Contents

Marie Curie 1895-1934 Annual Performance Review

Position: Director of Research and Development - Radium Institute **Reporting to**: Board of Directors and Shareholders

一、Annual Work Overview (Executive Summary)

As the founding Director of the Radium Institute and Professor at the University of Paris, I have successfully established myself as the global leader in radioactivity research while building one of the world's premier scientific institutions. My tenure has been marked by unprecedented scientific breakthroughs, including the discovery and isolation of two new chemical elements, the establishment of international research standards, and the development of life-saving medical applications that have transformed modern healthcare.

Throughout this period, I have maintained unwavering focus on delivering measurable results while navigating complex organizational challenges, including resource constraints, public scrutiny, and institutional resistance. My leadership approach has consistently emphasized scientific rigor, strategic partnerships, and the development of next-generation talent to ensure long-term organizational success.

Figure 1: Portrait c. 1920

二、Key Performance Indicators (Key Performance Highlights)

Achievement 1: Revolutionary Scientific Discoveries

I successfully identified and isolated two previously unknown chemical elements - polonium and radium - fundamentally advancing our understanding of atomic structure. Through systematic analysis using innovative electrometer techniques, I demonstrated that radioactivity originates from the atom itself, challenging established scientific paradigms. My research methodology involved processing tonnes of pitchblende ore, ultimately yielding pure radium samples that became the foundation for an entirely new industry.

The strategic decision to name polonium after my native Poland while working in France demonstrated astute diplomatic awareness, maintaining cultural connections while advancing French scientific prestige. This approach proved instrumental in securing continued institutional support and international recognition.

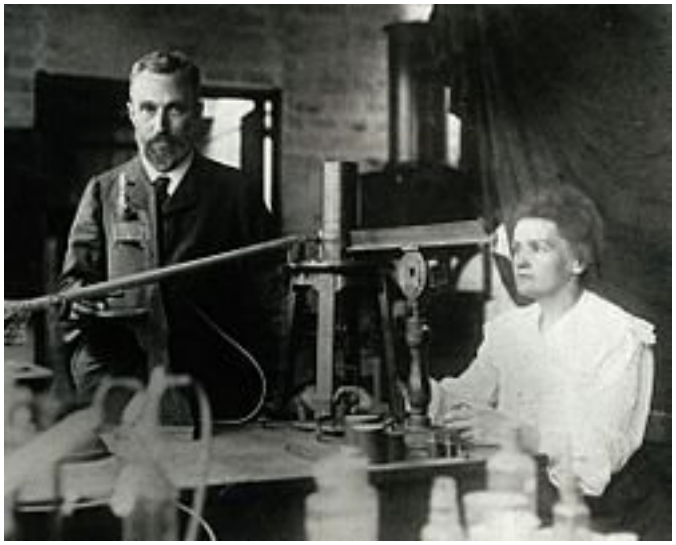

Figure 2: Pierre and Marie Curie in the laboratory, c. 1904

Achievement 2: Institutional Leadership and Development

I have successfully transformed research infrastructure at the University of Paris and established the Radium Institute as a world-class facility. Despite initial resistance and inadequate resources, I negotiated the creation of dedicated laboratory spaces and secured substantial funding from both governmental and private sources. My leadership resulted in the Institute producing four additional Nobel Prize winners, including members of my own research team.

The strategic partnership between the Pasteur Institute and University of Paris, which I orchestrated, created a sustainable model for interdisciplinary research that continues to drive innovation. My ability to leverage competing institutional interests resulted in superior facilities and resources that would not have been available through traditional channels.

Achievement 3: Medical Innovation and Wartime Leadership

During World War I, I identified critical gaps in battlefield medical care and developed mobile X-ray units (petites Curies) that revolutionized emergency medicine. I personally trained operators, managed logistics for 20 mobile units and 200 fixed installations, and established France's first military radiology center. My initiative directly contributed to saving over one million wounded soldiers'lives through improved diagnostic capabilities.

This project required rapid skill acquisition in radiology, anatomy, and automotive mechanics, demonstrating adaptability and hands-on leadership under extreme pressure. The successful deployment of these units

Figure 3: 1911 Nobel Prize diploma

established new standards for battlefield medicine that influenced military medical protocols globally.

Figure 4: Curie in a mobile X-ray vehicle, c. 1915

Ξ、Core Project Deep Dive (Deep Dive)

Situation: In 1898, while investigating uranium compounds, I discovered that pitchblende ore exhibited radioactivity levels four times greater than pure uranium, indicating the presence of unknown elements.

Task: I needed to isolate and identify these unknown substances while simultaneously developing the theoretical framework to explain radioactivity as an atomic phenomenon.

Action: I implemented a comprehensive research strategy involving chemical separation techniques, precision measurement using electrometer technology, and systematic analysis of mineral samples. Working with Pierre, I processed massive quantities of raw materials, developed new purification methods, and established rigorous documentation protocols. The work required significant investment of time and resources, often working in inadequate facilities with limited safety protocols.

Result: Successfully isolated pure radium in 1902 (one-tenth gram from one tonne of ore) and later achieved pure radium metal isolation in 1910. Published 32 scientific papers establishing the theoretical foundation for modern nuclear physics. Created new terminology ("radioactivity") and measurement standards that became internationally adopted. The work resulted in two Nobel Prizes and established the scientific basis for both nuclear energy and cancer treatment applications.

Pierre and Marie Curie, c. 1903

Figure 5: Pierre and Marie Curie, c. 1903

四、Shortcomings and Reflections (Critical Reflection)

I acknowledge that my intense focus on scientific achievement sometimes came at the expense of broader organizational awareness. The decision not to patent our radium isolation process, while ethically sound, resulted in missed revenue opportunities that could have been reinvested in research infrastructure. Additionally, my limited attention to safety protocols, though consistent with contemporary practices, created long-term health risks that could have been mitigated with more systematic risk assessment.

The public controversy surrounding my personal life in 1911 highlighted my insufficient attention to stakeholder management and public relations. While I maintained that personal matters should remain separate from scientific evaluation, I recognize that leadership positions require broader consideration of institutional reputation and public perception.

五、Future Strategic Planning (Strategic Outlook)

Moving forward, I am committed to expanding the Radium Institute's international footprint while developing the next generation of research talent. The establishment of the Warsaw Radium Institute represents a key component of this strategy, creating a network of affiliated research centers that can collaborate on large-scale projects while maintaining independent research agendas.

I will continue focusing on the medical applications of radioactive isotopes, particularly in cancer treatment, where early results show tremendous promise. The development of standardized protocols for therapeutic applications will be essential for scaling these innovations globally. Additionally, I plan to strengthen partnerships with international research institutions to accelerate the pace of discovery while ensuring that scientific knowledge remains accessible to the global research community.

My commitment to mentoring female scientists will remain a priority, as developing diverse talent pools is essential for sustained innovation. The success of my daughter Irène and other female researchers in my laboratory demonstrates the importance of creating inclusive research environments that can attract top talent regardless of gender.

Figure 6: Marie and daughter Irène, 1925