



As I write these lines, the Oceanographic Institute of Monaco is opening a new chapter dedicated to the future of the Mediterranean Sea. A key centrepiece of this is the 'Mediterranean 2050' exhibition at the Oceanographic Museum, the most visible and emblematic initiative in a major multiyear programme focusing on the understanding and protection of the Mediterranean Sea.

The programme's approach so ambitious that unsurprisingly occupied large part of the time of the institute's teams throughout 2024. The aim is to tackle all the issues shaping the future of the Mediterranean, looking at them from a perspective that is simultaneously scientific, futureoriented and utopian.

Anticipating what will be while imagining what could be: this is the path we have chosen, with the goal to better understand, to raise the alert, to invent, to find solutions, and to act. In a

context of certain setbacks and renunciations, an approach of partnership based on science and true to the primary mission of the institute is more essential than ever. To face mounting challenges, we must mobilise the willing and work together to invent a more sustainable world.

The same approach guides another of our major events in 2025: the Blue Economy and Finance Forum, hosted in Monaco in June and coorganised by the Oceanographic Institute. The forum will be held just before the third United Nations Ocean Conference (UNOC3) in Nice and offers an opportunity to collectively develop new approaches and tools around the immense

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prospects of the blue economy to provide solutions.

In this way, working together towards ambitious goals, we will be able to give substance to the major advances achieved over the last few years: for example, through the creation of Marine Protected Areas. And in this way, we can bring about a new development model that respects the oceans and promotes shared progress.

True to its history, values and its mission, the Oceanographic Institute

Monaco will fully play its part in this critical work.

**HSH Prince Albert II of Monaco** 

# **FOREWORD**



Philippe Taquet,
member of the French Academy
of Sciences, Chairman of the Board
of Directors of the Oceanographic Institute,
Prince Albert I of Monaco Foundation



Robert Calcagno, CEO of the Oceanographic Institute, Prince Albert I of Monaco Foundation

In these challenging times, the Oceanographic Institute continues its hopeful quest, investing both in a major programme to defend the oceans and in winning over a growing public, in line with the ambitions of its founder prince Albert I.

The Oceanographic Institute's programme on the poles came to an end in 2024. Reviewing the many things it achieved, can a main lesson be drawn?

Robert Calcagno: Antarctica is a fascinating land, but it's also in danger. Its current mode of governance, as set out in the Antarctic Treaty, is showing its limitations because it relies on the unanimity of its members. Today, unfortunately, we are seeing a deadlock over the creation of new Marine Protected Areas, which are essential to the preservation of this unique area. However, we welcome a new victory with the designation of the Danger Islands archipelago as an Antarctic Specially Protected Area (ASPA). This is an encouraging example, and we must continue our efforts to protect the Southern Ocean.

#### Why is it crucial to protect Antarctica?

Philippe Taquet: Protecting Antarctica protects the whole planet. This continent plays an essential role in regulating the climate, biodiversity and ocean currents. Its fragile ecosystem is an invaluable indicator of global climate change. By ensuring its preservation, we are acting for our future and that of future generations. Conversely, if we settle for the status quo, we run the risk of accelerating disruptions that will impact the whole Earth.

"Strengthening our commitments, stepping up our actions, we must continue to bring together all stakeholders, public and private, tirelessly."

# The 'Polar Mission' exhibition attracted 1.7 million visitors. That seems very encouraging!

Robert Calcagno: It is, and since we're talking about future generations, I'd like to point out that a large contingent of young people were very enthusiastic about 'Polar Mission': some 600,000 visitors were between the ages of 4 and 17. The institute is deeply committed to raising the awareness of young people. Education is central to our mission. Programmes such as 'Oceano Pour Tous' ('Oceano for All'), for example, help to reach the most disadvantaged.

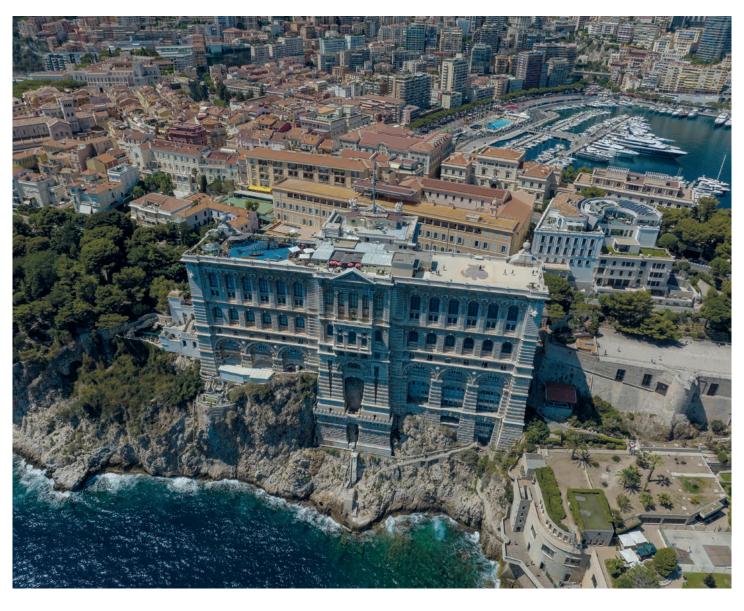
Philippe Taquet: But it's also important for decision-makers to assume their responsibilities. Mobilising public authorities is not enough. That's why we encourage the private sector to play an active role. Today, we know that protecting the oceans is not just an environmental issue, it's also an economic one. A sustainable blue economy requires massive investment: \$175 billion a year is estimated to be needed, compared to the just \$25 billion spent at present. We need to act, we need to seek all possible means, and we need to do it now.

**Robert Calcagno:** The 'Mission Antarctica 2024' trip we organised enabled participating business leaders to see the reality of Antarctica with their own eyes, and it was a powerful experience. It enabled a dialogue with scientists, bridging two worlds that are usually far apart and laying the foundation for concrete commitment. Every year we also bring together scientists and economic decision-makers to discuss key issues at the Monaco Blue Initiative.

# What are the next encounters to accelerate this momentum?

Robert Calcagno: Since 2024, we've been preparing for the 2025 UN Ocean Conference (UNOC3) in Nice, which will be a key occasion to reinforce our commitments, mobilise stakeholders and accelerate action, particularly through the Blue Economy and Finance Forum. And a new Les Explorations de Monaco campaign in the Mediterranean Sea is taking shape, which was announced in Barcelona in April 2024. We need to bring together all stakeholders, both public and private, to move forward rapidly.

**Philippe Taquet:** I believe that dreaming of a beautiful Earth and better protection for it can drive effective action for the future of our oceans and our planet. Wasn't it André Malraux who said: "Great dreams inspire men to great deeds"?



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# **2024 KEY FIGURES**

# COLLECTIONS



**ZOOLOGY 55,000** specimens



DOCUMENT LIBRARY 15,000 books



**1,300** herbarium samples



PAINTINGS 370 works



GRAPHIC ARTS COLLECTION 1,495 pieces



PHOTO COLLECTION around 22,000 items (12,000 glass plates, 10,000 slides)



**AQUARIUM** 

10,000

65

ARTISTIC AND
ETHNOGRAPHIC
OBJECTS
666 items

#### **EVENTS**

193
events held
at La Maison de l'Océan
in Paris

Monaco

Monaco

#### **VISITORS**



visitors to the Oceanographic Museum

'Polar Mission' welcomed **27,000** schoolchildren, **10,000** of whom took part in workshops

#### **SOCIAL NETWORKS**



A digital community of over

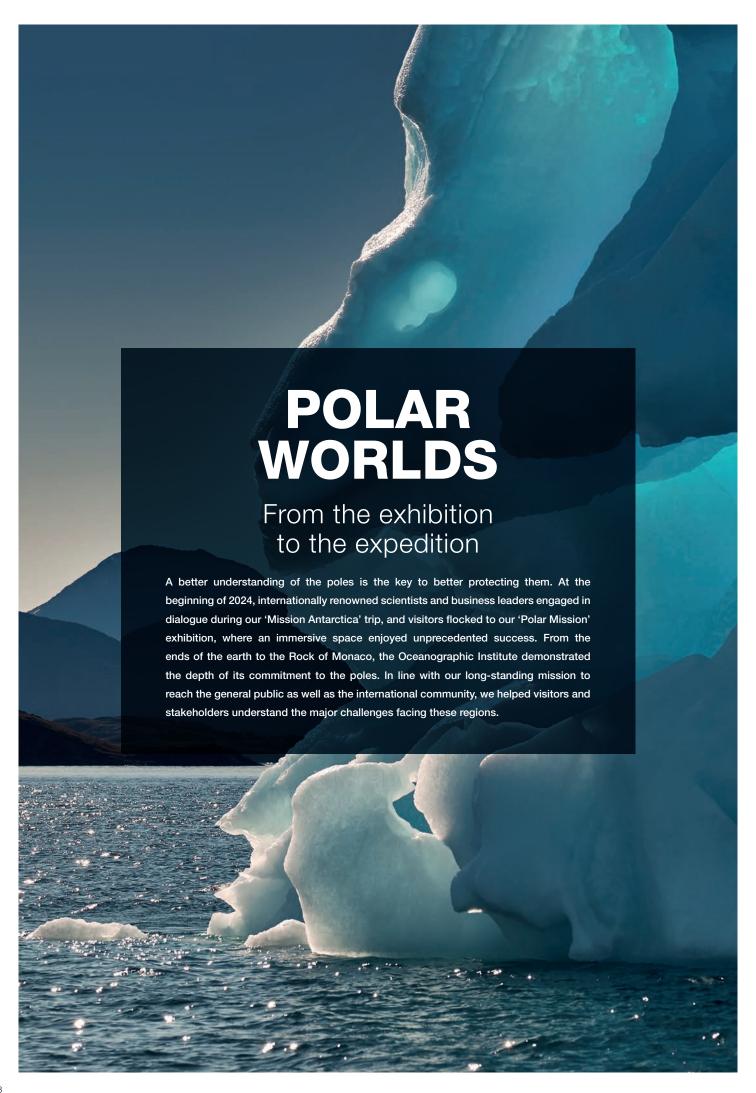
210,000 followers

4 million impressions for the 'Advocate for Antarctica' digital campaign

#### **PRESS COVERAGE**



- + 90 interviews conducted
- + 80 journalist accreditations
- 1,500 press articles
- + €8 million worth of media coverage at our events



### **EXHIBITION**

# THE OCEANOGRAPHIC MUSEUM IN POLE POSITION

By the end of 2024, the 'Polar Mission' exhibition had attracted a total of 1.7 million visitors, a large audience won over by the innovative scenography designed to enhance understanding of the key role played by the North and South Poles in keeping the blue planet in balance. On opening in June 2022, the 'Polar Mission' exhibition was an instant success. A truly magical educational odyssey, visitors praised the quality of the interactive

design. The highlight among the historical objects and documents from the archives was the 2.0 'Immersion' space, with a projection

area of almost 650 sq m. This made visitors aware of the beauty and fragility of the poles, which they could obtain additional information about with a 'press card'. A key solution – strongly supported by the Oceanographic Institute – is the creation of a network of Marine Protected

Areas in the Southern Ocean to protect an additional 4 million sq km of sea. When the immersive space closed its doors in autumn 2024, the 'What are we waiting for to be

happy?' campaign took over, offering the same invitation to dare to be optimistic and to change the course of things.

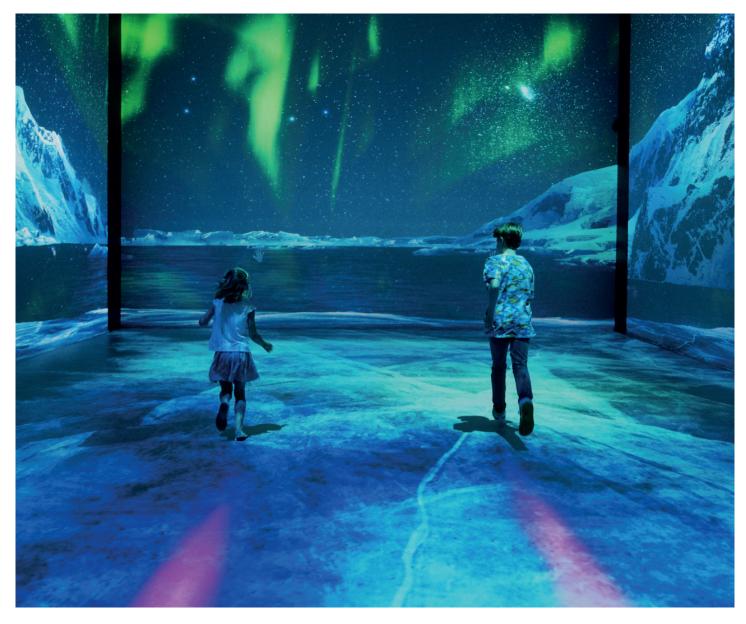
**IMPACT** 

93%

"Change the

course of things"

of visitors to the 'Polar Mission' exhibition were made aware that global warming is more intense at the poles



### DIALOGUE

# **POLAR GIANTS IN THE OPEN AIR**

Six polar bears took up residence on the institute's roof terrace, transformed into an ice floe, while a 3-m-tall emperor penguin and its young stood in the monumental hall. How to interpret the massive works by the master animal sculptor Michel Bassompierre, exhibited for the first time in Monaco? "Artists want to create a sense of wonder,"

he says. "Reconnecting with the beauty of nature is necessary to make us want to protect it." The sculptures were inaugurated in April 2024 in the presence of HSH

Prince Albert II of Monaco with the warm complicity of actor François Cluzet, and the bears and penguins engaged in

a dialogue with the public for six months. Visitors could also discover drawings by the sculptor and a continuously projected film that gave insight into the work of the artist

who says his aim is to represent his "animal brother". While we know that even a colossus is fragile, the powerful and magical images of bears rising up with their snouts in

the air are allegories that depict wildlife as gentle as it is endangered.







"Artists want to create

a sense of wonder"



### DANCE

# MEANING IN MOTION

Surrounded by immersive images, young dancers from the *Steps for a Change* company embodied the melting of ice in a poignant performance.

Marine biologist and member of the Oceanographic Institute's Scientific Committee Yunne-Jai Shin cofounded with choreographer Emily Lartillot the student dance company Steps for a Change. On 25 October, in the immersive space, the dancers performed on a glacier, under the ice pack and between the icebergs, evoking polar bears, seals and beluga whales swimming further and deeper in search of food, required to adapt their behaviour to survive in an unstable habitat. A performance that expressed what words cannot, with grace and vulnerability.

#### Watch the performance:

https://umr-marbec.fr/ballet-sea-the-poles-la-video-est-en-ligne/

### **CAMPAIGN**

# WHAT ARE WE WAITING FOR TO BE HAPPY?

The answer is clear:
Marine Protected Areas!
A campaign that affirms
the essential role these
play in the conservation
of the Southern Ocean's
ecosystems, while
emphasising that there
is still time to act because
concrete solutions exist.

Launched on 1 December to coincide with the 65th anniversary of the Antarctic Treaty, the 'What are we waiting for to be happy?' campaign takes a joyful, positive approach environmental issues. Designed in collaboration with the Drôles d'oiseaux creative agency, the campaign includes а 30-second film and an extensive display of posters and banners designed to reach a wide audience. These were placed in front of La Maison de l'Océan and were also on display for eight days in all Paris train stations, as well as in train

stations in Lyon, Marseille and Nice. The campaign is supported by a broadcast budget of €60,000 donated by Mediatransports. BFM Nice Côte d'Azur, France Bleu Azur, Nice Matin, Le Point and Elle have also taken part. An interview with Robert Calcagno for the online media outlet Brut (Grand Prix des Médias 2024) offered another opportunity to find out more. Targeting a young audience, the 3-minute video gives a further boost to the campaign for Marine Protected Areas. The creation of the Ross Sea Region MPA in 2016 owes a great deal to the commitment and diplomacy of HSH Prince Albert II of Monaco. Today, three other Marine Protected Area projects in the Southern Ocean represent an essential step towards achieving global conservation objectives, but are unfortunately blocked. So yes, what are we waiting for to be happy?

"What are we waiting for to be happy? Marine Protected Areas!' This is a call that the Oceanographic Institute will continue to make, from the farthest reaches of the Southern Ocean to the shores of the Mediterranean!"



Cyril Gomez,
Deputy CEO
of the Oceanographic Institute

IMPACT

3.5

47,000

QU'EST-CE
QU'ON ATTEND
POUR ÊTRE
HEUREUX?
DES AIRES MARINES PROTÉGÉES!\*

CUNE AIRE MARINE PROTÉGÉE
EST UN ESPACE MARIN
OU LES ACTIVITÉS HUMAINES SONT RÉGULÉES
POUR PROTÉGÉE LOCEAN.

DES Décourrer les actions
des Tausfur des Tocsions Austrais!

Des AIRES MARINES PROTÉGÉE LOCEAN.

INSTITUT
OCÉANOGRAPHIQUE
MONACO

INSTITUT
OCÉANOGRAPHIQUE
MONACO

million passengers were exposed to the 10-second spot, which was broadcast more than 272,684 times between 7:30 a.m. and 7:00 p.m. in main train stations across France

visitors to the web page: oceano.org/aires-marines-protegees-dans-locean-austral

#### COLLABORATION

# SIGNING ON FOR CHANGE

Germany's Alfred Wegener Institute and the Oceanographic Institute have established a long-term strategic collaboration on scientific cooperation and public awareness.



The Alfred Wegener Institute (AWI) has set the standard polar expeditions since its creation in the early 1980s. The signing of a Memorandum of Understanding with the Oceanographic Institute is the concrete expression of a shared commitment to strategic collaboration on polar issues. This cooperation was put into practice for the first time on the occasion of the 'Mission Antarctica 2024' trip for science and sustainability,

which resulted in an unprecedented collection of data on the Danger Islands archipelago. On board, a number of scientists gathered biological, ecological, topographical and environmental data to help inform the discussions surrounding the creation of an Antarctic Specially Protected Area (ASPA). In the words of Antie Boetius, marine biologist and former director of the AWI: "The great merit of 'Mission Antarctica 2024' is its contribution to important research on endemic species [...]. The data, once published, can then be used by political decision-makers to implement other specific monitoring and conservation management tasks with a view to protecting species [...]. Providing policymakers with reliable and recent data is a way of making them recognise their immediate responsibilities." This fieldwork has found a decisive echo in diplomatic circles: on 30 May, at the 46th

Antarctic Treaty Consultative Meeting (ATCM) in India, parties unanimously decided to designate the Danger Islands archipelago as an Antarctic Specially Protected Area (ASPA). This is a major achievement for the scientists involved in 'Mission Antarctica 2024' and a concrete step towards protecting a biodiversity hotspot that is home to the largest colony of Adélie penguins and important breeding sites for Antarctic seabirds.

## **EXPEDITION**

# TO THE ENDS OF THE WORLD

With 'Mission Antarctica 2024', the Oceanographic Institute sought to create a dialogue between the worlds of business and science in a voyage to help protect the Ocean.

1 January 2024, Weddell Sea. Alongside HSH Prince Albert II of Monaco, some hundred business leaders, scientists and members of the Oceanographic Institute climbed aboard the *Commandant Charcot* and embarked from Ushuaia on a voyage of science and sustainability to discover Antarctica.

If political authorities could reach a consensus, huge sanctuaries could be created and regulated in the international waters where the Antarctic Circumpolar Current flows. Anthony Torriani, Founder of Monaco Asset Management, summed up the general feeling: "Ethics cannot be decreed: the

world of finance must assume its responsibilities and invest in the defence of the environment." The scientific campaign collected samples to assess the ecological state of these little-known areas. Using a drone and satellite tracking beacons, the researchers monitored the movements at sea of a small colony of penguins little known to science. These individuals spend 90% of their time at sea. Where do they go? How do they hunt? What is the food strategy for juveniles? Pressure and temperature data revealed the depth of dives

and the thermal layers exploited. These observations are part of the long-term MARE (Monitor the Health of Antarctic Marine Ecosystems) research programme led by the Alfred Wegener Institute, which aims to study the penguin as a sentinel of Antarctic ecosystems. The mission resulted in gains

not only in intensity, but in efficiency: the commitment of the private sector, the collection of solid field data, and its publication within two years will contribute to the creation of protected areas.

"Ethics cannot be decreed: the world of finance must assume its responsibilities and invest in the defence of the environment."







### ADVOCATE FOR THE ANTARCTIC

"The polar regions hold a fundamental place in my commitment to preserving the environment and keeping our planet's climate in balance. As far as my responsibilities allow, I put this commitment into practice by exchanging data with the best experts, as well as through mv personal experience in the field."



**HSH Prince Albert II of Monaco** 

"We only knew about this population through satellite observations, and no ground counts had been carried out.

Now we know that there are 2,000 breeding pairs."



Céline Le Bohec,
Director of the Monaco
Scientific Centre

### IMPACT

"This expedition was an opportunity for me to hear the opinions of a number of other business leaders. I believe we need to go beyond our cultural and geographical differences: global cooperation is necessary to protect our planet."



**Li Ping,**Vice-President of CATL, world leader in lithium-ion batteries

# **PUBLICATION**

With a foreword by HSH Prince Albert II of Monaco and texts by Romain Gubert, this book retraces the exceptional adventure of the mission to the Antarctic.

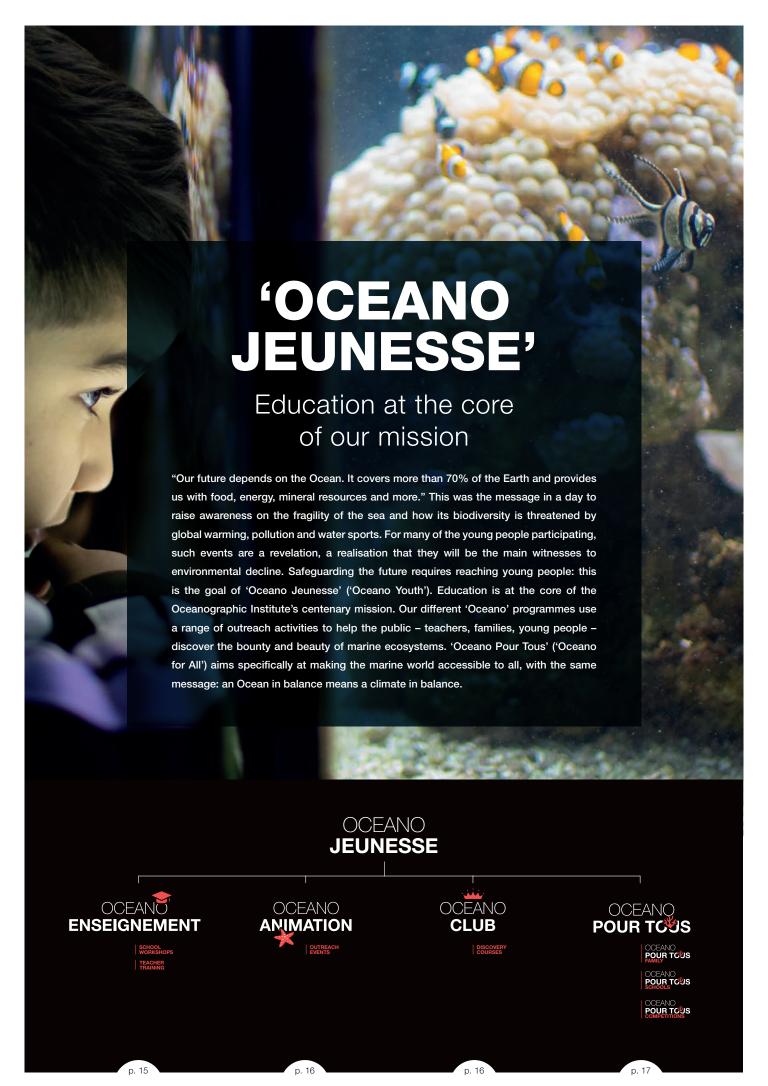


Plaidoyer pour l'Antarctique ('Advocate for the Antarctic'), published by Flammarion, describes 'Mission Antarctica 2024', the trip for science and sustainability organised by the Oceanographic Institute. On this unique mission, investors, business leaders and representatives from the worlds of finance and tech from Switzerland, China, Bangladesh and Monaco were able to engage in an open-ended dialogue with scientists specialising in this part of the world. With a print run of 5,000 copies, these texts – many in the form of portraits – will be distributed to the public and aim to encourage business leaders to lead by example.

## **DOCUMENTARY**

A 52-minute film, directed by Sylvain Péroumal and scripted by Jean-Baptiste Pouchain, was made of the mission. This film documents the collective adventure of the passengers from different countries, cultures and business sectors and is available on TF1+, France's leading streaming platform, under 'Ushuaia TV for Change'.

Depicting this human adventure involving some hundred business leaders, experts from the Oceanographic Institute and polar researchers, the documentary film is narrated in their voices. It shows how the mission – the first of its kind for the Oceanographic Institute – developed as various twists and turns unfolded.





# **SCHOOL WORKSHOPS**

In 2024, the Oceanographic Institute reached 10,378 to contribute to a better understanding of issues such as students to make them aware of environmental issues,

demonstrating importance of educational mission. The activities take a variety of formats:

The Education and Outreach team runs workshops at the institute for a wide range of audiences, from preschool to university

the consequences of greenhouse gases on seas, ocean acidification, the rise in marine temperatures, and the impact on

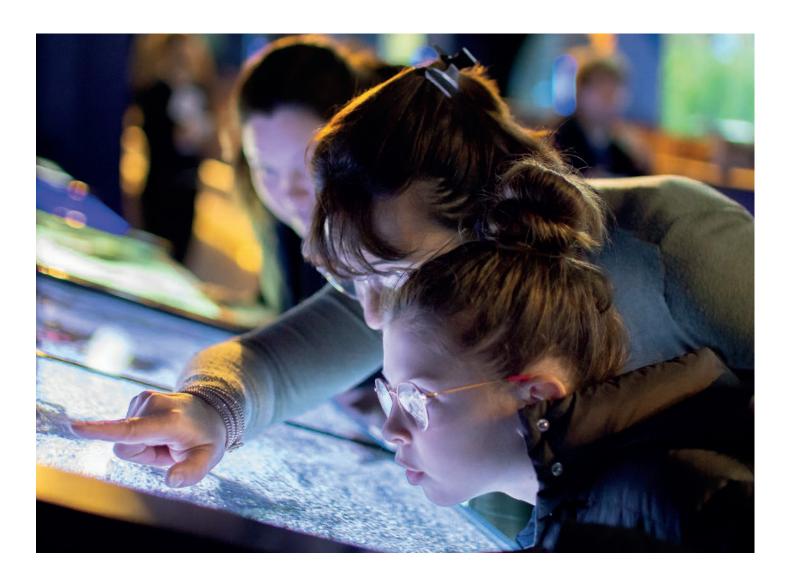
fauna and flora. The

message is to be

theory and practice, educational trails, competitions, inspired to protect the Ocean for a better life, readying a concrete actions (for example, on coral), webinars. All aim new generation of ambassadors to step up for the sea.

IMPACT

classes were welcomed by the Oceanographic Institute in 2024



# TRAINING TEACHERS

Ensuring effective outreach activities for students from primary to lower secondary school also involves raising teachers' awareness of the issues affecting marine ecosystems. In 2024, around a hundred teachers benefited from individualised support from

the Oceanographic Institute. We offer a wide range of innovative educational activities that are approved by the French Ministry of Culture, the French Ministry of Education, and the Monaco Department of Education, Youth and Sport.





The Oceanographic Museum organises a wide range of outreach initiatives aimed at young people, including hands-on activities and special events for a day out at the museum.

Preparing meals to feed marine animals, discovering the magic of coral reefs... the Oceanographic Institute's Education and Outreach team organises week-long discovery courses for 6–12-year-olds that may inspire future careers. In 2024, young aquanauts discovered the polar world: its biodiversity, species' adaptations to extreme living conditions, the peoples of the North, their way of life and their interactions with nature. Environmental threats such as global warming are tackled in an entertaining yet in-depth way to raise awareness.

IMPACT

In 2024:

5,496

visitors to the 'Animals of the Seaside' event with its touch pool to discover the secrets of crabs, starfish, sea cucumbers, etc. 490

children for birthdays at the museum or the 'Aquarium', 'Escape Game' or 'Collections' packages

795

participants in the Christmas 2024 event organised by the region's works councils

### PRAISE FROM PARENTS

"Thank you for this exceptional week. Our daughter came back with lots of (sea) stars in her eyes. Ever since, she's been telling everyone about the activities she did and asking us all to take care of our beautiful Mediterranean Sea."

Victoria's mother

"My children have already done this course twice and they never tire of it. The instructors are so friendly, and the Oceanographic Museum is a magnificent place. They will definitely do it again every year!"

Eric and Louis's mother

IMPACT

231

children aged

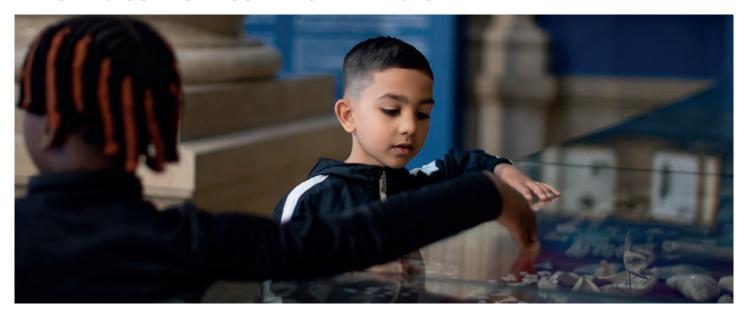
6 to 12

took part in Oceano Club in 2024



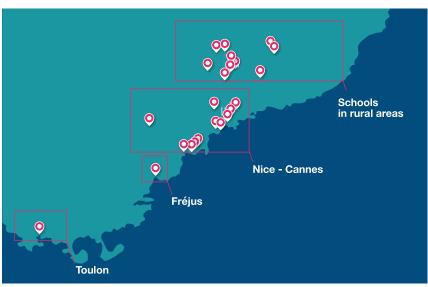


# REACHING OUT TO THOSE WHO ARE EXCLUDED



# **'OCEANO POUR TOUS' EDUCATION**

The goal of 'Oceano Pour Tous' ('Oceano for All') is to promote access for young people in preschool and primary classes in disadvantaged priority education zones and rural areas. In 2024, the programme allowed almost 3,000 students to benefit from an educational day at the Oceanographic Museum. Through the support of the Association of Friends of the Oceanographic Museum of Monaco (AAMOM), schools received a €500 grant towards transport costs and free admission to the museum, plus two workshops per class on the day of the visit. Most of the 51 participating schools came from Nice, but there were also large numbers from Cannes and rural areas. Two schools from the Var department, from Fréjus and Toulon, were also able to visit the Oceanographic Museum thanks to this programme.



Schools taking part in the museum's 2024 education days (Google Maps)

The Oceanographic Institute is extending its outreach activities to schools far from the sea. In 2024, 3,000 students enjoyed a day out at the Oceanographic Museum.



# €46,000

A total of €46,000 was outlaid to host the classes and cover the cost of travel between the schools and the museum: 26% of this went towards the cost of the educational activities and 74% towards the cost of travel to bring the students to and from Monaco.

**IMPACT** 



#### PRAISE FROM TEACHERS

"I'm writing to express my own gratitude, as well as on behalf of the teachers and, of course, on behalf of all the primary students at my school who, thanks to you and your services, were able to take part in an outing to Monaco on Tuesday 26 November and Tuesday 10 December. The vast majority of these children had never had the chance to go to Monaco and visit the Oceanographic Museum before, and some rarely have the opportunity to leave Vallauris."

Mr Crespon,

Headmaster of Langevin 2 primary school in Vallauris

"We were all amazed by the educational day.
You succeeded in capturing the children's attention
and interest, and their enthusiasm was a joy to see.
The parents were able to get an idea of the quality of the
workshops from the photos, and they join me in thanking
you for the gift given to their children. For students
from disadvantaged backgrounds, you can't imagine what
an opportunity it is for them to discover your magnificent
museum, especially in the conditions you provided.
It was the best outing I've had in my career. Thank you."

Ms Malusi,

Teacher at Digue des Français 2 primary school in Nice

For the past 10 years,

students in priority education

and rural areas have been pitting

their wits against each other

in an educational initiative

that now extends

to Indian Ocean territories.

# A COMPETITION FOR ALL

"This year,
'Oceano Pour
Tous' has raised
the awareness
of another 3,600
school students.
Well done
to these young
ambassadors
for the Ocean,
and en route for
the programme's
second decade."



Robert Calcagno, CEO of the Oceanographic Institute

The 'Oceano Pour Tous' competition gives young people from disadvantaged backgrounds the chance to discover the Ocean in privileged conditions and is a motivating way

to encourage action and look to the future. In 2024, the Oceanographic Institute recorded the largest number of students ever enrolled in this school project. More than 600 young people from 43 classes took part in online educational workshops throughout the school year, studying resources on a dedicated platform and

exchanging with researchers and oceanographers. The aim: to work with their teacher to create a 5-minute report with a message to promote the conservation of marine ecosystems.

Primarily from primary and lower secondary schools with no access to the marine environment for social or geographical reasons, they are novices at understanding the complexities

of the Ocean. The participating schools were from mainland France, Monaco, the French overseas departments and regions, and the Indian Ocean. The 16 classes (up from 3 in 2023) from the islands of Réunion, Mauritius and the Seychelles were encouraged to protect their fragile marine ecosystems. Across these far-

flung regions, the 2024 competition 'European Maritime Day in My Country' turned students into true ambassadors for the protection of the seas.



"The 'Oceano **Pour Tous' project** is brilliant! It engages generations who will play an essential role in preserving our planet. It's vital to get these young people to respect the Ocean from an early age. This competition allows them to become aware of their impact and to adopt environmentallyfriendly behaviour that they can then share at home. The children believe in it, and it's up to us to support them in this approach!"



Estelle Lefébure.

'Oceano Jeunesse' ambassador for the Oceanographic Institute and patron of the 'Oceano Pour Tous' competition



'Oceano Pour Tous' benefits from the invaluable support of our sponsors and of the Oceanographic Museum of Monaco, the French Ministry of Education, the

#### **IMPACT**

In the 10 years of the 'Oceano **Pour Tous' competition:** 

3,600

students have been enrolled since its creation, representing

140

classes

46,689

Air Austral passengers have watched the campaign produced by students from Réunion Island on the protection of the coral reef

In 2024:

43

classes competed

winning classes

61%

from priority zones or special needs classes

39% from rural areas

1,000

hours donated by dedicated teams from the Oceanographic Institute

dream days in Monaco for the class from Robert Schuman de Behren-lès-Forbach lower secondary school (Moselle), the winner in their category with their project 'A car-free day to preserve the Ocean'

jury members from the fields of culture, science and the media

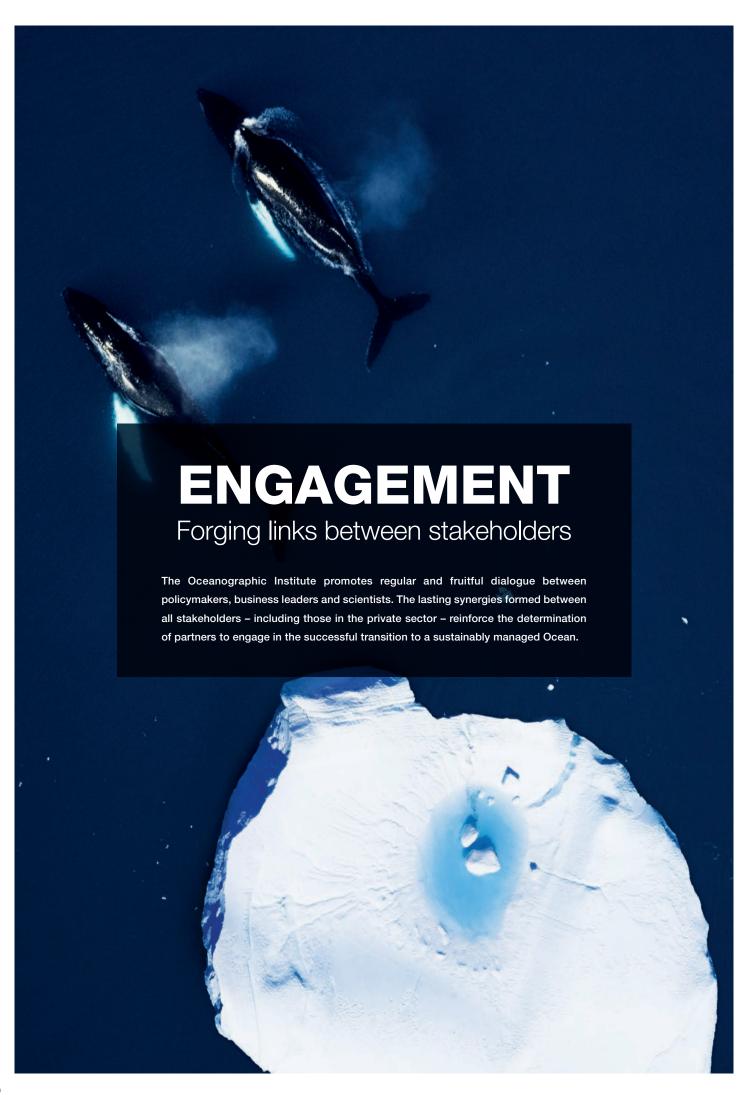
partners: the Princess Charlene of Monaco Foundation, the Association of Friends Monaco Department of Education, Youth and Sport, the TotalEnergies Foundation, and the R&Co4Generations Fund hosted by the King Baudoin Foundation.

## **EXPERIENCING THE SEA FOR THE FIRST TIME**

The sensations experienced as a family remain indelibly etched in our memories, as those who participated in the institute's new discovery programme found.

At the height of summer, the Oceanographic Institute welcomed ten families in difficulty from Eure-et-Loir (one parent and one child), some of whom had never seen the sea. During two days of activities, young and old alike discovered the Mediterranean and became aware of the need to conserve the marine environment. As their first contact with the sea, it was a chance to learn about threats, as well as the everyday solutions that everyone can adopt to protect the oceans. The programme included workshops on the Mediterranean's emblematic species, a snorkelling trip, a sensory discovery of small coastal species, an ImmerSEAve 360° experience, a guided tour of the museum, and a 'Stop Pollution' workshop on the problem of plastic waste. This initiative was made possible thanks to the financial support of the Association of Friends of the Oceanographic Museum of Monaco and a collaboration with the charity Secours Catholique. It was such a success that three events are planned in 2025 with a total of 60 participants.





## **VISION**

# THE 15th MONACO BLUE INITIATIVE

The Monaco Blue Initiative brings together key stakeholders in conservation, marine governance, the blue economy and blue finance.

Organised by the Oceanographic Institute and the Prince Albert II of Monaco Foundation, the 15th Monaco Blue Initiative once again brought together stakeholders from the private sector, scientists, political decision-makers and international organisations. "We must pool our knowledge, resources and energy to support the

oceans and seas and put in place initiatives capable of reconciling the imperatives of nature with the demands of our society," urged HSH Prince Albert II of Monaco in his introductory address. The 160 participants from all over the world then discussed the four themes chosen for 2024 to raise the profile of the protection of the Ocean.

Session 1 focused on governance, taking stock of successes and making an overall assessment, aiming for new conservation measures and the development of Marine Protected Areas. Session 2 looked at the role of the private sector in a sustainable and regenerative blue economy. Session 3 focused on the role of the Mediterranean in the implementation of 'Target 30X30' (to

protect 30% of land and oceans by 2030) adopted at the UN Biodiversity Conference (COP15). The fourth session offered thematic updates: subjects included the Global Plastics Treaty, negotiations on which are still underway, and a progress report on the WTO Agreement on Fisheries Subsidies, with a view to enabling the effective entry into

force of an initial set of measures to promote sustainable fishing. Jean-François Ferrari, Minister for Fisheries and the Blue Economy of the Republic of Seychelles, summed up the issues at stake: "Don't tell us not to fish, because I won't listen to you – rather, explain to us how we can fish while preserving fish stocks for future

generations." In conclusion, Olivier Poivre d'Arvor, Special Envoy of the President of the French Republic to the 2025 UN Ocean Conference, the French Organising Committee for the conference, the Oceanographic Institute, and the Prince Albert II of Monaco Foundation sealed their cooperation to organise the Blue Economy and Finance Forum (BEFF) in Monaco ahead of this global event.

"We must [...]
put in place initiatives
capable of reconciling the
imperatives of nature with
the demands
of our society."



**IMPACT** 



THE THEMES COVERED

and lessons learned from past experiences.

Seabed mining, the plastic pollution treaty, fisheries

subsidies and the forthcoming conferences on the Ocean also featured prominently in the discussions.

"The Monaco Blue Initiative was launched at a time when there were no UN conferences on the Ocean. While today new conferences are emerging, the initiative remains unique, making it possible to build partnerships and create solutions, particularly technological ones. Everyone in this conference room is asking themselves how we can go further, collectively. With this way of thinking and the energy of the exchanges, I think it's extremely positive."



Minna Epps, Director of the IUCN Global Marine and Polar Programme

"The Monaco **Blue Initiative** is a fantastic meeting that brings together the top experts and stakeholders

on the Ocean - it's truly global - once a year in a friendly atmosphere."



SvIvie Goulard. Co-Chair of the International Advisory Panel on Biodiversity Credits

"The imperative that brings us together today is the same as it has been for the last 15 years: to pool our knowledge, our experience, our resources, our energy, our non-profits, our institutions, our businesses, to clearly support the oceans and seas, including the Mediterranean Sea, which you saw on your arrival, and which, we know, so sorely needs our help. On the subject of the Mediterranean, it should be recalled that the Pelagos Agreement prefigured the creation of a [...] marine sanctuary in a particularly dense and precious area. More than any other region, the Mediterranean needs initiatives such as these, initiatives capable of reconciling the imperatives of nature with the demands of our society."



**HSH Prince Albert II of Monaco** 



# In addition to the creation of Marine Protected Areas with a high level of protection, discussions at the 2024 Monaco Blue Initiative focused on key themes such as marine protection, governance, the blue economy and the role of the private sector. as well as the place of the Mediterranean in achieving Target 30x30, its successes

# **CONFERENCES**

# **A TRUE COMMONS**

La Maison de l'Océan in Paris brings together key stakeholders in the protection of the Ocean. The site is also a centre for high-level symposia and conferences that convene experts. policymakers and leaders from business and civil society. These encounters enable the Oceanographic Institute to extend its influence, particularly in enlisting the private sector.

In 2024, there were many events at La Maison de l'Océan, starting with the symposium 'The Ocean: a critical space for the climate, biodiversity and food security' organised by the French Association for the United Nations (AFNU).

The site is a hub for scientists, economists, decision-makers and civil society stakeholders to review the current state of knowledge, to discuss, and to identify the challenges of the blue economy and the issues at stake in multilateralism. In the internationally recognised

context of a lack of funding for the green transition, who is going to pay? This was the question asked, for example, at the Common Good Summit organised by the Toulouse School of Economics. What obstacles, challenges

and opportunities need financing when it comes to the ecological transition? SWEN Capital Partners' first venture capital fund, launched in scientific partnership with Ifremer (the French National Institute for Ocean Science) also

meet at La Maison de l'Océan, as do ATLASea's Scientific Advisory Board and the institutions and companies of the Club Circul'R. On the occasion of the 35th anniversary of the Transantarctica expedition, the six members of the legendary expedition chose La Maison de l'Océan to

launch an appeal for the poles with a host of high-profile speakers. Back in 1989, Jean-Louis Etienne chose as his motto for the journey: "Antarctica is not a continent for man, it is a continent for the Earth."



"La Maison de l'Océan

in Paris brings together

key stakeholders

in the protection

of the Ocean."

## **BIODIVERSITY CREDITS**

# **DEVELOPING INNOVATIVE TOOLS**

While the idea of finding additional funding for the green transition from the private sector is not new, the rules of the game were refined in 2024. At the 2024 UN Biodiversity Conference (COP16) in Cali, Colombia, the International Advisory Panel on Biodiversity Credits (IAPB) launched its framework for high-integrity biodiversity credit markets. The Oceanographic Institute through its CEO Robert Calcagno made a major contribution to including the creation of these credit markets in the conversation. A member of the IAPB, Robert Calcagno co-chairs the 'Knowledge Partners' team, a group of scientists who support the committee by providing their expertise and technical advice. In the prestigious journal Nature, its members have highlighted the potential of these credits and offered recommendations and practical information to market players to stimulate funding for nature conservation and restoration.

"The far-reaching reform of our society will not come from a sudden transformation, but a gradual evolution, where the logic of unlimited growth will have to give way to a controlled approach aimed at preserving our planet and its biodiversity. The financial markets must be one of the driving forces behind this dynamic. By developing innovative instruments such as biodiversity credits, they can help raise, increase and secure over the long term the funding needed to conserve and restore nature [...]. The Oceanographic Institute fully supports this approach by actively participating in the implementation of such schemes and by ensuring that the Ocean, the specific issues it faces, and the many ecosystem services it provides are properly integrated into these new financial tools."





Robert Calcagno, CEO of the Oceanographic Institute, in the collaborative tribune of 28 October 2024 published on the occasion of COP16

## **BUDDING ENTREPRENEURS**

# **START ME UP**

The Monaco Ocean **Protection Challenge Grand Final took place** on 19 June 2024 in the conference room of the Oceanographic Museum.

For the past seven years, the Oceanographic Institute has promoted innovative projects by students and young entrepreneurs engaged in creating and developing startups dedicated to marine conservation. In partnership with the International University of Monaco, Monaco Impact, and the Prince Albert II of Monaco Foundation, the institute awarded three prizes at the Grand Final of the 2024 Monaco Ocean Protection Challenge. The winners in each category were chosen by a panel of investors and scientists convinced by their idea. In addition to a trophy awarded by HSH Prince Albert II of Monaco, the winners also gained a network of contacts in the professional ecosystem of partner companies involved in incubating, accelerating or financing start-ups.

In 2024:

students from 24 international universities and business schools (in the United States, Canada, Germany, Sweden, Italy, France, etc.)

IMPACT

25 nationalities represented

projects submitted and, after two selection stages, 6 selected for the Grand Final in the 'Students' and 'Start-ups' categories







#### THE WINNERS

# STUDENTS CATEGORY

# **NEMA**

### (Côte d'Azur University)

Innovative provision of blue energy, transforming mechanical marine energy (waves and currents) into a sustainable and reliable system for producing electricity.

### START-UPS CATEGORY

#### **INNOV&SEA**

#### (France)

Proposes an in vitro cytotoxicity test on marine invertebrate cell cultures, founded at the Nice Institute for Research on Cancer and Ageing (IRCAN).

### **FAVOURITES CATEGORY**

#### **AQUA**

### (International University of Monaco)

Harnessing cutting-edge drone technology and artificial intelligence to clean up the oceans.

**AWARD** 

# THE OCEANOGRAPHIC INSTITUTE THESIS PRIZE

Awarded each year to a young researcher who has graduated from a French doctoral school for his or her work on the physical or biological aspects of the Ocean, the Oceanographic Institute Thesis Prize honours research that is innovative, multidisciplinary, international and accessible to the public.

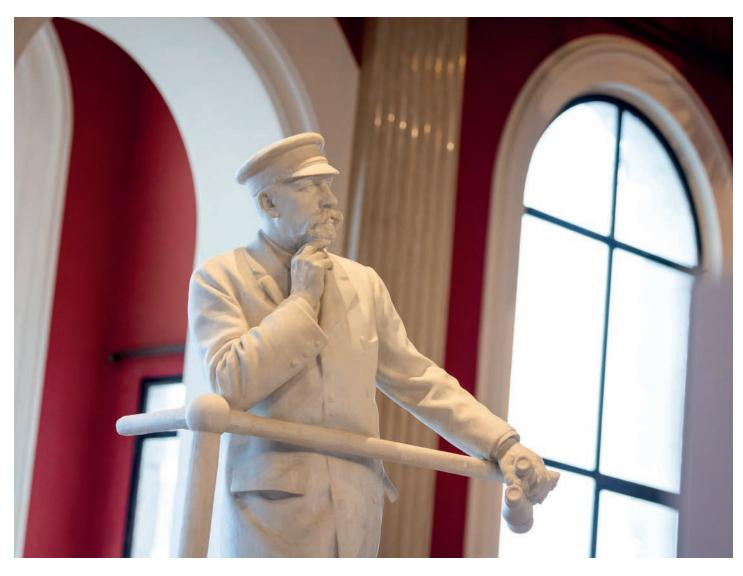


On its tenth anniversary, the 2024 Thesis Prize was awarded to Charlène Guillaumot (Marine Biology Laboratory, Université Libre de Bruxelles, and the Biogeosciences Laboratory, Université de Bourgogne Franche-Comté) for her work at the interface between mathematical sciences, computer data and marine ecology. Her dissertation title: 'Modelling the response of Antarctic marine species to environmental change: methods, applications and limitations'. The amount awarded to this winner of the 2024 Thesis Prize was €5,000.

#### IMPACT

Charlène Guillaumot joins our Thesis Prize Club, which now has 13 members. This club of researchers who contribute their expertise to the Oceanographic Institute enables us to maintain long-term links with our

award winners. It's an opportunity for these young scientists to share their knowledge through our educational programmes such as 'Oceano Jeunesse' and in 'Oceano Pour Tous' webinars. The members are encouraged to get involved in the Oceanographic Institute and its projects, whether in outreach initiatives aimed at young people, events such as the Polar Symposium, or in helping to develop the institute's future programmes.



# **THE 2024 GRAND MEDALS**

Created in 1948 to mark the centenary of prince Albert I's birth, the Albert I Grand Medal honours those making a strong commitment to the Ocean.

#### THE WINNERS

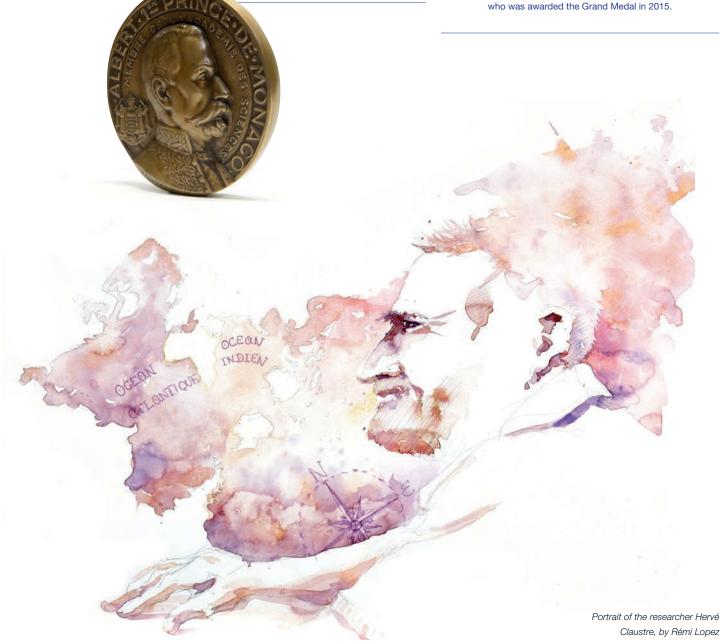
### 2024 SCIENCE CATEGORY

The pioneering work of the oceanographer
Hervé Claustre, Senior Director of Research
at the French National Centre for Scientific Research
(CNRS), has focused in the last two decades
on developing new techniques for observing marine
biogeochemistry using gliders and profiling floats.
A highly qualified researcher affiliated
to the Villefranche Oceanography Laboratory,
Hervé Claustre was awarded the CNRS silver medal
in 2005, has published some 160 articles
in international journals, and in 2010 received
support from the European Research Council
for the development of innovative robotic observation
approaches.

### 2024 OUTREACH CATEGORY

In 2019, Javier Bardem addressed the United Nations in New York to make an urgent call for signing a global treaty on the oceans: "Our oceans need us."

Bardem has campaigned tirelessly for the creation of a global network of marine sanctuaries, joining a Greenpeace expedition to the Weddell Sea in Antarctica that culminated in the documentary Sanctuary, a plea to protect the Southern Ocean. In terms of threats to the oceans, "we're all bad guys," says the actor who regularly plays this role in films, arguing that we can't live in denial and that it is up to us to ensure a happy ending. For his engagement in our shared goals, the Oceanographic Institute awarded the campaigner the 2024 Albert I Grand Medal for outreach, in which he joins fellow actor Leonardo DiCaprio, who was awarded the Grand Medal in 2015.



### **PARTNERS**

# SPONSORS OF THE OCEANOGRAPHIC INSTITUTE

Our long-standing sponsors continue to support the Oceanographic Institute and our actions in favour of the Ocean, encouraging a wider trend for companies and institutions to turn to sustainability and respect for marine ecosystems.

#### **CFM INDOSUEZ WEALTH**

In 2024, the Oceanographic Institute and CFM Indosuez Wealth Management continued our collaboration to promote and protect the Ocean. This partnership enables dynamic synergies between the institute and this major player in the principality's financial sector, whose influence extends to France and further afield.

CFM INDOSUEZ
WEALTH MANAGEMENT

"CFM Indosuez's support for the Oceanographic Institute is one of the pillars of our commitment to protecting the oceans, alongside the blue finance solutions we are actively developing. Together with all our employees, who are involved in the Oceanographic Institute's projects through Citizen Days, we are delighted to continue our partnership with this major actor in environmental outreach, whose values and attachment to the principality we share."



Mathieu Ferragut,

#### ROLEX

The Oceanographic Institute continues to benefit from the steadfast support of Rolex, which is more committed than ever to marine sustainability.



"It is vital to gather and share our knowledge of threatened marine ecosystems so that we can protect them. The Oceanographic Institute has taken the lead by regularly bringing together experts and stakeholders on the Ocean, notably through the Monaco Blue Initiative, to present the latest research and catalyse action by decision-makers and the public. Our partnership perfectly expresses the objectives of Rolex's Perpetual Planet Initiative: to support those using science to find solutions to the environmental challenges we face."



**Arnaud Boetsch,**Global Communications
Director

### FRIENDS OF THE OCEANOGRAPHIC MUSEUM

The Oceanographic Institute draws on the lasting support of the Association of Friends of the Oceanographic Museum of Monaco (AAMOM), whose main mission is to enlist members who wish to promote the museum's development and reach.

In 2024, the AAMOM gave a record amount of €351,414 to the Oceanographic Institute for several initiatives:

- The conservation of old books in the museum's collection that have been attacked by parasitic fungi.
- A study on the bacteriological properties of aquarium water and a study to develop a prototype for a wound dressing for fish.
- Support for the 'Oceano Pour Tous: Enseignement' education programme, working with schools in priority areas.
- Support for the 2024 European Week for Waste Reduction (EWWR).

In addition, a sponsorship agreement was signed with the association to support the 'Oceano Pour Tous: Families' programme for three years. This funding will allow the institute to develop our outreach initiatives to underprivileged children, their families and carers for discovery days at the museum and the sea. In total, the institute was able to dedicate almost €600,000 to social actions in 2024 thanks to the AAMOM, which continues to stand side by side with us in our mission.





#### SAINT JAMES

An iconic clothing brand with a long maritime tradition in France and around the world, Saint James has been dressing the teams at the Oceanographic Institute since 2023. The octopus, a marine animal represented in both La Maison de l'Océan and the Oceanographic Museum, is the common theme in the kit's apparel. This allows visitors to quickly identify our staff and clearly transmits the image of our Foundation on site and off (at trade fairs, events, etc.). An inspiring history of shared values brings the two institutions together: a love of the Ocean, a commitment to sustainability, and a passion for preserving our maritime heritage.







### **OUR OTHER SPONSORS**

The Oceanographic Institute also counts on our valued private donors and the companies that help us carry out our public-interest missions every year: Veolia Foundation, TotalEnergies Foundation, Sanso Longchamp AM, Aqualung, Daxtachem, Ferring Pharmaceuticals, and the Albédo Foundation for the Cryosphere.



# PREPARING FOR LAUNCH

# THE 'MEDITERRANEAN 2050' EXHIBITION

Since its inception, the Oceanographic Institute has been in dialogue with the sea it overlooks. In 2024, its Heritage and Exhibitions teams, alongside museography agencies and scenographers, architects, audiovisual engineers, producers and graphic designers, worked unflaggingly to develop an exhibition for the public that offers a journey through time and space.

While the Oceanographic Institute has a long-standing commitment to better protecting the fragile ecosystem of the Mediterranean, this is now in the spotlight in a new exhibition that mobilised our teams in 2024. The work to set it up began immediately after the closure of 'Polar Mission', with the new exhibition taking over four areas of the museum, spread over 1,000 sq m, and featuring

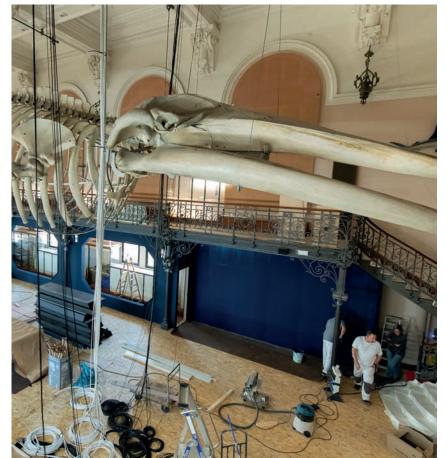
immersive digital projections designed to capitalise on the museum's majestic architecture. The journey begins in front of the world's largest cabinet of marine curiosities in the 'Oceanomania' room, where an impressive 4-m-high whale sculpture welcomes visitors. Short texts, images and key

figures projected on the sculpture introduce the themes of the exhibition and the riches and challenges of the Mediterranean Sea. The design (by *Dreamed By Us* agency) reveals the Mediterranean in all its aspects: its geography, geology, biodiversity, anthropic pressures and much more. The odyssey continues in the company of the princes of Monaco – prince Albert I, prince Rainier III and HSH Prince

Albert II – whose actions have been so crucial in protecting the Mediterranean. The new layout of the mezzanine of the 'Oceano Monaco' room (also designed by *Dreamed By Us*) offers a unique perspective through interactive screens showcasing the work being done to protect the Mediterranean by some 20 Monaco organisations. A specially designed serious game lets visitors take on the

responsibility of a manager of a Marine Protected Area (MPA). Then it's on to Mission Pelagos aboard the 'Oceano Odyssey' (designed by Artisans d'Idées), a 310-sq-m vessel offering a 16-minute immersion in a Marine Protected Area in the year 2050 for a scientific mission to discover cetaceans.

Finally, in 'My Oceano Med', the last stage of the interactive pathway (designed by *Hovertone*), invites visitors to make a symbolic commitment to protect the Mediterranean and support the creation of MPAs. A web application (also by *Hovertone*) accessible via QR code allows visitors to extend the experience by managing their own MPA, a way of staying engaged beyond the exhibition.



"Designing 1,000 square metres of a temporary exhibition within a heritage space is a real challenge. We had to find a balance between the classical architecture, the latest exhibition technologies and current scientific research. We want visitors to feel that history is still being written here."

**Pierre-Antoine Gérard,** Head Curator of Heritage and Exhibitions

"The new exhibition

includes four spaces

in the museum and offers

an immersive digital

experience in a maiestic

architectural setting"



## A MISSION AT SEA

# EMBARKING WITH LES EXPLORATIONS DE MONACO

"In the past,
the Mediterranean
was a symbol
of progress.
Today it is a symbol
of the planet's
dysfunctions
and tensions.
Tomorrow it must
be the symbol
of new solutions."



**HSH Prince Albert II of Monaco** 

On April 2024 in Barcelona, HSH Prince Albert II of Monaco took advantage of the UN 2024 Ocean Decade Conference to announce Les Explorations de Monaco's latest initiative: 'Missions Méditerranée'. The theme: Marine Protected Areas. The inauguration by the prince of the exhibition 'Time for Action - Marine Protected Areas of the Mediterranean' demonstrates the priority given to raising public awareness through interactive content. The sailboat Tuiga, moored at Barcelona's Reial Club Nàutic, hosted workshops in which students from the Lycée Français de Barcelone and Catalan schools learned about the challenges of understanding and protecting the marine environment. A visit to the Costa Brava's Medes Islands, a model of sustainable management, provided an opportunity for exchanges with the managers of the MPA and forged links between students and the park's biologists. In October 2024, a preparatory visit to Greece set sail to identify study sites and meet key stakeholders such as Greece's Natural Environment & Climate Change Agency (NECCA) and the Thalassa Foundation, as well as the NGO The Hellenic Society for the Study and Protection of the Mediterranean Monk Seal (MOm).





# **A VIRTUAL DIVE**

The ImmerSEAve virtual reality experience, developed by the Oceanographic Institute, invites visitors to the Oceanographic Museum to don a virtual reality helmet and freedive into the heart of a Marine Protected Area. In partnership with Les Explorations de Monaco, this immersive experience will travel to Greece as part of the 'Missions Méditerranée' outreach programme. From Athens to Volos via Syros and Alonnisos, young people will benefit from a programme packed with activities to raise awareness of marine conservation, taking an invitation to dream of a regenerated sea teeming with life to the other side of the Mediterranean.





## **ALLIANCE**

# **TOGETHER FOR BIODIVERSITY**

The Oceanographic Institute and the French Foundation for Biodiversity Research (FRB) are joining forces to protect the Mediterranean. At La Maison de l'Océan, Hélène Soubelet for the FRB and Cyril Gomez for the Oceanographic Institute signed a partnership convention between the two institutions to strengthen scientific cooperation and to boost public awareness around the protection of the Mediterranean and the creation of new Marine Protected Areas. Specifically, the joint research programme of the FRB and the Oceanographic Institute aims to draw up an inventory of Marine Protected Areas and Other Effective Area-based Conservation Measures in the Mediterranean, to analyse the obstacles to their implementation, and to identify solutions and opportunities for progress.







#### **NEW ADDITIONS**

#### THE MALAURIE BEQUEST

An emblematic figure in polar exploration, Jean Malaurie forged such strong links with Monaco that at the end of his life, he bequeathed a large part of his collection, archives and personal effects to the Oceanographic Institute.

Defender of the Inuit, polar adventurer and creator of the legendary *Terre Humaine* series published by Plon, Jean Malaurie (1922–2024) devoted his life to the peoples of

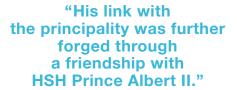
the Arctic. What is less well known is that he was also an expert on prince Albert I. His foreword to the book *Les Mondes d'un Prince* testifies to his admiration for the prince, whom he considered a pioneer in the exploration

of Spitsbergen. His link with the principality was further forged through a friendship with HSH Prince Albert II, to whom he confided on a personal visit his wish to bequeath his collections to the Principality of Monaco,

with the Oceanographic Institute thus becoming the principal depository and administrator of this donation. In January 2024, shortly before the great man's death, the

museum received around 200 Inuit objects from daily life and over 8,000 photographs (prints and slides). The museum will ensure that these objects are displayed and distributed as widely as possible. Work on the collection is underway,

involving inventorying, photographing and packaging of objects, and digitising the photographic collection. These collections have enriched the 'Polar Mission' exhibition, currently on tour at Aquatis in Lausanne.















#### **COLLAB**

# THE COLLECTION: A STORY STILL BEING WRITTEN

#### **DONATION**

The coco de mer (or sea coconut), the emblem of the Seychelles, is rare and threatened. In June 2024, the Seychelles consulate organised the event 'From the Seychelles to Monaco', with the Seychelles Islands Foundation donating a coco de mer specimen to the 'Oceanomania' exhibition space, much to the enthusiasm of the space's artist Mark Dion. This donation is helping to raise visitors' awareness of the need to celebrate – and conserve – the unique biodiversity of the Seychelles.



#### **LOAN**

In October, the exhibition 'The Azores, a Garden on the Atlantic' fascinated visitors to the Villa Tamaris art museum in La Seyne-sur-Mer. The exhibition paid tribute to the legacy of prince Albert I, who conducted 13 scientific expeditions to the Azores. The photographs by Micheline Pelletier were joined by 2 Louis Tinayre paintings, 20 objects and batches of objects, 8 plates and 2 nautical charts. A transfer of rights for 12 images was also granted.

Île San Miguel, Vue de Ponta Delgada. Oil on canvas. Louis Tinayre, 1910

#### **MEDIA**

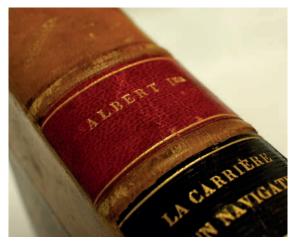
In its special issue 'Wonders of the Ocean', the French monthly science magazine Sciences et Vie published 59 images from the museum's photography collection, as well as period drawings and previously unpublished plates. A double-page spread honoured prince Albert I of Monaco, his scientific programmes, his committed actions, his photos and his paintings.

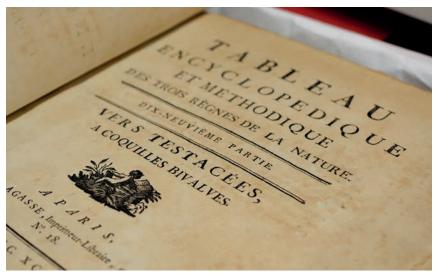


#### **RESTORATION**

#### Thanks to the generosity of the AAMOM:

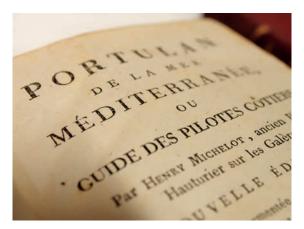
- 1,200 books and periodicals damaged by fungus were restored in 2024
- 42 damaged heritage armchairs in the Conference Room have been refurbished





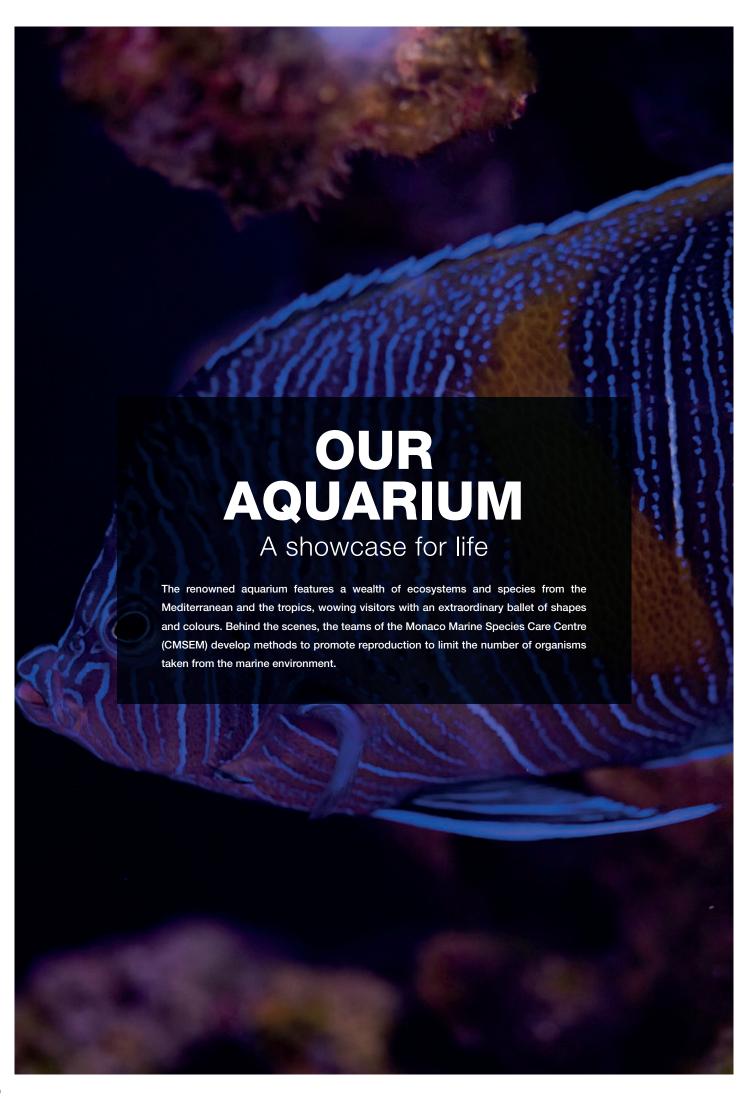








**IMPACT** 





LIFE TAKES CENTRE STAGE

#### SWIMMING AS ONE

In 2024, the aquarium introduced a striking new feature in the main tank – a school of 1,500 sardines.

Mesmerising visitors with their synchronised movement, the glinting silver shapes separate and then regroup into a compact, moving mass with impressive speed and sensitivity. The sardines are hatched from eggs collected in the tanks and then reared in the aquarium's nursery, offering a rare opportunity to observe their metamorphosis. The school of sardines has become a star attraction of the aquarium.

**IMPACT** 

540

dives by 10 divers to maintain the tanks, i.e. a total of +/-540 hours underwater

2,200

kg of food distributed to marine animals (excluding land tortoises)

365

visits to check the tanks in the evening before locking up

300

corals grown in the aquarium nursery and placed in the tanks

1,500

sardines reared and introduced to the shark tank

50

m² of PMMA panels polished underwater to improve visibility in the turtle and coral tanks



**HEALTHY HABITAT** 

#### PARTNERSHIP WITH DAXTACHEM

The Monaco-based
Daxtachem, a chemistry
and biotechnology
consultancy, helps
to ensure the health
of the aquarium's fish.



In 2024, two scientific and technical projects financed by the Association of Friends of the Oceanographic Museum of Monaco and Daxtachem were launched. The first aims to improve the analysis of the quality of the pumped water distributed through the tanks by using an innovative analysis device (loaned by the company bNovate) at various points in the pumping and distribution network. The second treats fish and shark wounds through the development of an innovative dressing capable of accelerating healing and reducing the need for animal handlers to intervene. In partnership with the Fribourg School of Engineering and Architecture, a number of prototypes are being tested, and the initial results are very encouraging.



# MARINE SPECIES CARE CENTRE

DUSKY GROUPER

#### **RETURN TO THE SEA**

A weakened young dusky grouper was taken in and cared for by the Oceanographic Institute's Marine **Species Care Centre** for almost two years and then returned to the Mediterranean in 2024.

After decades of overfishing and poaching, the dusky grouper had practically disappeared from Monaco's coasts. A pioneer in its protection since 1993, today

the

Principality of Monaco has "Many seen the return would not to its waters of have rated specimens up to its chances" 1 m 40 cm long, as well as juveniles. In 2022, a sickened

juvenile was found bloated and floating on the surface in the Larvotto reserve by a diving club, who entrusted it to the Monaco Marine Species Care Centre. While many would not have rated

its chances for survival, over the months the team at the care centre treated it with Betadine, antibiotics and a varied diet, among other procedures, enabling

> the juvenile to swim normally again. Once it had grown and regained weight, the young grouper was transferred to a community tank

so that it could get back its hunting instincts. When fully recovered, the dusky grouper was released off the cliffside of the Oceanographic Museum, allowing it to return to its natural environment.



#### IMPACT

"I'm delighted that this young dusky grouper was able to return to its natural habitat. and I salute the work of the Oceanographic Museum's team in this operation – and more broadly in taking in injured marine animals whenever necessary. This example reminds us that all living things deserve our full attention, and should inspire us to better protect the endangered species of the Mediterranean, the sea that the principality has cherished from generation to generation."





Céline Caron. Government Councillor - Minister of Public Works, the Environment and Urban Development



**MONITORING** 

#### **MONACO'S SEAHORSES**

Observation and surveys of seahorses and their habitats are carried out in Monaco waters. The Oceanographic Institute's history with seahorses goes back a long way. In 1986, the aquarium's team undertook the first breeding of the short-snouted seahorse (*Hippocampus hippocampus*). In 2021, the juveniles were introduced to the sea, and monitoring and counts have been carried out since then. In 2024, the campaigns were conducted with the technical support of the Oceanographic Institute's partner Biotope. In April, with the prince's fire brigade and carabinieri, divers from the Monaco Underwater Exploration Club (CESMM) set off in search of seahorse habitats in Monaco's harbours, ecosystems that are highly impacted

by human activity, yet are sheltered and protected as they allow no fishing. Although seahorses are often observed in this type of environment, as was the case at the Fontvieille breakwater in 2020, none could be located this time despite meticulous surveying involving up to eight divers in the water simultaneously. Concerned about a species it considers 'Near Threatened', the International Union for Conservation of Nature (IUCN) welcomed a group of specialists in November 2024. Regular monitoring with the CESMM in the form of participatory science dives was agreed.

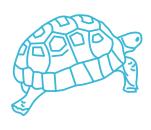




**ACCLIMATISATION** 

#### **BACK TO THE SOURCE**

The 46 young African spurred tortoises transferred in 2022 to the Noflaye Turtle Village near Dakar are continuing to acclimatise to their natural environment.



In an uplifting story of returning to nature, a new chapter is being written. In 2012, during an official visit by HSH Prince Albert II, Mali presented Monaco with several African spurred tortoises, named for the furrows in its shell.

These behemoths were housed on the roof terrace of the Oceanographic Institute, and a decade later had produced 49 offspring. It was decided to return most of the juveniles to Africa in partnership with Air France, the Senegalese non-profit Nature Tropicale Sénégal and the African Chelonian Institute. In 2024, the young tortoises began to gradually adapt to their environment, relearning natural reflexes such as digging burrows, actively searching for food, and retreating into their shells when danger approaches. The next stage will be a period in a transitional enclosure before they are released in the wild.

A NOAH'S ARK FOR CORAL

#### THE WORLD CORAL CONSERVATORY

In 2024, the conservatory achieved remarkable results in the survival of coral in a controlled environment at the institute and at its partner aquariums in Brest (Océanopolis), Boulogne-sur-Mer (Nausicaa) and Arnhem (Burgers Zoo).



Initiated by the Oceanographic Institute, the Monaco Scientific Centre and the Prince Albert II of Monaco Foundation, the World Coral Conservatory boasted excellent results in 2024: 18 months after the collection of 58 coral colonies in Aldabra in the Seychelles, only 7 had died, a survival rate of 88% that is considered high. Every two months, exchanges between partners enable the conditions to be optimised for these precious organisms: management of light, currents, feeding and water quality parameters. A partnership with the German

company Fauna Marin, which specialises in the detailed analysis of aquarium water, has allowed a platform to be developed for sharing results. In the same collaborative approach, a technical publication, financed by the Veolia Foundation, produced by the four aquariums and directed by Olivier Brunel, Head of the Aquarium at the Oceanographic Institute, brings together the protocols used for collection from coral reefs, transfer to the aquariums, and maintenance of the coral colonies.

## **GOOD PRACTICE**

#### Reducing our energy footprint

The Oceanographic Institute is continually improving its buildings, equipment and operations. Our strategy of energy optimisation is based on a series of studies on energy efficiency and limiting consumption, a challenge we have taken up and whose first results can be seen at both La Maison de l'Océan and the Oceanographic Museum.

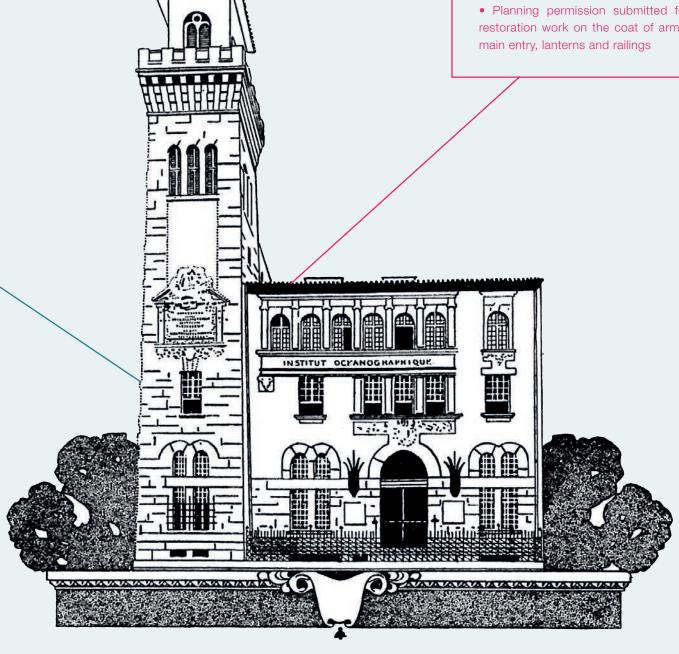
### THE COMFORT OF VISITORS, STAFF AND TENANTS

- Modernisation of the district heating production plant (50% renewable and recovered energy) and installation of global temperature regulation in the building
- Thermal improvement of the building envelope through loft insulation
- Renovation of the public toilets in the Grand Amphitheatre to bring them up to accessibility standards for the mobility impaired
- Enhanced safety of the smoke extraction system in the Grand Amphitheatre
- Increased security for the main entry

# **Energy** optimisation at La Maison de l'Océan

#### **IMPROVING** THE THERMAL **PERFORMANCE** OF A HERITAGE **BUILDING MORE** THAN A CENTURY OLD

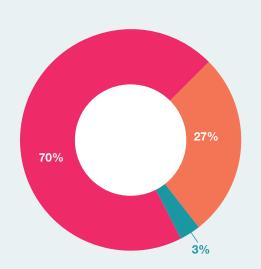
- · Long-term studies to restore the heritage exterior woodwork, optimise energy and thermal performance, and insulate the roof of the Grand **Amphitheatre**
- Planning permission submitted for restoration work on the coat of arms,



# The Oceanographic Museum steps up its efforts

# A new review of greenhouse gas emissions

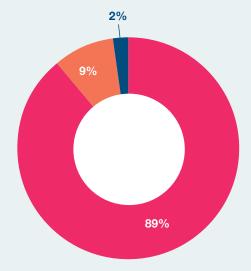
Taking the next step in the efforts it has been making since 2021, the Oceanographic Museum carried out a review of the greenhouse gas emissions linked to its activities in 2024. This was conducted using the tool provided by the principality's Mission for Energy Transition.





Breakdown of all greenhouse gas emissions generated over one year by the organisation's activities



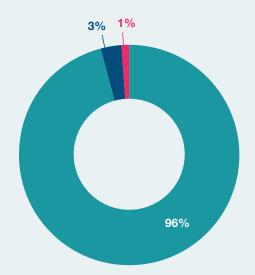


	(tCO <sub>2</sub> eq)*	%
Commuting to and from work	114.77	74
Business trips	11.39	24
Work vehicles	2.84	2
Total	129	100

Breakdown of annual greenhouse gas emissions linked to travel

#### MOBILITY

We reduced our emissions by 34 tCO2 over the year through our mobility improvement programme. This significant reduction is due to the electrification and lower use of our fleet of work vehicles, as well as to changes in commuting behaviour, with greater use of public transport and cycling.



12%	
	88%

	Emissions (tCO <sub>2</sub> eq)*	%
Household waste	15.81	96
Selective recycling	0.42	3
Glass	0.21	1
Total	16.44	100

	Emissions (tCO <sub>2</sub> eq)*	%
Heating	0	0
Other than heating	286.01	88
Air conditioning	40	12
Total	326.01	100

Breakdown of annual greenhouse gas emissions linked to waste management and processing

Breakdown of annual greenhouse gas emissions linked to energy consumption

#### WASTE

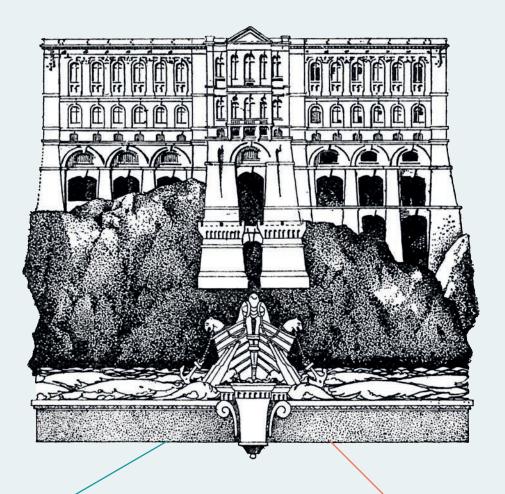
Emissions due to waste from our business tripled in 2024, rising from 5.75 tCO2 to 16.44 tCO2. This increase can be explained not only by a higher level of activity, but also by more detailed management of our waste and the introduction of a waste monitoring register.

#### **ENERGY**

Our energy use generates the most CO2 emissions, accounting for 70% of the annual total. We have achieved a steady decline in energy consumption over the last three years. In 2024, there was a reduction of 6 tonnes compared with the previous year (-2%): 326 tCO2 in 2024 compared with 332 tCO2 in 2023. This reflects the regular monitoring of our consumption (SMART + programme) and the modernisation of our technical installations.

#### Savings in 2024

Since 2021, when the Oceanographic Museum signed up to the Energy Transition Pact, we have participated in the low-carbon strategy promoted by the principality's government. With better management of facilities and usage, and the installation of more efficient and water-saving equipment, these efforts are paying off.



#### **WATER**

6,675  $\,$  m<sup>3</sup> of water used in 2024 (6,942  $\,$  m<sup>3</sup> in 2023)

- 267 m³ saved, i.e. -3.8% of annual consumption
- Revised procedures on water tanks and continuing our efforts in all services

#### **ELECTRICITY**

Overall consumption of 3.294 MWh (3.363 MWh in 2023), i.e. a difference of 69 MWh (2%) of annual consumption

#### Soft mobility and sustainability

#### CYCLING

The Oceanographic Institute encourages its teams to use green mobility, promoting a healthier workplace and environment. Monabike, the shared electric bike system offered by the principality, is proving increasingly popular with our teams, and the number of users has doubled in two years:

2,455 journeys in 2024, an increase of 302 journeys compared with 2023.



#### SERVICE VEHICLES

The fleet of work vehicles was completely replaced with 100% electric vehicles in 2023, so in 2024 all journeys were 'zero emission':

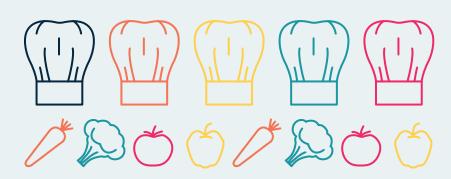
2023: 25,716 km travelled, including 13,301 in electric vehicles (52%)

2024: 27,872 km driven with electric vehicles (100%).



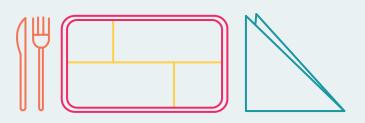
#### EAT BETTER, WASTE LESS

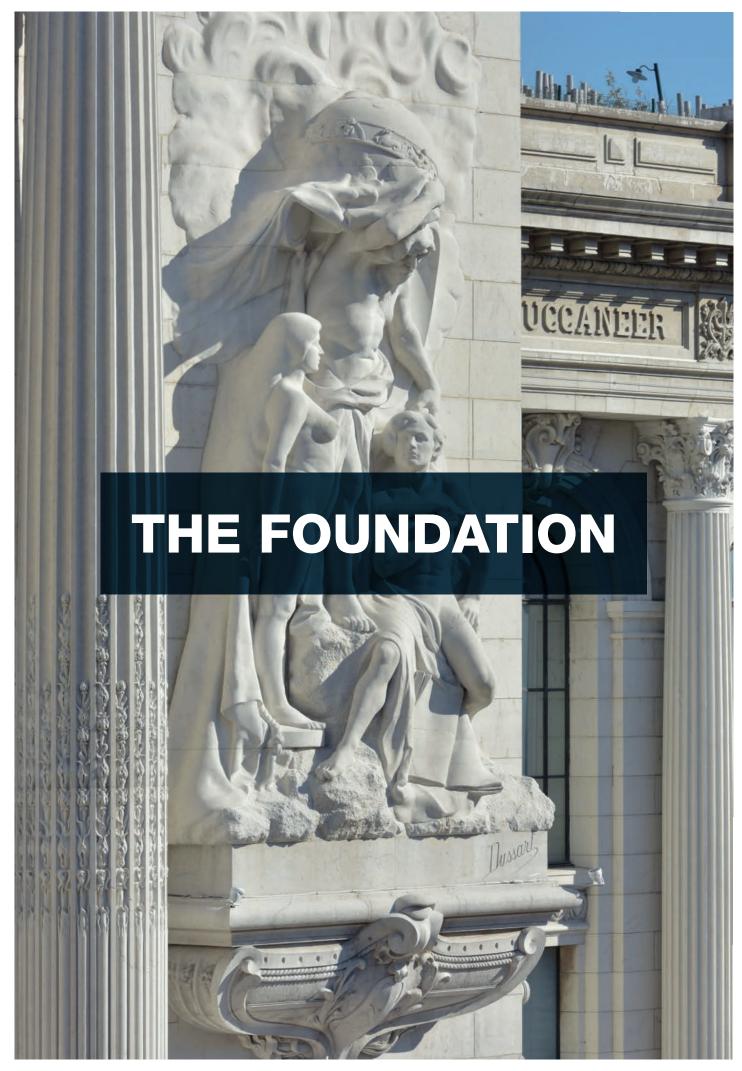
The European Week for Waste Reduction once again mobilised the Oceanographic Museum's teams with the creation of an event that was both sustainable and fun: five chefs from the principality offered our visitors and staff delicious zero waste and zero food loss recipes, giving rise to some great exchanges around responsible and environmentally-friendly cooking.



#### A MORE SUSTAINABLE LUNCH BREAK

In 2024, a zero-waste alternative was offered for lunch breaks, with 150 eco-designed bento boxes and cutlery kits distributed to teams for their takeaway meals. Compared with disposable crockery, this reusable packaging reduces greenhouse gas emissions by 60% for meals eaten at the workplace.





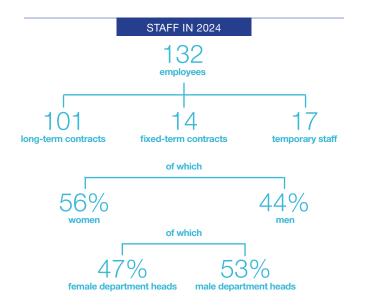
**TALENT** 

# THE OCEANOGRAPHIC INSTITUTE TEAM

As part of its policy of workplace equality, the Oceanographic Institute is committed to ensuring an equitable distribution of management and department head posts between women and men, thus respecting the **criteria of parity.** 

Given demographic challenges and the importance of attracting new talent, the institute has also taken steps to **boost its recruitment strategy,** with around 50 new recruits hired in 2024 (including 25 seasonal and temporary contracts), while maintaining our commitment to gender equality and the fight against discrimination.

This proactive approach strengthens a centuries-old institution to ensure that it maintains its historic mission, as well as adapting to the challenges of the future.





#### **OPERATIONS**

#### **MONACO AND PARIS,** TWO ICONIC SITES

#### LA MAISON DE L'OCÉAN

A veritable 'hub' in the heart of Paris, La Maison de l'Océan has become a point of reference for those involved in protecting the environment. All year round, its nine private spaces are full to capacity for corporate seminars, awards ceremonies, digital events, film shoots, press conferences and scientific symposia. After a record year in 2023, we stayed the course in 2024 with 193 events, including the Sorbonne University allages courses, and events such as the Common Good Summit, the Ocean Conference of the French Association for the United Nations, and commercial events such as the Candlelight concerts.



tenants for marine conservation (up from 5 in 2022), all major actors in the protection of the environment and the Ocean:

- The Prince Albert II of Monaco Foundation (FPAII)
- The Centre for Island Research and Environmental Observatory (CRIOBE)
- The Ocean & Climate Platform (POC)
- The French Foundation for Biodiversity Research (FRB)
- The Mediterranean Science Commission (CIESM)
- The French Organising Committee for the 2025 UN Ocean Conference (UNOC3)

#### IMPACT

The number of private events continues to rise:

176,000

people visited La Maison de l'Océan for all events combined

72,000 people attended the Sorbonne University's all-ages courses on

107

presentations

participants at the conference on overseas France organised by Le Point magazine

participants at the Common Good Summit organised by Challenges-Les Echos financial magazines

Partnership with J'ai un pote dans la com marketing media site brought together

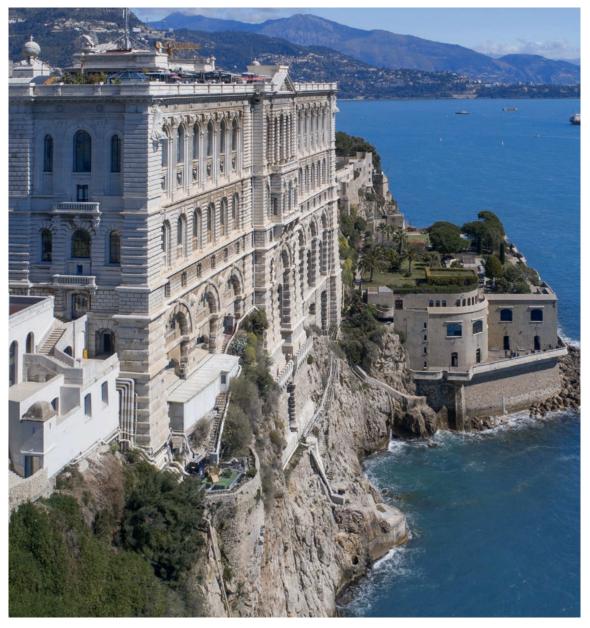
specialists for round-table discussions

350

participants at a Hermès International in-house event

#### **OCEANOGRAPHIC MUSEUM**

Its stunning location on the Rock of Monaco, its architectural beauty and its limitless space make it an ideal venue for professional events: corporate seminars, awards ceremonies, digital events, film shoots, press conferences, scientific symposia, as well as events for the general public focusing on major environmental issues: climate change, sustainable development, the circular economy, biodiversity and the energy transition. With 76 events in 2024, the use of our facilities fell slightly (-15.5%), which can be explained by the decision to give priority to the most qualitative and important events, with an increase in rates and a limitation on free admission, with certain exceptions such as the Monaco Ocean Week (MOW), the hosting of an IUCN symposium and an IPBES meeting.



#### **IMPACT**

7

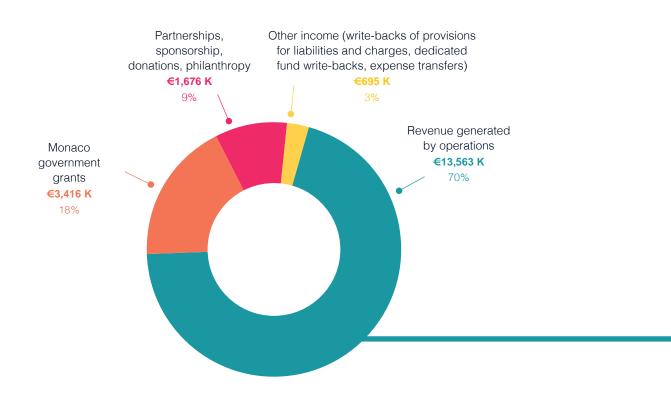
#### events were particularly significant in 2024:

- Events hosted during MOW, including the 15th edition of the Monaco Blue Initiative
- The polar symposium 'From Arctic to Antarctic – The Cold Is Getting Hot!' organised by the Prince Albert II of Monaco Foundation
- The scoping meeting for the second IPBES global assessment of biodiversity and ecosystem services
- The preview screening of Laurent Ballesta's film *Cap Corse: le Mystère des Anneaux* ('Corsica: the Mystery of the Rings')
- The second Ocean Space
  Forum, organised
  by Prométhée Earth
  Intelligence, the French
  National Space Agency
  (CNES) and the Monaco Office
  of Space Affairs
- Meeting of the IUCN specialist group on seahorses and seadragons (syngnathids)
- Press conference for the 2025 World Expo in Osaka

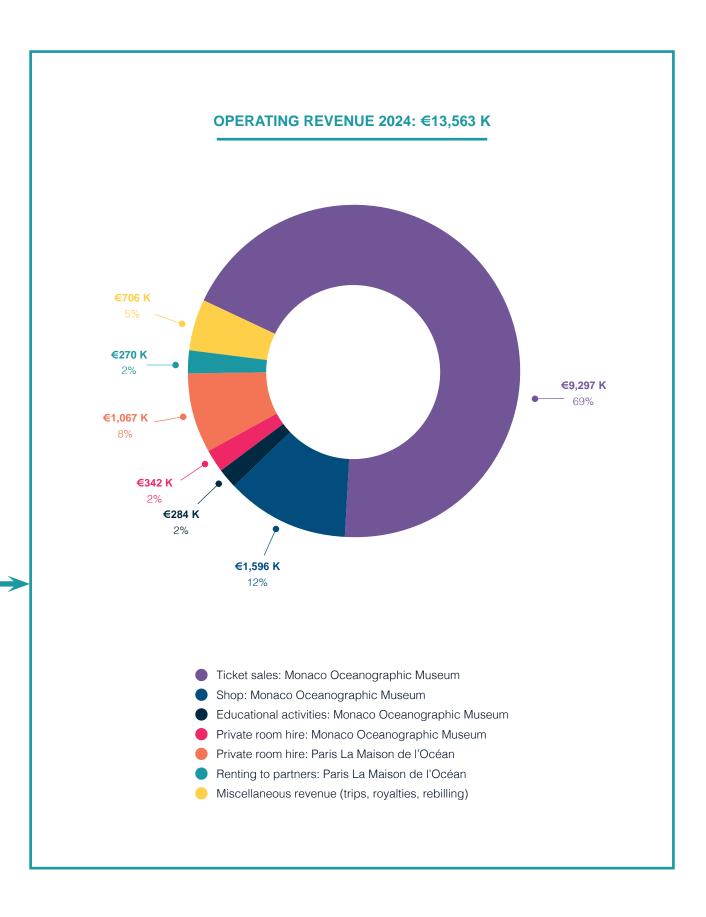
#### **OUR RESOURCES**

#### **BREAKDOWN OF OPERATING INCOME 2024**

#### TOTAL RESOURCES 2024: €19,350 K



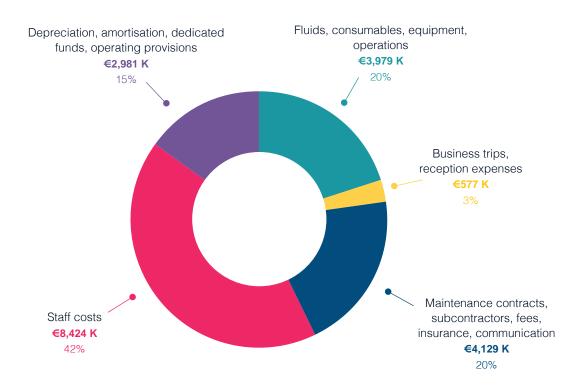
- Revenue generated by operations
- Monaco government grants
- Partnerships, sponsorship, donations, philanthropy
- Other income (write-backs of provisions for liabilities and charges, dedicated fund write-backs, expense transfers)



#### **OUR COSTS**

#### **BREAKDOWN OF OPERATING EXPENSES 2024**

#### TOTAL OPERATING EXPENSES 2024: €20,091 K

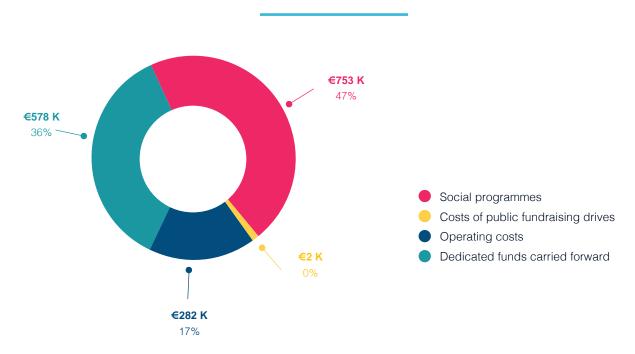


- Fluids, consumables, equipment, operations
- Business trips, reception expenses
- Maintenance contracts, subcontractors, fees, insurance, communication
- Staff costs
- Depreciation, amortisation, dedicated funds, operating provisions

#### **PUBLIC FUNDRAISING**

#### **ACCOUNT OF USE OF RESOURCES 2024**

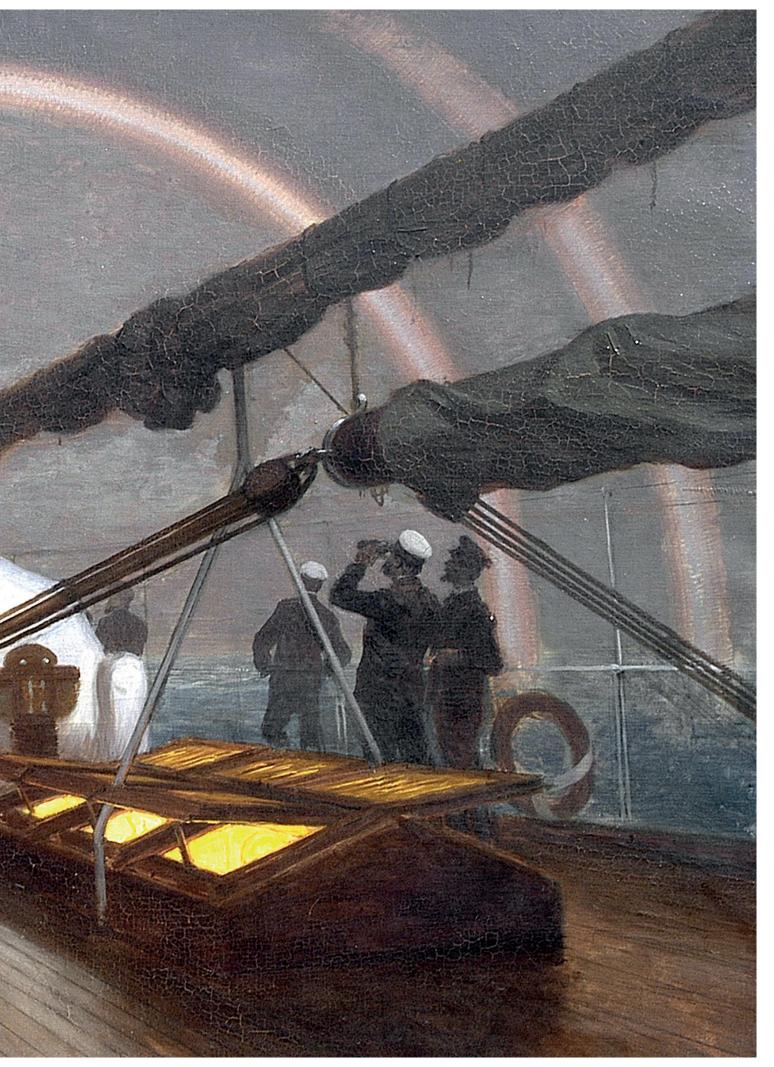
#### 2024 USE OF RESOURCES GENERATED BY PUBLIC GIVING: €1,615 K



#### 2024 RESOURCES FROM PUBLIC GIVING: €1,615 K







#### **OUR GOVERNANCE BODIES**

Honorary President of the Oceanographic Institute: HSH Prince Albert II of Monaco

#### The Board of Directors

#### **Chairman of the Board of Directors:**

#### **Philippe Taquet**

Member of the French Academy of Sciences and Professor Emeritus at the French National Museum of Natural History

#### Vice-Chairman:

#### Marie-Pierre Gramaglia

Former Government Councillor – Monaco Minister of Public Works, the Environment and Urban Development

#### **Secretary-treasurer:**

#### **Henri Peretti**

Honorary Inspector General, French Ministry of Higher Education and Research

#### **Members:**

#### Maria Damanaki

Senior Advisor -

The Paradise International Foundation, SYSTEMIQ Ltd, Rockefeller Brothers Foundation

#### Jean-Claude Duplessy

Member of the French Academy of Sciences Emeritus Research Director at the CNRS Honorary Chairman of the CNE2

#### **Gilles Tonelli**

Former Government Councillor of the Principality of Monaco Director of the Oceanographic Institute from 2009 to 2011

#### Julia Marton-Lefèvre

Chair of the Board of Directors of the Villars Institute
Member of the Executive Committee at the Yale University School of
Forestry and Environmental Studies
Former Director General of the IUCN

#### Valérie Masson-Delmotte

Research Director at the CEA Member of the French High Council for the Climate Former Co-Chair of the IPCC working group

#### **Anthony Torriani**

Founder and Managing Director of an independent wealth management company based in Monaco

#### Dominique Vian 🛨

Honorary Prefect – French Ministry of the Interior

The Board of Directors, the Scientific Council, Management Committee and all the staff of the Oceanographic Institute express their deep sadness at the death of Dominique Vian on 21 April 2025.

#### The Scientific Advisory Board

The Oceanographic Institute has always maintained a close link with science. The Board of Directors is supported by the advice of a Scientific Advisory Board made up of eminent experts in most of the disciplines involved in oceanography. These experts guide the Board of Directors in attributing the prizes and medals awarded each year by the Oceanographic Institute.

#### **President:**

#### Maria Betti

Former Director of Nuclear Safety and Security at the European Commission's Joint Research Centre, Germany

#### Vice-Chairman:

#### Shubha Sathyendranath

Merit Scientist, Plymouth Marine Laboratory, UK

#### **Secretary:**

#### Valérie Davenet

Director of the Environment, Principality of Monaco

#### **Honorary Chairman:**

#### **Philippe Cury**

Research Director at the French Research Institute for Sustainable Development

#### **Honorary Vice-Chairman:**

#### Ricardo Serrão Santos

Doctor of Biology, University of the Azores

#### The Management Committee

Within the strategic framework and general policy defined by the Board of Directors, the Management Committee is responsible for the management of the Oceanographic Institute.

#### **Members:**

#### Sandra Bessudo

Founder and Director of the Malpelo and Other Marine Ecosystems Foundation, Bogotá, Colombia

#### **François Houllier**

Chairman and Director of Ifremer

#### **Hélène Lafont-Couturier**

Heritage Curator, Director of the Musée des Confluences, Lyon

#### **Eva Maire**

Research Fellow at the French Research Institute for Sustainable Development (IRD) within the MARBEC research unit

#### **Cyrille Poirier Coutansais**

Research Director at the Centre for Strategic Studies of the French Marines (CESM)

#### **Patrick Rampal**

Chairman of the Monaco Scientific Centre

#### Yunne-Jai Shin

Research Director at the IRD and Honorary Research Associate at the University of Cape Town, South Africa

#### New members in 2025:

#### **Katja Matthes**

Director of the GEOMAR Helmholtz Centre for Oceanographic Research in Kiel – Professor of Atmospheric Physics

#### Susana Salvador

Executive Secretary of the Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area (ACCOBAMS)

#### **Robert Calcagno**

CEO

#### **Cyril Gomez**

Deputy CEO

#### Olivier Cléné

Technical Director

#### Julien Guinhut

Director of Corporate Sponsorship and Partnerships

#### Clément Lavigne

Director of Ocean Policy

#### Jérémy Mendel

Director in charge of the General Secretariat

#### **Bernard Reilhac**

Development Director

#### Émilie Vitale

Communications Director

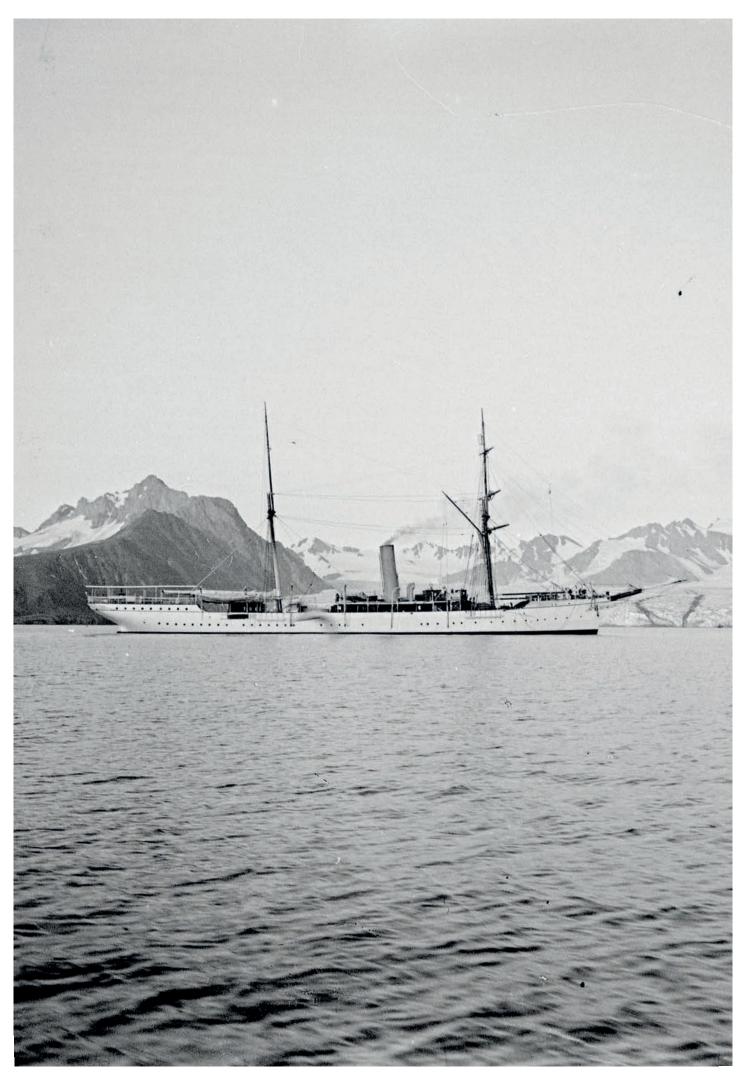


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#### **TIMELINE**

- 1885 Monaco's prince Albert I undertakes his first scientific campaigns
- 1906 Creation of the Oceanographic Institute, Prince Albert I of Monaco Foundation
- 1910 The Oceanographic Museum is inaugurated in Monaco
- 1911 Opening of the Paris Oceanographic Institute (renamed La Maison de l'Océan in 2011)
- 1921 In Washington DC, prince Albert I delivers his 'Speech on the Ocean'
- 1957 At the request of prince Rainier III, Captain Jacques-Yves Cousteau takes charge of the Oceanographic Museum. He holds the post for 31 years, revealing the underwater world to the public
- 1970 Creation of the RAMOGE Commission for the protection of the Mediterranean Sea on the initiative of prince Rainier III
- 1976 Signing of the RAMOGE Agreement between Monaco, France and Italy Creation of a Marine Protected Area at Larvotto in Monaco
- **1996** Signing of the ACCOBAMS Agreement, aimed at reducing threats to cetaceans in the Black Sea, Mediterranean Sea and adjacent Atlantic area
- 2005 Since His accession to the throne, HSH Prince Albert II has been using His influence to help protect the environment
- 2010 The Oceanographic Museum celebrates its centenary. Creation of the Monaco Blue Initiative.
  Creation of Les Explorations de Monaco at the instigation of HSH Prince Albert II
- 2018 Inauguration of the permanent exhibition 'Monaco and the Ocean'
- 2019 The Oceanographic Museum expands, with the opening of the Monaco Marine Species Care Centre (CMSEM)
- 2020 The Oceanographic Museum puts technology to work for the Ocean by inaugurating its new 'Immersion' room. The institute launches its multi-year 'Coral' programme
- 2022 The Oceanographic Institute launches its multi-year 'Polar Mission' programme
- 2023 'The Prince and the Mediterranean' exhibition for the Rainier III centenary. Adoption of the treaty on the conservation and sustainable use of marine biodiversity in the high seas (BBNJ Agreement)
  - Monaco's contribution to this victory for multilateralism is unanimously welcomed. Launch
    of public campaigns for the creation of three large Marine Protected Areas around Antarctica
- 'Mission Antarctica 2024' trip, a voyage for science and sustainability, recounted in the book Plaidoyer pour l'Antarctique (published by Flammarion)



INSTITUT OCÉANOGRAPHIQUE MONACO