do not, a priori, fall within national strategic priorities or the WHO list of priority pathogens
- a high level of responsiveness to emerging threats

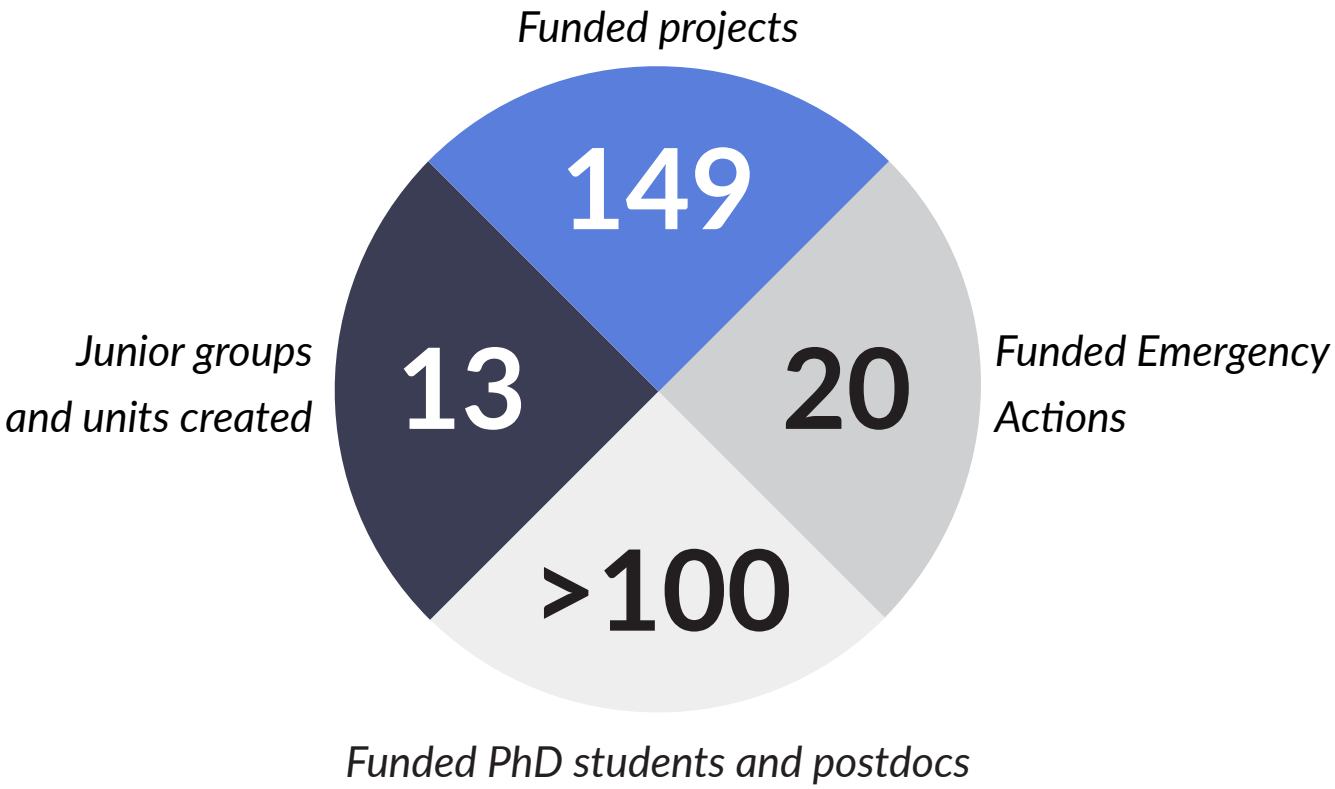
From postdoc to junior group leader: spotlight on the S2I fellowship

Sarah Merkling
S2I grant awardee

Awarded the Labex IBEID Springboard to Independence (S2I) programme in 2020, this funding was a key lever in my transition towards scientific independence. In agreement with my host laboratory, the S2I offered me a two-year extension to my postdoctoral contract in order to develop the foundations of an independent research project, allowing for a gradual and structured transition to a group leader position. This support notably enabled me to recruit a research technician and to generate robust data, essential for building a competitive research programme. This support was decisive in successfully applying for a permanent position as well as for major funding (ANR JCJ, the ERC Starting Grant and the Institut Pasteur G5 programme). The S2I programme illustrates how crucial such springboard funding is for early-career scientists, just like equivalent schemes in the most competitive research countries (K99/R00 in the United States, the Wellcome Early-Career Award in the United Kingdom). I sincerely hope that this type of initiative can be sustained and expanded in order to provide long-term support to other young scientific talents in France, because the research we are conducting today forms the foundation of tomorrow's medicine and is essential to maintaining the international competitiveness of French research.



Overall Performances



The Labex IBEID consortium now demonstrates solid overall performance, reflecting its ability to durably structure the Paris-region landscape for research on emerging infectious diseases and to energise the scientific community through a cross-cutting, multi-thematic approach.

Since its creation, IBEID has enabled the emergence of 13 junior research groups and research units, providing an environment conducive to scientific independence and initiative-taking by young teams. More specifically, 3 research units, 1 research group and 9 junior research groups have been funded, 6 of which have now become full research units.

In total, 149 research projects have been selected and funded, covering a wide range of topics and promoting interdisciplinary and collaborative approaches (all projects can be found in the “Our Scientific Programme” section of the Labex IBEID website).

In addition, more than 100 PhD students and postdoctoral researchers have been funded, contributing not only to the renewal of skills and ideas, but also to the national and international visibility of the consortium.

Scientific Impact

1695

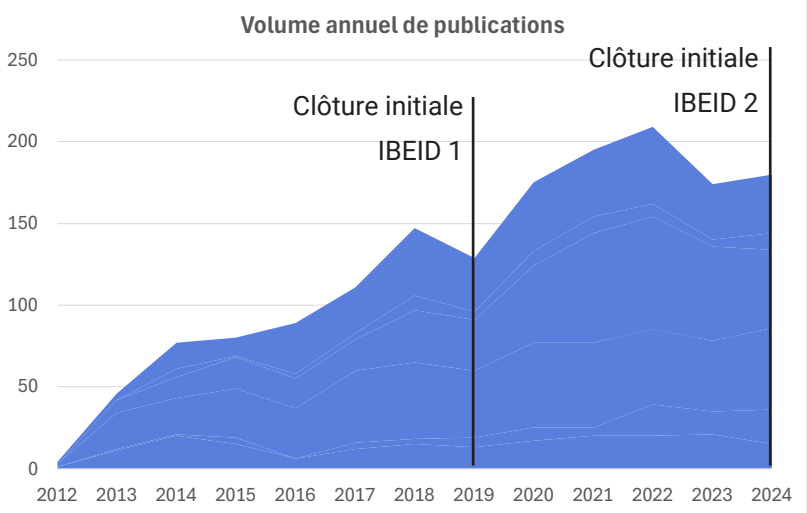
scientific publications

Between 2011 and 2024, the teams of the Labex IBEID published nearly 1,700 scientific papers, advancing knowledge in all fields related to emerging infectious diseases, such as combating antimicrobial resistance (AMR) and studying host–pathogen interactions.

A dynamic scientific activity reliant on sustained support

The evolution of publications from the IBEID consortium, across all topics, is shown in Figure 1 below. While there has been a steady increase in the publication rate of IBEID partners over the lifetime of the project, it is important to note that periods associated with the launch of a funding phase (IBEID1 2011–2019 and IBEID2 2019–2024) show heightened activity, whereas end-of-project phases are associated with a decline in consortium output.

This pattern likely reflects both the greater availability of funding at the beginning and in the middle of each programme, the reduction of resources towards the end, and a lower level of engagement as the funding term approaches its conclusion. In addition, the eligibility period for expenditures limits the possibility of implementing structuring actions (PhD theses, postdoctoral contracts, junior groups such as G5), which require at least four years between the opening of the call for proposals, project selection, recruitment of personnel and the effective conduct of the project.



Trends in the annual volume of IBEID publications over the entire period of activity

The French ecosystem for research on emerging infectious diseases (EIDs) has evolved profoundly over the fifteen years of Labex IBEID's existence. A key step was the creation of ANRS-MIE, resulting from the merger of the REACTing consortium (created in 2013 and led by Inserm via Aviesan) and ANRS, as well as the decision to entrust it with the leadership of the PEPR MIE – endowed with €80 million – outside the usual ANR framework, unlike other PEPRs.

This configuration has strengthened Inserm's role in funding and steering EID research, through ANRS-MIE, the PEPR MIE and the recent creation of the programme agency. In this renewed landscape, some funding instruments are currently not open to leadership by private institutions such as Institut Pasteur.

This situation raises the question of how to recognise and continue, within the national ecosystem, the expertise and capacities developed over the fifteen years of the IBEID project. The challenge is to preserve this type of federating structure – potentially in a renewed format – in order to continue providing an agile space for coordination, innovation and training in support of French research on EIDs.

From Basic Research to Innovation

56

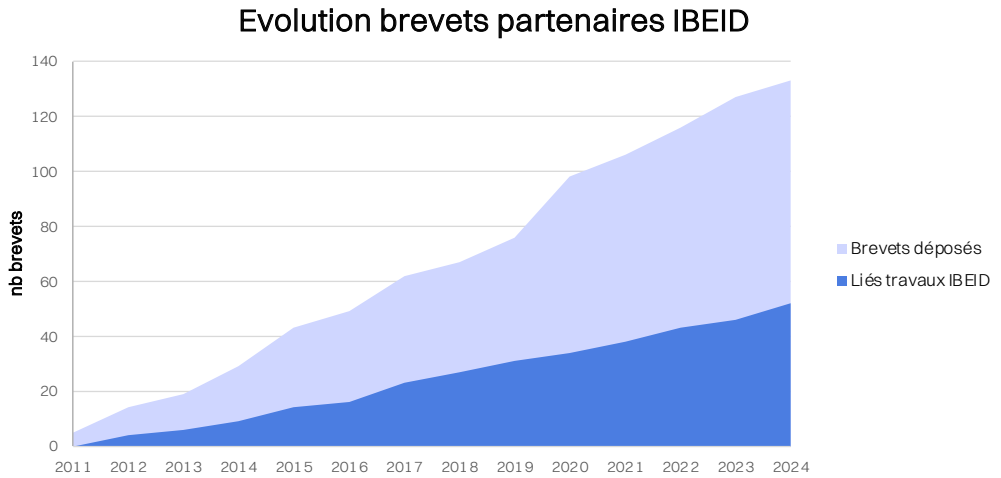
Patents filed

The project's strong track record in research valorisation is reflected in the filing of 56 patents by its partners, demonstrating both high innovation potential and the effective transfer of research results into concrete applications. It also highlights the effectiveness of the support mechanisms for valorisation (technology transfer offices, intellectual property services, industrial partnerships) implemented within the participating institutions.

Among these 56 patents, 21 have resulted in a patent licence or another form of licensing, which is a strong indicator of the effective transfer of innovations to the socio-economic sphere. This level of licensing not only reflects the appeal of the results to external partners, particularly industrial ones, but also the consortium's ability to convert its inventive potential into concrete development projects that will ultimately benefit the healthcare system and society.

21

Patents resulting in a licence



36,5%

of all patents filed by the partners are linked to IBEID-related work

Taking the patents filed at Institut Pasteur as an example, those associated with IBEID-related work account for 36.5% of all patents filed by the partners (all activities combined) over the period considered. This high proportion highlights the consortium's specific contribution to the overall production of intellectual property within its member institutions and underlines the structuring effect of the project on innovation and valorisation dynamics in its thematic scope.

From Basic Research to Clinical Trial

The PharmaLOCK project, developed by Jean-Marc Ghigo's team, proposes a treatment to combat biofilm formation on central venous catheters and thereby improve the overall management of patients undergoing chemotherapy, dialysis, or parenteral nutrition. This innovative approach is based on the use of an antibiotic lock combining gentamicin and EDTA, a slightly alkaline solution that not only chelates divalent ions and destabilizes the biofilm matrix, but also enhances antibiotic uptake by bacteria. The pilot study supported by Labex IBEID confirmed the tolerance and efficacy of this lock, and the project has since continued within the framework of the GET-LOCKED program, funded by a national, multicenter Hospital Clinical Research Program (PHRC) that brings together Institut Pasteur, Hôpital Européen Georges-Pompidou, Hôpital Saint-Louis, Hôpital Mondor and the pharmacy of Hôpital Edouard Herriot in Lyon.

The project is led by David Lebeaux, MD-PhD affiliated with the laboratory of Jean-Marc. The aim of the GET-LOCKED PHRC is to confirm the efficacy of the gentamicin/EDTA lock compared with standard locks, which would make it possible to reduce the need to remove long-term venous catheters and to improve patients' quality of life, the quality of their care, and healthcare costs.

This project is part of the broader theme of combating antimicrobial resistance (AMR), in line with national strategic priorities, by reducing infectious risk in clinical settings and, indirectly, the use of antimicrobials. It illustrates how support for fundamental research can lead, in the longer term, to the development of concrete solutions.

Jean-Marc Ghigo
Principal investigator of the PharmaLOCK project

Labex IBEID has shown an ability to adapt and to take risks, which enabled us to carry out the pilot study in 2018 even though no patent had yet been filed. Since then, the project has made substantial progress, and we have just completed a first randomized trial comparing the developed treatment with the reference treatment, with very promising results. Other funding instruments have since taken over, such as support from the Hospital Clinical Research Programme (PHRC), and we now hope to see this treatment implemented in clinical practice in the near future to limit biofilm formation on central intravenous catheters.

IBEID, a springboard to Europe and the International stage

Labex IBEID serves as a springboard to Europe and the international arena by providing a structured framework to generate robust preliminary results and consolidate high-level scientific collaborations. By leveraging the interconnection of diverse and well-established networks built by each partner over the course of their careers, it fosters the emergence of credible, mature consortia capable of successfully competing for larger-scale calls for proposals, particularly at the European and international levels.

29

ERC grants obtained by IBEID partners since 2011

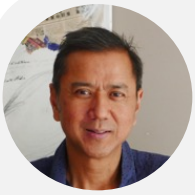
18

European projects obtained (including 3 as coordinator) since 2020*

21,5M€

brought in as co-funding by the European Commission through projects obtained by IBEID partners

Armelle PHALIPON
Institut Pasteur
GLYCOSHIG Scientific coordinator
IBEID Partner



Anavaj SAKUNTABHAI
Institut Pasteur
PICREID Scientific co-coordinator
IBEID Partner

Etienne SIMON-LORIERE
Institut Pasteur
PICREID Scientific co-coordinator
IBEID Partner

Jean-Claude MANUGUERRA
Institut Pasteur
DURABLE Scientific coordinator
IBEID Partner

GlycoShig

Project funded by Labex IBEID and the Gates Foundation, led by Armelle Phalipon and Laurence Mulard, aiming to develop an innovative vaccine against shigellosis using synthetic oligosaccharides that reproduce Shigella antigens. This glyco-conjugation approach enables the creation of a potentially more effective vaccine.

PICREID

Project funded by the NIH and coordinated by Anavaj Sakuntabhai and Etienne Simon-Lorière, bringing together several institutes of the Pasteur Network and partners in Africa and Asia to monitor emerging viruses, improve diagnostic tools and study the evolution of RNA viruses. Unfortunately, this project was discontinued by the NIH in 2025.

DURABLE

European initiative aimed at strengthening pandemic preparedness and response. It brings together laboratories, public health institutions and research centres to develop shared capacities for the surveillance, detection and rapid analysis of emerging infectious threats.

*excluding funding from the MSCA (Marie Skłodowska-Curie Actions) programme and ERC

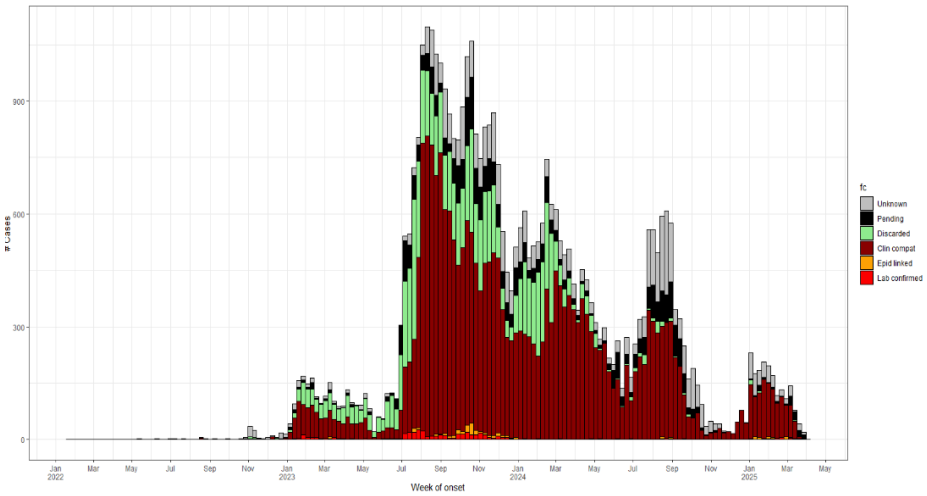
Major achievements

2025 Call for Expressions of Interest

Translational Research Project

Adaptation of serological tests for vaccine-preventable diseases to study the sero-epidemiology of diphtheria in Africa

Diphtheria is a respiratory or cutaneous infection caused by several species of corynebacteria, some of which produce a toxin responsible for potentially fatal myocarditis and neuropathies. Vaccination has led to a sharp decline in global incidence since the mid-20th century, but the disease persists in several regions, and resurgences occur when vaccine coverage decreases or health systems are weakened.



Trend in diphtheria case numbers in Nigeria, 2022–2025 (EOC, NCDC, Nigeria)

Budget
30 k€

Duration
1,5 an

Michael White
Institut Pasteur
G5 Epidemiology and Analysis of Infectious Diseases

Sylvain Brisse
Institut Pasteur
Laboratory of Biodiversity and Epidemiology of Pathogenic Bacteria & NRC for Corynebacteria of the Diphtheriae Complex

This translational research project aims to measure immunity to diphtheria in nine African countries by analysing, via multiplex serology, 45,000 blood samples already collected as part of the xSTAR study on arboviruses and the PvStatem project on malaria.
The objective is to estimate the proportion of the population that is truly protected (children and adults), to quantify “pockets” of susceptibility, and to assess, using mathematical modelling, how far each country is from the critical vaccination threshold needed to prevent disease spread, taking into account asymptomatic infections and the absence of sterilising immunity.L’intérêt du projet est de fournir, dans un contexte de résurgence mondiale de la diphtérie, des données fines et directement actionnables pour orienter les politiques vaccinales.

Postdoctoral Project

Study of host factors important for Oropouche virus infection

Budget
130 k€

Duration
2 ans

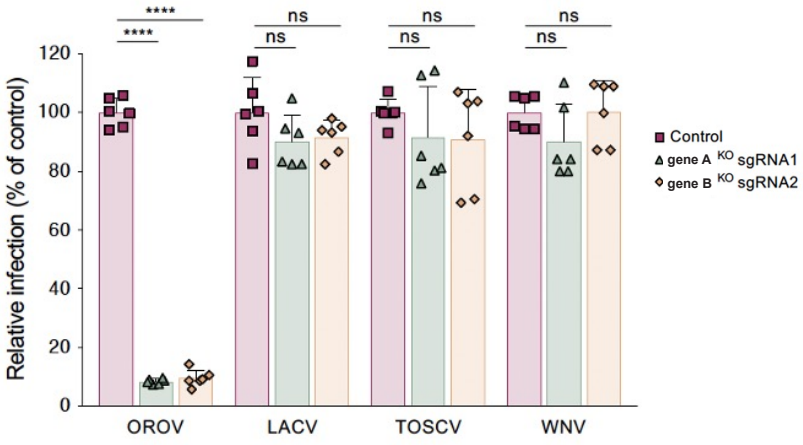
Ali Amara
Inserm
Head of the "Biology and Pathogenesis of Viral Infections" research team

The Oropouche virus (OROV) is an emerging arbovirus that is mainly transmitted to humans by the biting midge Culicoides paraensis, with an endemo-epidemic circulation pattern in the Amazon region. It causes acute dengue-like febrile illness characterized by headache, myalgia and arthralgia, and can also be associated with neurological manifestations such as meningitis or encephalitis.

In 2024, OROV attracted considerable attention following the issuance of an epidemiological alert by PAHO/WHO. The 2024–2025 outbreak resulted in more than 29,000 confirmed cases, with spread to several countries in Central and South America, as well as the identification of the first imported cases in North America and Europe. Of particular concern, vertical transmission has been reported, associated with cases of fetal death, miscarriage and congenital anomalies, reminiscent of the impact of Zika virus during the 2015–2016 outbreaks.

The absence of a vaccine or specific treatment, the clinical overlap with other arboviral infections such as dengue, Zika or chikungunya, and the limitations of entomological and virological surveillance confer on OROV a high potential for global emergence. Its future spread will depend in particular on changes in land use, human mobility, and the capacity of health systems to ensure early detection of infections (Review on Oropouche virus).

Ali Amara's research group at Saint-Louis Hospital aims to elucidate the mechanisms by which OROV hijacks host cell functions to replicate. By combining state-of-the-art technologies, the team seeks to identify the cellular proteins involved in virion assembly and interactions with viral RNA, which are essential for the infectious cycle. The goal is to uncover new antiviral targets that could pave the way for treatments against OROV and, more broadly, against other orthobunyaviruses of human or veterinary importance. This project addresses a major public health challenge, as no specific therapeutic option is currently available.



Efficiency of infection by different viruses (OROV: Oropouche virus, LACV: La Crosse virus, TOSCV: Toscana virus, WNV: West Nile virus) in wild-type cell lines or in cell lines knocked out for the gene of interest. Loss of the gene of interest specifically results in a decrease in OROV viral particles following infection.

Seed Grant Project

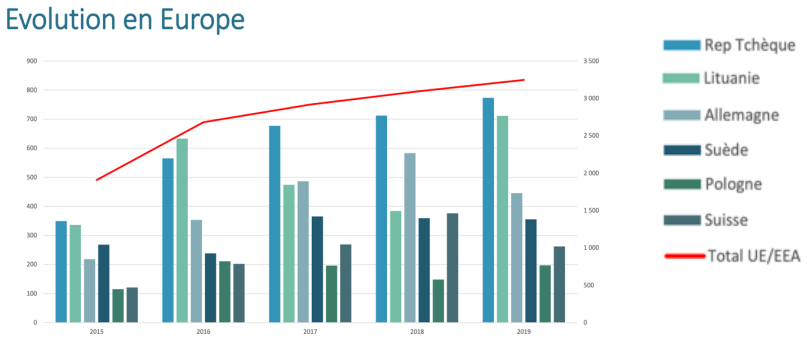
Study of neurological disorders and infection mechanisms caused by tick-borne encephalitis virus (TBEV) using novel mouse models

Budget
15 k€

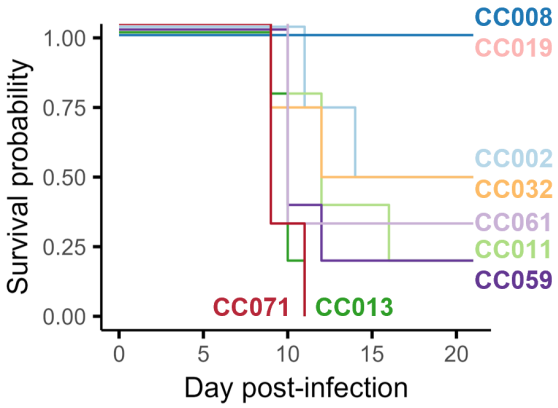
Duration
1 an

Caroline Manet
Institut Pasteur
Mouse Genetics, Immunity and Infection Laboratory

Tick-borne encephalitis, caused by the flavivirus TBEV and mainly transmitted by Ixodes ricinus, leads to neurological involvement (meningitis, encephalitis, myelitis) following a flu-like prodromal phase, with 0.5–2% lethality and possible long-term sequelae. Over the past 10 years, Europe has experienced an overall increase in incidence and a geographic expansion towards the north and west: rising or persistently high levels in endemic countries (Austria, Czech Republic, Germany, Switzerland, etc.) and the emergence of autochthonous foci in areas previously little affected or free of the disease (the Netherlands, United Kingdom, Belgium, France)]. This spread is notably driven by a combination of climatic factors (longer tick activity seasons) and ecological factors (abundance of reservoir hosts, land-use changes), in the context of highly heterogeneous vaccine coverage across Europe.



Evolution of TBEV incidence in Europe (Santé Publique France)

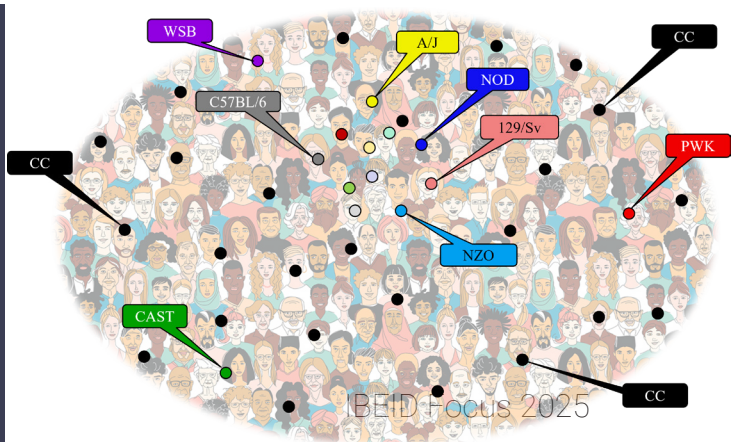


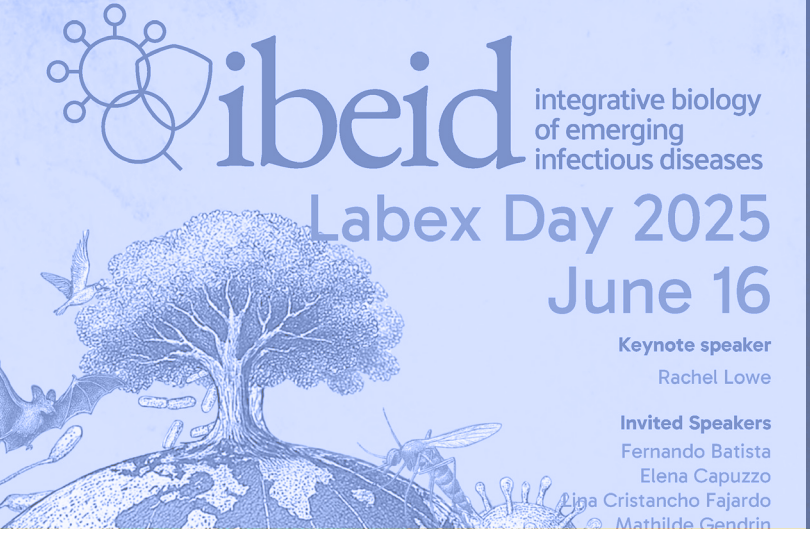
Variation in the severity of TBEV infection according to the study model

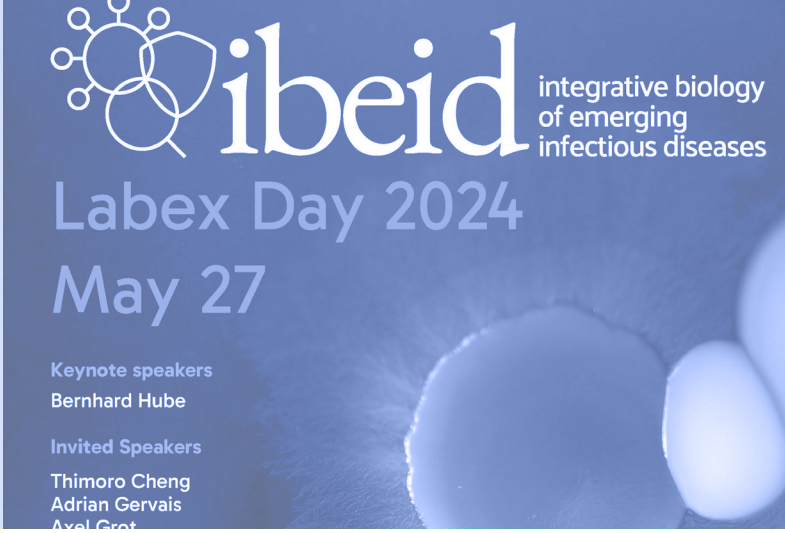
This project aims to develop new mouse models of tick-borne encephalitis (TBE) that better reproduce the diversity of disease forms observed in humans, ranging from mild infections to chronic neurological sequelae. By using genetically diverse mouse strains (Collaborative Cross), the team will be able to dissect in detail the mechanisms of neuroinvasion and provide the community with robust experimental models that can be used to identify biomarkers, test treatments, and better prepare public health responses to this emerging pathogen in Europe.

The Collaborative Cross

A collection of mouse lines providing a range of genetic diversity similar to that of the human population (right panel, black dots). In the context of infectious disease research, this resource makes it possible to generate a spectrum of responses to infection and to identify phenotypes that may better reflect the diversity of the human pathology.







Labex Days & Conferences

Since the creation of Labex IBEID in 2011, the Labex Day has become a key event for the scientific community, featuring presentations by renowned external speakers and showcasing the latest advances from the consortium's teams. Fourteen editions of Labex Day have been held since the start of the program, covering all the topics addressed in the selected research projects.

To celebrate the 15th year of the project, Labex IBEID organized an international conference in October 2024 entitled "Adapting to Change," aimed at highlighting the most pressing questions facing the scientific community working on infectious threats, in particular in relation to climate and environmental change, political and economic instability, and their consequences for health and population vulnerability.

This conference brought together more than 200 participants, 50% of whom were from outside IBEID, for three days of seminars and 35 oral presentations (including 13 selected from 91 submitted abstracts). Ten travel grants for students and postdoctoral researchers from LMICs were awarded thanks to support from sponsors (Institut Pasteur, ANRS MIE).

A dynamic environment for early-career scientists

59 *Postdoctoral Fellowships*

IBEID postdoctoral fellowships are a key strategic asset for partner institutions. They make it possible to recruit highly specialized profiles for periods ranging from 1 to 3 years. As already trained and independent researchers, postdoctoral fellows often lead high value-added projects, develop new methodologies, supervise PhD students or interns, and contribute directly to scientific visibility through publications and international collaborations.

33 *PhD Scholarships*

PhD students are often the driving force behind long-term projects, carrying out day-to-day experimental work, data analysis, literature monitoring and dissemination of results. By learning research through doing research, they contribute directly to scientific output, methodological innovation and skills transfer within the team. IBEID doctoral fellowships complement national funding schemes, increasing PhD supervision capacity and diversifying the research topics explored, thereby strengthening the competitiveness of the host unit or laboratory.

15 *End-of-thesis Fellowships*

Depending on the situation, thesis completion fellowships can provide crucial financial support, allowing PhD students to devote themselves fully to finalizing their manuscript and disseminating their work (publications, conferences). They thus help to improve the quality of the thesis, increase the visibility of the research carried out, and facilitate preparation for the next steps in their career.

S2I Fellowship awardees

The Springboard to Independence (S2I) fellowship is designed to support senior postdoctoral researchers in developing the foundations of an independent research project. It offers a smooth transition towards a group leader position by allowing them to extend their contract in agreement with the host laboratory, to hire staff, and to access funds for project-related expenses (consumables, publications, conferences, etc.).
Three calls for S2I funding have been launched and six awardees selected. Tracking their subsequent careers illustrates the success of the program.

Sarah Merkling
2020

Insect immunity & infection

2026 Junior Group Leader
2024 Dir. Adj. Dpmt Virologie
2022 ERC Starting Grant
2021 Perm Scientist CNRS

Michael Connor
2021

Host–microbe interactions at the nasal epithelial interface

2024 ANR JCJC
2022 Perm Scientist Pasteur

Bjorn Meyer
2021

Molecular virology and pathogenesis of arenaviruses

2022 Junior Group Leader

Jorge Moura de Sousa
2021

Microbial evolution and horizontal gene transfer

2023 ANR JCJC
2021 Perm Scientist Pasteur

Cassandra Koh
2022

Role of the mosquito virome in arbovirus transmission

2024 ERC Starting Grant

Isabelle Louradour
2022

Host–parasite–vector interactions in leishmaniasis

2022 Perm Scientist Pasteur
2022 ANR JCJC
2021 MSCA fellowship

Modeling in the service of public health

Modelling plays a central role in epidemiology by enabling the description of infectious disease transmission dynamics, the estimation of the impact of different prevention or control strategies, and the anticipation of possible epidemic trajectories. Its importance has increased considerably in recent years, particularly with the COVID-19 pandemic, which highlighted how projections and scenarios derived from mathematical and statistical models can support public decision-making, guide the implementation of measures (vaccination, barrier measures, organization of care) and optimize resource allocation.

In France, Santé publique France, through its Infectious Diseases Department, occupies a key position in this field: the agency coordinates epidemiological surveillance across all French territories. In collaboration with academic research teams, Santé publique France develops modelling tools and provides health authorities with regular, structured analyses to inform public health policies and strengthen preparedness for emerging infectious threats.

Our teams are involved in all public health and infectious disease issues affecting French territories, but we do not, strictly speaking, conduct research activities. It is therefore essential that funding instruments be adapted to our needs, and it is the flexibility provided by Labex IBEID that has enabled us, for example, to invest time in turning the COVID-19 experience into predictive models of the trajectories and peaks of seasonal influenza.

Harold Noel

Deputy Director, Infectious Diseases Department – Santé publique France

Perspectives & recommendations

The results and recent advances presented in this white paper attest to the maturity reached by the IBEID community and to the outstanding structuring contribution of the project to the French ecosystem for emerging infectious diseases. Over fifteen years, the Labex has demonstrated that an agile, unifying structure can not only generate major scientific breakthroughs, but also durably transform the research landscape. Nearly 150 research projects have been supported, 20 emergency actions funded to respond to emerging threats in France and Europe, 13 research units and junior groups assisted in their creation, and 6 young talents propelled through S2I funding. More than 100 PhD students and postdoctoral researchers have been trained through competitively selected project funding, resulting in 1,695 high-level publications and 56 patents, and fostering essential extensions from fundamental to clinical research through the expertise of technology transfer structures.

Thanks to agile and adaptive governance, IBEID has established itself as a unifying structure, able to foster ambitious research, to build a community, and to durably instil a One Health, transdisciplinary dynamic that is conducive to innovation. As the funding and governance landscape evolves rapidly, the challenge is not to duplicate existing schemes, but to preserve the spirit and core functions of this type of structure: the capacity to bring people together, to experiment, to support young researchers and to carry high-risk scientific projects in order to increase the competitiveness of French research and strengthen the central role of our institutions as key players in the European and international scientific environment.

In this renewed ecosystem, the opportunities ahead call for the invention of new formats, tailored to today's stakeholders and tomorrow's challenges, but faithful to the same ambition: to maintain a cohesive, innovative and responsive One Health community, capable of understanding and anticipating emerging and re-emerging infectious diseases in the service of public health.

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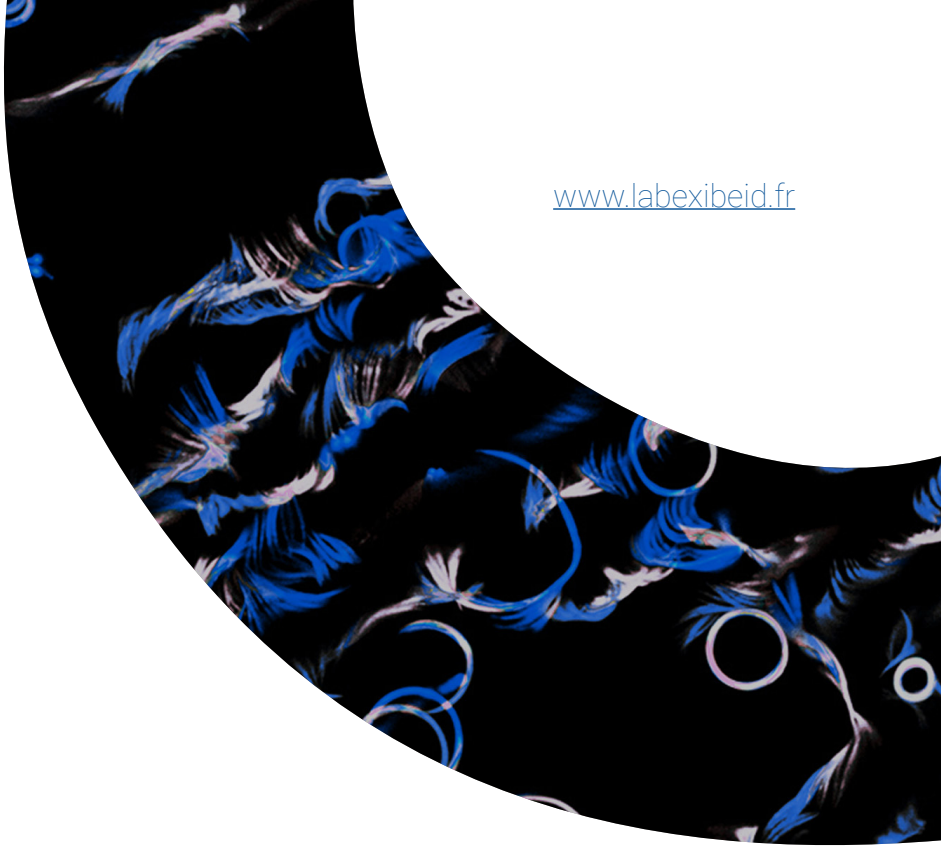

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