



HRS4R at Inserm

Internal Review for Renewal Assessment Second cycle (2023-2026) *Full report*

July 2026



HR EXCELLENCE IN RESEARCH

Organisational Information

	2022	2026*
STAFF & STUDENTS	FTE	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	5124	5033
Of whom are international (i.e. foreign nationality) *	1266	1210
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	2100	1941
Of whom are women *	2780	2772
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	2232	2425
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	593	804
Of whom are stage R1 = in most organisations corresponding with doctoral level *	959	901
Total number of students (if relevant) *	46	129
Total number of staff (including management, administrative, teaching and research staff) *	9549	9218

* données au 31/12/2025

	2022	2026*
RESEARCH FUNDING (figures for most recent fiscal year)	€	€
Total annual organisational budget	1 161 000 000 €	1 028 500 000 €
Annual organisational direct government funding (designated for research)	701 500 000 €	734 400 000 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	217 200 000 €	184 100 000 €
Annual funding from private, non-government sources, designated for research	100 400 000 €	52 000 000 €

* données au 31/12/2025

Organisation profile (a very brief description of your organisation, max. 100 words)

Founded in 1964, the French National Institute of Health and Medical Research (Inserm) is the only French public research organisation entirely dedicated to human health. It operates under the joint authority of the Health Ministry and the Research Ministry. We have 338 research structures located throughout France, which involves a national and regional management. Most of them have been set up in universities, hospitals, or other research organisations. In 2008, Inserm took on the responsibility for the strategic, scientific and operational coordination of biomedical research. Since 2024, Inserm also leads the health research programmes agency.

Strengths and weaknesses of the current practices

Ethical and professional aspects

- **Award Renewal (max. 500 words)**

Ethical principles, professional responsibility and attitude, contractual and legal obligations. Inserm staff are bound by professional duties and obligations that reflect public service values and the specific nature of public research institutions: they must know the General Civil Service Code, comply with the principle of secularism, use the French language, adhere to research ethics, help prevent violence, follow security and defence instructions, undergo training on occupational hazards, abide by the public speaking policy when representing Inserm, be familiar with their institution's internal regulations, and observe the rules governing the use of IT resources.

Since 2022, the aim of the LORIER program has been to build and share a culture of ethical and responsible research that meets the highest international standards.

In 2025, Inserm implemented a dedicated service for artificial intelligence (AI & digital technology). A practical guide has been published, and training courses have been carried out to promote the responsible and secure use of AI systems.

Good practice in research. Each year, a report on occupational health and safety and risk prevention is presented to staff representative bodies.

As part of its 2020–2025 Strategic Plan, Inserm has prioritised accelerating the development of open and responsible science and strengthening the role of health-related science in society. In 2024, Inserm has published its own Open Science Charter.

Dissemination, exploitation of results. Inserm supports the researchers and staff in their interactions with the press and facilitates journalists' access to its teams' findings. The Inserm Press Office offers various resources to help them engage effectively with the media, such as issuing press releases, assisting with the creation of illustrations and video production, and providing media training.

Inserm Transfert, founded in 2000, is the private subsidiary of Inserm, specialised in life sciences technology transfer. In 2024, our industrial partnerships generated revenue of €61.5 million.

Public engagement. Inserm's commitment to the general public is facilitated by various channels: Canal Detox (to combat health-related misinformation on social media), festivals, comic books, media partnerships (radio and TV), and more. In late 2022, Inserm released a guide on the responsible use of social media. In July 2023, the Institute adopted a Public Communication Charter aimed at strengthening the role of science in society through ethical, fair, and transparent communication. Moreover, since 2003, Inserm has a dedicated service to support the involvement of patient associations in medical research (Science and Society).

Non-discrimination. Since 2026, Inserm has been recognized by France Travail and Cap Emploi as “employeur handi-engagé”. The Institute fosters an inclusive culture by facilitating

the successful integration of researchers with disabilities through awareness-raising and communication initiatives, conducted either at an organisational level or within specific work teams. A financial partnership has been established to support the implementation of these initiatives.

Evaluation/appraisal systems. Researchers are evaluated every five years, and a lighter assessment takes place at the midterm. Following these evaluations, an individualised support may be provided to researchers facing difficulties. In October 2022, Inserm signed the CoARA agreement. Since, it co-leads the French national chapter.

488 words

- **Remarks (max. 500 word)**

There is more detailed information in the document “HRS4R_2.Annexes2026_EN”.

Ethical principles, professional responsibility and attitude, contractual and legal obligations

- Public service duties: <https://pro.inserm.fr/rubriques/linstitut/devoirs-et-protection-des-personnels/les-devoirs-dans-la-fonction-publique>
- LORIER portal: <https://lorier.inserm.fr/en/>
- AI at Inserm: <https://pro.inserm.fr/rubriques/en-labo/gestion-des-donnees/informatique-scientifique/lia-a-linserm>
- Well use AI: <https://pro.inserm.fr/rubriques/en-labo/gestion-des-donnees/informatique-scientifique/bien-utiliser-lia>
- Guide for AI use: <https://inserm.hal.science/inserm-05484093v1/document>

Good practice in Research

Health and safety at work

- Procedures: <https://rh.inserm.fr/sante-securite/Pages/default.aspx>
- Inserm’s commitment: <https://pro.inserm.fr/la-prevention-des-risques-au-travail-linserm-sengage>
- General instructions for health and safety at work at Inserm (2024): <https://pro.inserm.fr/wp-content/uploads/2020/08/20250612-Instruction-generale-sante-et-securite-au-travail-INSERM.pdf>
- PAPRI Pact 2024-2026: <https://pro.inserm.fr/wp-content/uploads/2024/07/Plan-Triennal-Prev-2024-2026-VF.pdf>
- PAPRI Pact 2026-2029: <https://pro.inserm.fr/wp-content/uploads/2026/06/2026-2029-PAPRI Pact.pdf>

Open science practices

- Inserm 2020-2025 Strategic Plan: <https://www.calameo.com/read/0051544504c851e881831>
- Inserm’s Open Science Charter (2024): https://pro.inserm.fr/wp-content/uploads/2024/10/Charte_science-ouverte_INSERM.pdf

Dissemination, exploitation of results

- Speak to: <https://pro.inserm.fr/rubriques/institut/communication/communiquer-vers/la-presse>
- Speak to health professionals: <https://pro.inserm.fr/rubriques/institut/communication/communiquer-vers/linterne-et-la-communaute-biomedicale>
- Speak to patient associations: <https://pro.inserm.fr/rubriques/institut/communication/communiquer-vers/les-associations-de-malades>
- Speak to general public: <https://pro.inserm.fr/rubriques/institut/communication/communiquer-vers/le-grand-public>
- Canal detox: <https://presse.inserm.fr/le-canal-detox/>
- Public communication Charter: <https://inserm.xyz/intranet-docs/Charte%20de%20la%20parole%20publique%20de%20l%27Inserm.pdf>
- Guidelines for social networks: https://presse.inserm.fr/wp-content/uploads/2022/12/Guide_pour_un_bon_usage_des_medias_sociaux.pdf

Non-discrimination

- Proactive disability policy: <https://pro.inserm.fr/rubriques/institut/politique-handicap/une-politique-handicap-volontariste>
- Recruitment pathways: <https://pro.inserm.fr/content/join-us/contracts-for-disabled-researchers>
- Bibliosphère (tool developed by a PhD student for researchers suffering from visual impairment): <https://pro.inserm.fr/bibliosphere-laccessibilite-au-service-de-la-recherche>

Evaluation

- Evaluation and career development mechanisms: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/carriere/evaluation-et-promotion-des-chercheurs-et-dr/evaluation-des-chercheurs-a-5-ans-et-a-mi-parcours>
- Becoming a researcher CRCN (guidelines, agenda, contacts etc.): <https://pro.inserm.fr/content/join-us/researchers/competitive-recruitment-crcn>
- Becoming Director of Research (guidelines, agenda, contacts, etc.): <https://pro.inserm.fr/content/join-us/director-of-research/competitive-recruitment-dr>
- LORIER / CoARA : <https://lorier.inserm.fr/webinaire/comment-coara-permet-dameliorer-notre-evaluation-des-pratiques-de-recherche/>
- Eva3 (website dedicate to the monitoring of various procedures such as as recruitment, career development, European and international cooperation, Inserm unit certification, etc.): <https://pro.inserm.fr/eva3-modes-demploi/se-connecter-a-eva3>

222 words

Recruitment and selection

- **Award Renewal (max. 500 words)**

Recruitment, judging merit, variations in the chronological order of CVs, recognition of mobility experience and qualifications. Inserm is committed to ensuring equitable access to research careers. All profiles are considered, including non-traditional ones (such as physicians, pharmacists, and researchers with experience in the non-academic sector) and early-career researchers, as they bring a unique dynamic to their career paths. Career breaks or periods of reduced activity are understood and valued during recruitment and evaluation processes. A dedicated process exists for researchers with disabilities. There is a genuine commitment to gender balance at every stage (pre-selection, selection, and recruitment), even though disparities persist in some fields. However, only the quality of the application matters (there is no policy of positive discrimination). All processes are publicly documented (evaluation criteria, guidelines, etc.). Some processes are also available in English (such as junior/senior researchers' competitions and programs like ATIP-Avenir, CPJ, etc.). Schedules are published well in advance of the campaign, allowing applicants to prepare ahead of time. During evaluation, all achievements and experiences are considered (leadership/coordination, communication, teaching, participation in regional, national, European, and international projects, etc.). Career duration is considered in relation to scientific output and achievements; different expectations apply to junior and senior researchers.

Selection. Researchers are evaluated by their peers. Committees maintain gender balance as far as possible (around 40/60%). While a "guarantor" role has been established to prevent bias related to gender or other diversity aspects, committee members also receive training on these issues. External evaluators may be brought in (up to 20%) if specific expertise is lacking. The selection process consists of two stages: a preliminary review based on the written application, followed by individual oral interviews for shortlisted applicants.

Transparency. Lists of applicants admitted to the competition, shortlisted applicants, and successful applicants are published. All applicants are informed of the process outcomes. Applicants may request oral feedback if they are not selected. Details of all processes are available on Inserm Pro. While there is an obligation to publish in French, it is worth noting that some pathways for joining Inserm are also available in English: "Choose France for Science, choose Inserm!", "Becoming a researcher (CRCN)," "Becoming Director of Research," "Inserm Chairs (CPJ)," and "ATIP-Avenir." Some calls for proposals are also issued in English, such as those for International Research Projects (IRP) and "First Step" grants.

386 words

- **Remarks**

There is more detailed information in the document “HRS4R_2.Annexes2026_EN”.

On Inserm Pro, there is a dedicated webpage that explains all the steps (eligibility, audition, notification, admission, etc.) of the competition procedure (for research scientists and research directors) in English: <https://pro.inserm.fr/content/join-us/competition-procedure>

There is also a webpage called “Choose Europe for Science: choose Inserm”. This webpage gathers all the webpages to join Inserm (in French and in English).

- <https://pro.inserm.fr/rubriques/nous-rejoindre/travailler-a-linserm/choose-france-for-science-choisissez-linserm-2>

Finally, there is also lot of information in our updated OTM-R Checklist available on the HRS4R webpage of Inserm Pro.

86 words

Working conditions

- **Award Renewal**

Research environment. To avoid disparities and ensure structured and structuring coordination across national, regional, and local levels, national prevention plans are established every three years (the latest PAPRI Pact for 2026–2029 is currently undergoing validation). A psychosocial risk prevention plan will be added to the 2026–2029 PAPRI Pact in September 2026.

All procedures to be followed in case of an accident or incident, as well as the right of withdrawal, are detailed on Inserm Pro.

In 2024, 22% of the total training budget at Inserm was allocated to health and safety.

Working conditions. Supporting staff members better balance their professional and personal lives is part of the Inserm Gender Equality Plan. In addition to the measures already in place and listed in our HRS4R action plan (remove working, time Charter, daycare spots, etc.), there have been recent developments.

In March 2024, remote working arrangements have been updated. Notably, researchers now have greater flexibility to carry over remote working days to accommodate the specific nature of laboratory work, and the six-month tenure requirement has been removed. In March 2025, Inserm is taking a pioneering step, among state civil service institutions, by introducing a new type of special leave: menstrual leave. This decision aligns with the institution's ongoing initiatives and is supported by the unions. As of May 2026, the institution has implemented a mandatory supplementary health insurance scheme. A new national birth leave policy is expected to be introduced on July 1, 2026, and will apply to Inserm.

Training for managers has also been strengthened, particularly regarding remote working; the aim is to prevent any decline in organisational and interpersonal quality while stabilising and professionalising practices that were originally established during the COVID-19 pandemic. In 2024, 22% of the total training budget was allocated to human resources.

Stability and permanence of employment. Inserm's Charter for the recruitment and monitoring of contract staff aligns with the institute's 2021–2025 Performance, Resources and Objectives Contract (COMP) and supports its policies regarding workplace equality and the improvement of quality of work life. In July 2023, the pay scale for contract staff was revalued.

Funding and salaries. In 2023, an exceptional grade (HEB) was created for CRHC-level researchers, allowing them to reach the same salary index as DR2-level research directors (a measure designed to boost attractiveness and unlock career progression for research scientists). To best support research scientists at the start of their careers, Inserm pays an annual gross bonus of €4,667 for three years, starting from their date of appointment. This bonus is increased to €6,000 for external hires at the research director (DR2) level. A €30,000 grant is also provided upon the recruitment of research scientists (CRCN) to cover operating and/or equipment expenses within Inserm laboratories.

Gender balance. Since 2021, Inserm has been committed to a multi-year national Gender Equality Plan.

468 words

- **Remarks**

There is more detailed information in the document "HRS4R_2.Annexes2026_EN".

Research environment

- PAPRI Pact 2026-2029: <https://pro.inserm.fr/wp-content/uploads/2026/06/2026-2029-PAPRI Pact.pdf>
- Procedures to be followed in case of an accident/incident: <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/declaration-daccident-du-travail-ou-de-maladie-professionnelle>

Working conditions

- Remote working guidelines: https://pro.inserm.fr/wp-content/uploads/2025/08/TELETRAVAIL_OSS17.pdf
- Menstrual leave: <https://pro.inserm.fr/linserm-met-en-place-un-conge-menstruel>
- Supplementary health insurance scheme: <https://pro.inserm.fr/une-mutuelle-sante-collective-obligatoire-pour-les-agents-inserm>
- Charter for the recruitment and monitoring of contract staff: <https://pro.inserm.fr/wp-content/uploads/2020/08/Charte-CDD-Nov22-V3.pdf>
- COMP 2021-2025 (the COMP 2026-2030 is undergoing validation): <https://www.calameo.com/read/005154450d78f0e605668>
- Researchers' career: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/carriere/progression-et-evolution/carriere-des-chercheurs>

Stability and permanence of employment / Funding and salaries

- 2024 Social report (2025 social report is undergoing validation): <https://www.calameo.com/read/005154450e8b8185047b0>

Gender balance

- Gender Equality Plan: <https://pro.inserm.fr/rubriques/institut/parite-et-egalite-professionnelle/parite-et-egalite/plan-pour-legalite-professionnelle-femmes-hommes-de-linserm>

93 mots

Training and development

• Award Renewal

Career development, value of mobility, access to career advice. At national level, a dedicated service (Researcher Support and Mobility) offers post-evaluation support to foster favourable career progression for researchers, including personalised guidance when necessary. It also supports all researcher mobility initiatives. In 2023, a coaching unit was established for staff with management tasks (from team leaders to unit directors). Coordinated by a researcher, the aim of this unit is to encourage better collaboration, to improve performance, and to develop a sense of well-being at work. Besides, an experimental mentoring program for women scientists was launched in 2025. Researchers who have undertaken mobility assignments receive a seniority bonus. Mobility is factored into various processes (such as recruitment and performance evaluation), as it demonstrates the researchers' adaptability and autonomy. A network of HR development officers within the regional delegations has been set up to provide local support to researchers (covering areas such as skills development, mobility, and career transition). The members of this network receive training to better meet staff needs. Since 2013, the "High Potential" programme is a career development support scheme designed for Inserm's scientific and administrative talent.

Intellectual Property Rights. As a private subsidiary of Inserm, Inserm Transfert acts to protect both Inserm's intellectual property and the individual researcher when agreements are concluded with the non-academic sector. Staff members receive a performance-based bonus when Inserm derives financial gain from discoveries resulting from their work.

Co-authorship. The Research Integrity Delegation provides best practices to promote research integrity in all aspects of research, and recommendations to avoid conflicts regarding authorship.

Complaints/appeals. Dedicated bodies support Inserm staff members in the event of conflicts (involving interests, scientific matters, interpersonal issues, etc.) or when dealing with workplace distress or harassment. These include mediation service (ombudswoman recruited in 2022), a secularism liaison officer, an ethics board, the Research Integrity Delegation (created in 1999, more than 20 years of experience in scientific integrity in the biomedical sector), a reporting mechanism for violence, discrimination, harassment, and sexist behaviour in the workplace, and a social monitoring unit for psychosocial risks. Collective coaching can also help to resolve some conflicts.

Participation in decision-making bodies. Researchers participate in the Scientific Council as well as the specialised scientific committees (advisory bodies addressing the institution's scientific policy). They take part in laboratory councils (taking decisions on the laboratory's

strategic direction, relations with universities, governance changes, etc.). Some researchers also serve as site scientific liaisons, while others manage Inserm's thematic institutes. Researchers also sit on steering committees (covering areas such as disability, mentoring programs for women scientists, physical and mental health at work) or initiate specific programs, such as the LORIER program.

Supervision and managerial duties. Inserm offers training programs designed to support and foster the professional development of doctoral students, as well as management training for all newly appointed unit directors and team leaders. Managerial responsibility, including the supervision of doctoral students, is an evaluation criterion for the allocation of the "Part 3" of the specific financial allowance dedicated to researchers (RIPEC).

500 words

- **Remarks**

There is more detailed information in the document "HRS4R_2.Annexes2026_EN".

Career development, value of mobility, access to career advice

- Mobility at Inserm (internal, external, international) : <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/carriere/mobilite/la-mobilite-en-bref>
- Coaching unit: <https://view.genially.com/668e3e0e67f9c60015e973a4>
- Experimental mentoring program for women scientists: <https://pro.inserm.fr/linserm-lance-son-programme-experimental-de-mentorat-pour-les-femmes-scientifiques-2>
- Personal account dedicated to training: <https://pro.inserm.fr/compte-personnel-de-formation-anticipez-votre-projet>
- High potential programme: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/carriere/progression-et-evolution/politique-des-cadres>

Intellectual Property Rights

- Inserm Transfert: <https://www.inserm-transfert.fr/>

Co-authorship

- Signature of scientific publications: <https://pro.inserm.fr/rubriques/en-labo/recherche-responsable/integrite-scientifique/signature-des-publications-scientifiques>
- Replay LORIER "Good practices and tips to deal with issues about co-authorship": <https://lorier.inserm.fr/webinaire/les-bonnes-pratiques-de-signatures-et-les-conseils-pour-regler-au-mieux-les-tensions-de-co-autorat-par-catherine-coirault-et-ghislaine-filliatreau/>

Complaints/appeals

- Existing mechanisms: <https://pro.inserm.fr/rubriques/linstitut/devoirs-et-protection-des-personnels/protection-et-accompagnement/dispositifs-de-soutien-et-de-saisine>

Supervision

- Doctoral supervision: <https://lorier.inserm.fr/webinaire/lencadrement-doctoral-une-relation-complexe-a-accompagner/>

87 words

Have any of the priorities for the short- and medium term changed? (max 500 words)

There have been no significant changes to our priorities in the short or medium term; however, certain priorities have been reinforced.

For instance, Inserm signed the CoARA agreements in October 2022. Working groups were established in 2025 to address the evolution of how researchers, structures, and projects are evaluated. The action plan is currently being drafted and will be a flagship initiative within Inserm's 2026–2030 Objectives, Resources, and Performance Contract (see action 64).

Furthermore, the new national plan for the prevention of occupational risks (PAPRIPACT 2026–2029) will be supplemented in September 2026 by a PAPRIPACT 2026–2029 dedicated to the prevention of psychosocial risks.

106 words

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

New budget management software. One information concerning the table "Research funding" in part one, especially the slight decrease of the annual competitive government-sourced funding.

In March 2025, Inserm switched its budget management software. The Sifac+ system (Analytical and Accounting Financial Information System) was implemented, enabling the tracking of three types of accounting: general, budgetary, and analytical. However, the transition to this new tool was marked by significant difficulties and numerous delays.

Consequently, the drop in receipts from "annual competitive government-sourced funding" is attributable to the software change, which delayed the opening of the 2025 budget.

Therefore, it has not directly impacted our HR strategy, but it had consequences for our budget linked to the HRS4R.

State budget. The 2026 State budget aligns with a strategy to reduce the number of public sector employees and cut the wage bill of public institutions, including research organisations. This will inevitably impact our researcher recruitment campaigns (Junior researchers (CRCN) / Senior researchers (Research Directors)) as well as any various programs we might have in place (e.g., Inserm Chairs).

174 words

Are any strategic decisions under way that may influence the action plan? (max 500 words)

Joint labs, a special scientific and institutional event in Washington for the Institute's 60th anniversary, the roll-out of collaborative research projects with Canada, partnerships with India, and more. In 2024, Inserm launched several new tools and undertook a series of initiatives to boost its international opening.

This drive to enhance Inserm's appeal and global standing led to the relaunch of the "Inserm Abroad" network, which had long been on hold (see action 6). Therefore, a network of scientific experts abroad was launched in October 2024 during the institutional event in Washington.

Inserm Abroad:

- ➡ 2024 Activity Report: <https://www.calameo.com/read/00515445047fc62376665>
- ➡ Inserm, a major player in global biomedical research:
<https://pro.inserm.fr/rubriques/linstitut/pilotage-de-la-recherche-en-sante/inserm-acteur-majeur-de-la-recherche-biomedicale-en-europe-et-dans-le-monde>

Furthermore, the 2026–2030 Multi-Year Objectives Contract (COMP) of Inserm is currently being drafted and validated. Its publication could impact our HR strategy; for instance, by introducing new initiatives or priorities.

139 words

Actions

Action 1 | 2nd sem. 2017

Increase the dissemination of job offers and the transparency of temporary and permanent recruitment at national and international level (systematic publication of offers on different sites: exchange platform of Inserm, Euraxess, embassies, multilingual information on the modalities recruitment, distribution of the list of Inserm laboratories and their managers, etc.).

Actors | HR, Marc CRESSANT

Status | Completed

C&C Principles | 12. Recruitment - 13. Recruitment (Code) - 15. Transparency (Code)

Indicators | Number of applicants / Number of views / Number of applicants from abroad

Some figures to highlight Inserm’s international appeal in the context of the annual CRCN competition (junior tenure researcher).

	Applications from foreign nationals	Recruited researchers as CRCN with a foreign nationality
2023	117 applicants (36%)	36%
2024	116 applicants (31%)	24%
2025	145 applicants (38,3%)	34%
2026	190 applicants (39,1%)	38%*

*(to be confirmed; awaiting responses from 5 researchers with a foreign nationality)

Information on all pathways to joining Inserm is available on Inserm Pro, covering both permanent positions, such as competitive recruitment for CRCN (junior researcher) or Research Director, and calls for proposals (e.g., Chairs Inserm, Protected Research Time-Medical Staff, ATIP-Avenir, etc.).

Recruitment opportunities have increased in recent years (see action 21).

Since November 2025, all fixed-term contracts are listed on the Softy platform and widely disseminated across various other platforms (Inserm Pro, LinkedIn, Indeed, Choisir le service public, APEC, France Travail). We have maintained our subscriptions with Nature Careers (see actions 19 and 20).

- ➡ Rapport social unique 2024:
<https://www.calameo.com/read/005154450e8b8185047b0>

Action 2 | 1st semester 2017

Improve the help given to researchers who are relocating to France from abroad:

- a. Give researchers more help with the administrative procedures that are required due to their relocation (welcome booklet and administrative documents translated in English, helps for getting visa, network of correspondents "mobility", etc.)*
- b. Facilitate access of researchers to housing*
- c. Improve the access of researchers to French training*
- d. Improve the awareness of unit directors to the obligations relative to the researchers' hosting*

C&C Principles | 12. Recruitment - 23. Research environment - 24. Working conditions

Actors | HR SAS, Sylvie BOULET

Indicators | Guide updated regularly / Housing: Number of beneficiaries / Number of applicant / Training: Number of beneficiaries

Status | Completed

(a) The mobility guide was updated in October 2025, both in French and English. It also includes a section dedicated to incoming mobility. An update of the part dedicated to social protection of the mobility guide is scheduled before the end of 2026. This will notably allow for the inclusion of new information regarding supplementary health coverage (transition to a mandatory group contract starting in May 2026) and life insurance policy (optional component).

➡ (FR) <https://pro.inserm.fr/wp-content/uploads/2020/08/Guide-Mobilite-Internationale-Inserm-2025.pdf>

➡ (EN) <https://pro.inserm.fr/wp-content/uploads/2020/08/International-mobility-at-Inserm-Guide-2025.pdf>

(b) The social action is composed of 16 social workers, including one especially dedicated to providing a specific support to foreign researchers. She helps them with the administrative procedures, but she also gives them information about housing, social protection, child care, etc. Some agreements have been signed with various partners to help researchers to find a place to live (e.g.: since January 2017, Inserm has signed an agreement with « Residhome Estudines ». They offer functional apartments and services to suit researchers' needs and are in big university towns and neighbourhoods with good public transportation networks. This measure is also proposed to foreign researchers hosted in Inserm laboratories. In 2023, this agreement has been renewed). To date, we cannot give a number of people who have benefited from these measures because the social workers do not only work for Inserm. In December 2023, an agreement was signed with Cautioneo. This service provider can act as a guarantor for rental leases, subject to certain conditions. In 2024, we signed a partnership with Science Accueil. It enables foreign scientists to access support and guidance regarding administrative matters. Each year, Science Accueil assists around fifty Inserm staff members.

➡ <https://www.cautioneo.com/>

➡ <https://www.science-accueil.org/en/>

(c) Inserm provides its staff (researchers and administrative staff) with free access to Projet Voltaire, an online platform for improving and brushing up on spelling and written expression skills. Non-French speakers can also improve their proficiency in French as a foreign language (FLE). It is also available for their children.

	Number of people who have followed the FLE programme
2022	65
2023	45
2024	23
2025	36
2026	already 14 member staff have followed the programme (June 2026)

➡ <https://pro.inserm.fr/un-acces-au-projet-voltaire-pour-les-agents-inserm-et-leurs-enfants>

(d) Awareness-raising initiatives regarding the support provided to international scientists were carried out at regional delegations as well as at Headquarters.

Action 3 (1.3.) | 2nd sem. 2024

Set up a working group to determine actions to implement for the future of young researchers at the end of their contracts.

C&C Principles | 23. Research environment - 24. Working conditions - 30. Access to career advice - 39. Access to research training and continuous development

Actors | HR Emilie TOURNEUR

Indicators | Number of trainees

Status | Completed - Extended | 2nd sem. 2024:
Homogenise regional practices (see. action n°67)

In 2013, the Institute established a "Charter for the recruitment and monitoring of fixed-term contract employees (CDD) of Inserm" whose principles are very similar to those expressed by the European Commission. It was developed in consultation with trade unions. It sets out a framework and reference principles to involve better and empower managers in managing the careers of their personnel: a systematic support of human resources poles, a clear display of the conditions and criteria of recruitment, a reminder of the principles defining the remuneration policy, a reinforced follow up during the contract, etc. This charter highlights all these priorities.

➡ <https://pro.inserm.fr/wp-content/uploads/2020/08/Charte-CDD-Nov22-V3.pdf>

At the end of 2022, this Charter has been updated. There is a dedicated part about the provided support at the end of the contract:

- ★ The line manager and the regional HR service have to inform the concerned party about the end of his/her contract and about the linked rights and obligations at least 2 months before the end of the contract.
- ★ The line manager has to organise the team activity in order to stimulate the job search of the contract worker. In this respect, s/he can benefit from special leave of absence.
- ★ Specific trainings are proposed to contract workers to help them building and pursuing their professional project as well as using the dedicated research job tools.
- ★ The line manager has to support the contract worker thinking about his/her future career and to guide him/her towards the appropriate person in this field, especially the management of the end of contract.

However, a significant issue arose at the regional level: many regions were struggling to get staff to sign up, forcing regional delegations to cancel training sessions. Some regions partnered with other public scientific and technical institutions (such as the CNRS), but even this approach proved unsuccessful.

By late 2024, a working group on "Professional Development", launched jointly by Headquarters and a regional office, was actively exploring ways to salvage these training initiatives and encourage staff participation.

June 2026: The working group is finalising the agenda and organisation for a new, multi-module training programme, scheduled for launch in early 2027.

This action could be linked to the action 67 as the objective, in the end, was to homogenise, even share, the practices between the regional offices.

Action 4 (2.1.) | 2nd sem. 2017

Inform researchers on the development of their careers:

- a. Improve and reorganise the site dedicated to the evaluation of researchers and structures (EVA website)*
- b. Improve and reorganise the site that provides human resources information and tools for career development (HR website)*

C&C Principles | 5. Contractual and legal obligations - 12. Recruitment - 23. Research environment - 24. Working conditions - 28. Career development - 30. Access to career advice - 39. Access to research training and continuous development

Actors | DISC Myriam BILLACOIS

Indicators | Number of views / Satisfaction survey

Status | Completed - Extended | 2nd sem. 2024: improvement of Inserm Pro in order to gather all the information in only one website

In March 2023, we still had three websites:

- ✦ HR website: 272 542 views
- ✦ EVA website: 542 329 views
- ✦ Inserm Pro website: 1 980 422 views

In June 2024, the EVA website (dedicated to the evaluation procedures) has been fully integrated to Inserm Pro. The heading "Careers" has been fully improved.

- ✦ Inserm Pro website: 2 192 314 views in 2024 / 2 445 588 views in 2025.

In 2026, the HR website remains active but only for the mobility section. Other sections have been integrated to Inserm Pro. Development work has been completed to integrate this feature into Inserm Pro, and it is currently being tested by the HR Director. Once validated, it will be transferred and the HR website will be closed (likely by the end of the year 2026).

Action 5 (2.2.) | 2nd sem. 2018

Strengthen the follow up process and optimise the evaluation of researchers throughout their careers:

- a. Establish a trades and skills observatory in order to determine what the Institute needs to do to improve the guidance given to researchers*
- b. Establish HR interviews at key moments of the researcher's career*
- c. Support researchers at the end of their career (knowledge transfer, mentoring, etc.)*
- d. Decrease the frequency of evaluation and review each case more thoroughly and in line with the assessment of the host lab to help the best the researchers*

C&C Principles | 11. Evaluation/appraisal systems - 24. Working conditions - 28. Career development - 30. Access to career advice

Actors | HR & DESP Observatoire & Jeanne-Marie BALAVOINE

Indicators | Number of interviews / Documentation

Status | Completed

(a) The Career Observatory was established in late 2016. Its mission is to provide quantitative and qualitative insights to address specific requests from the Institute's decision-makers and support decision-making, while also conducting in-depth work to refine certain systems, particularly those initiated in response to regulatory changes.

For instance, it investigates high-demand jobs to inform our recruitment attractiveness strategy and conducts gender-focused analyses to better understand, and correct, biases, or, ideally, to proactively address issues regarding equality and career progression.

(b, c & d) HR interviews at key career stages: mobility, post-evaluation support, and support for researchers nearing the end of their careers (at their request).

- ✦ **Individual mobility:** 95 HR interviews in November 2025
- ✦ **HR interviews at the end of their careers** (aged 55 and over, upon request): around 50 HR interviews are realised each year. Objectives:
 - to discuss how they envision their final years of active service, the handover of their projects (knowledge, thematic transfer), and the completion of student supervision;
 - to provide information, where applicable, on mechanisms for continuing activity beyond the age limit, as well as the procedures and points of contact for preparing for retirement and, for Research Directors, continuing in an emeritus capacity.

Regarding the end-of-career support, in 2024, a booklet was developed by a dedicated working group for Regional Delegation HR managers; it is designed to help them assist staff members, both technical/administrative personnel and researchers, during the final stage of their careers and with the retirement process.

Action 59 may also be relevant here, as the booklet raised the idea of better acknowledging retirees through letters sent by the Regional Delegations.

✦ Researcher evaluation

Researchers undergo a full evaluation every five years, with a less intensive assessment taking place at the midpoint (two and a half years). Two reviewers are appointed for each researcher. They examine the evaluation file, and one of them arranges a telephone interview with the researcher. This interview provides an opportunity to explore aspects of the file in greater depth and address specific questions before the file is assessed by the committee.

	Number of researchers with the telephone interview
2023	370
2024	523 (it was their 5-year evaluation with the mandatory telephone interview)
2025	211 (5-year evaluation) - 395 (mid-term evaluation)

✦ HR support for researchers | Meetings with HR project officers and committee chairs

Once a specialised scientific committee issues a recommendation for support, an HR and scientific follow-up process is initiated. Within the HR Department, three project officers coordinate this follow-up and support the researchers involved, working in conjunction with project officers from the Department of Scientific Evaluation.

In addition to these support recommendations and the resulting meetings, HR development officers in regional delegations also provide support to researchers, though these interactions are not tracked in our statistics.

	Number of researchers with a follow-up
2023	13
2024	18
2025	27

Action 6 (2.3.) | 1st sem. 2017*Value international experience in scientific careers:*

- a. *Provide researchers with the tools needed to develop international research collaborations (information guide, language support, network of correspondents "mobility", etc.)*
- b. *Giving a role of "Inserm ambassadors" to Inserm permanent researchers working abroad*

C&C Principles | 22. *Recognition of the profession* - 24. *Working conditions* - 28. *Career development* - 30. *Access to career advice*

Actors | HR & DPRE SAS, Camille BISSENGER

Indicators | *Guides and tools / Number of scientific experts (Inserm Abroad network) / Outcomes*

Status | *Completed*

(a) The mobility guide was updated in October 2025, both in French and English. It also includes a section dedicated to incoming mobility.

➡ (FR) <https://pro.inserm.fr/wp-content/uploads/2020/08/Guide-Mobilite-Internationale-Inserm-2025.pdf>

➡ (EN) <https://pro.inserm.fr/wp-content/uploads/2020/08/International-mobility-at-Inserm-Guide-2025.pdf>

Two training courses on European projects have been created and implemented in 2025 by the European team of the Headquarters (see action 63). If the European referees' network exists since 2018, in 2022, the network of successful applicants of European projects has been launched.

(b) Officially launched in October 2024, during the institutional event at Washington for the 60th anniversary of the Institute, the Inserm Abroad Scientific Network aligns with Inserm's policy of enhancing its attractiveness and global influence. Its objective is to build a network of experts comprising Inserm researchers (or those with ties to Inserm) who are working internationally at prestigious research institutions, and to foster a forward-looking perspective on contemporary post-pandemic global health research challenges. Those scientific experts have a 2-year mandate.

✦ **Objectives**

- Promote Inserm's excellence and serve as a conduit for strategic information, research opportunities, and funding sources, whether from Inserm or the host country, thereby better aligning Inserm's strategic priorities with those of international partners, and connecting local initiatives with national programs led by Inserm;
- Identify key international contacts and strengthen partnerships on the ground;
- Maintain active ties with the Inserm alumni community and facilitate their involvement in collaborative projects.

✦ **Composition of the Inserm Abroad network**

In 2025, there are 9 scientific experts (6 with a mandate from January 2025 to December 2026 and 3 with a mandate from July 2025 to June 2027).

✦ **Meetings**

- October 2025: second annual meeting in Paris
- The third annual meeting will take place in Tokyo in October 2026. It will coincide with the opening of the new Inserm office in Japan on October 2 and the STS Forum (October 4, 5, and 6), which the CEO of Inserm will attend.

✦ **First outcomes**

Signing of a joint lab with Laval University (Canada) and three other agreements will be signed. Others are foreseen but it is not public yet.

✦ **Next objective**

To have "Inserm Abroad" representatives in Latin America and Africa (Senegal, Côte d'Ivoire, Kenya), and potentially Southeast Asia, with the goal of reaching 15 representatives within three years (10 by the end of this year).

Action 7 (2.4.) | 1st sem. 2017

Broaden the assistance loan for those either relocating within France or those moving to France from abroad.

C&C Principles | 24. Working conditions

Actors | HR SAS

Indicators | Evolution of the number of beneficiaries

Status | Completed - Extended | 2nd sem. 2024:
agreement with a French bank to help foreign researchers to open a bank account

Since the implementation of this assistance loan, there were more than 60 beneficiaries.

In 2023, an agreement has been signed with a French bank (BNP Paribas) to help foreign researchers hosted in Inserm units and based in Ile-de-France (Paris region) to open a bank account.

In 2025, the partnership with BNP Paribas has been extended across France.

Moreover, in June 2025, the range of qualifying reasons for this loan, linked to key life events, has been expanded, and it is available to foreign researchers. In addition to the existing relocation loan, this loan helps cover costs associated with major personal events:

- ✦ Marriage or civil partnership (PACS)
- ✦ Birth or adoption of a child
- ✦ Divorce
- ✦ Death of a loved one
- ✦ A child's education or adult training (excluding costs covered by the CPF, employer, etc.)
- ✦ Medical expenses with unreimbursed out-of-pocket costs

13 staff members benefited from these loans in 2025.

Action 8 (2.5.) | 2nd sem. 2019

Train and sensitise those concerned with issues of scientific integrity

Actors | HR Emilie TOURNEUR

Status | Completed

C&C Principles | 2. Ethical principles - 3. Professional responsibility - 4. Professional attitude - 7. Good practice in research - 23. Research environment - 30. Access to career advice - 38. Continuing Professional Development

Indicators | Number of participants

Between 2019 and 2022, researchers have been trained to optimise their research practices with respect of scientific integrity.

	Number of trainees
2019	9
2020	10
2022	12

Then, there was no on-site training but, in 2025, e-learning courses on integrity and best practices for signing have been implemented.

	Integrity	Best practices for signing
2025	132	279
2026	already 25 trainees	Already 69 trainees

Action 9 (3.1.) | 1st sem. 2018

Implement the National Commission of Psychosocial Risk Prevention in charge of proposing and evaluating prevention policies and training members of the relevant committees to psychosocial risks.

Actors | HR Béatrice BIE, Barbara DUFEU, Alexis LEBON

Status | Completed

C&C Principles | 23. Research environment - 24. Working conditions - 38. Continuing Professional Development

Indicators | Number of trainees

Trainings have been implemented about psychosocial risks. It has been extended to gender-based and sexual violence.

- ✦ January-February 2021: 6 sessions of one day for all the watch units about psychosocial risk | 38 trainees
- ✦ January-February-March 2022: 4 sessions of one day for all watch units (one per regional office) about gender-based and sexual violence | 48 trainees

Following the departure of the National Prevention Coordination Advisor in August 2023, a successor took up the role in October 2023.

In January 2024, the National Commission for the Prevention of Psychosocial Risks was reactivated, featuring a presentation of a dedicated multi-year plan expanded to include quality of life and working conditions.

The National Commission subsequently developed and approved the 2024-2026 national psychosocial risk (PSR) prevention plan. It was briefed on the revision of the CARA-PSR questionnaire (Collection, analysis, and automated transcription of psychosocial risks questionnaire), realised by the risk prevention coordination service, which was administered from September 15 to October 30. The questionnaire now incorporates workplace violence and hostile behaviours (internal and external violence, harassment, sexist and sexual conduct, and discrimination).

The revised CARA-PSR questionnaire was administered in Q3 2025. Between September 15 and October 31, 2025, the national PSR assessment campaign gathered 9,175 answers via CARA-PSR. The national results were presented to the National Commission for PSR Prevention (Q4 2025), the F3SCT [national group dedicated to occupational health and safety and working conditions] (Q1 2026), and at the HR managers' meeting (Q1 2026). These results are informing the work conducted in conjunction with the F3SCT to co-construct a new three-year PSR prevention plan for 2026–2029.

➡ CARA-PSR questionnaire: <https://prevention.inserm.fr/cara-rps/>

June 2026: the new 2026-2029 national prevention plan is currently awaiting approval. A psychosocial risk prevention plan will be added to the 2026-2029 PAPRIPACT in September 2026.

Action 10 (3.2.) | 1st sem. 2018

Strengthen action and increase the visibility of the monitoring groups responsible for preventing and managing individual or collective situations of discomfort at work.

Actors | HR Béatrice BIE, Barbara DUFEU, Alexis LEBON

Status | Completed - Extended | 2nd sem. 2024: working group to review the objective of the watch units

C&C Principles | 23. Research environment - 24. Working conditions

Indicators | Number of letters and views

There is a dedicated webpage for all the tools for preventing and managing individual or collective situations of discomfort at work.

➞ <https://pro.inserm.fr/rubriques/linstitut/devoirs-et-protection-des-personnels/protection-et-accompagnement/dispositifs-de-soutien-et-de-saisine>

Between 2024 and 2025, the working group dedicated to raising the visibility of workplace monitoring units (*cellules de veille* - CVS) drafted documents and created new tools:

- ✦ **Drafting of key documents:** a new CVS brochure, a CVS meeting minutes template, and specifications for member training (Regional Directors, HR Managers, Occupational Physicians, Social Workers, and Prevention Advisors/Occupational Psychologists specialising in psychosocial risks).
- ✦ **Creation of tools:** a summary chart of the various mechanisms that can be activated in the event of workplace difficulties; an advisory sheet for managers on conflict resolution; and an advisory sheet for staff facing workplace difficulties. These tools (chart and sheets) have been approved but have not yet been distributed.

Action 11 (4.1.) | 1st sem. 2023*Educate and inform researchers on gender issues:*

- a.** *Inform on the inventory*
- b.** *Inform on national and international actions.*

C&C Principles | 27. Gender balance**Actors |** HR Laëtitia LE BALC'H**Indicators |** Number of letters and views**Status |** Reviewed (see action 13)**March 2023:** Gender Equality Section of Inserm Pro (1082 views)

Actions foreseen in the previous action plan for the section "Gender Equality" have been revised since the adoption of the Gender Equality Plans 2021-2023 and 2024-2026. That is why they have been changed for new actions, but which are linked to the previous one for some of them.

This one has been reviewed and linked to the action 13 "Create a portal "Gender equality" at Inserm"

There is a dedicated webpage for Gender Equality.

- ➞ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/parite-et-egalite-professionnelle-a-l-inserm>

Concerning the inventory, an annual comparative, man-women status report will be realised, available on Inserm Pro for a wide diffusion. It will present the key indicators of the professional equality and follow the evolution.

- ➞ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/la-parite-et-egalite-en-chiffres>

Concerning national and international actions, the implementation of the actions from the Plan is presented on Inserm Pro gradually. At international level, we can only indicate that international researchers who are working on this issue participate to the awareness conferences organised by national equality units.

- ➞ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/plan-pour-egalite-professionnelle-femmes-hommes-de-linserm>

Action 12 (4.2.) | 1st sem. 2023*Educate and inform researchers on gender research:*

- a. Inform about seminars on gender research*
- b. Inform about calls for monitoring gender studies.*

C&C Principles | 23. Research environment - 27. Gender balance**Actors** | HR Laëtitia LE BALC'H**Indicators** | Number of letters and views**Status** | Reviewed (see action 13

Again, actions foreseen in the previous action plan for the section "Gender Equality" have been revised since the adoption of the Gender Equality Plans 2021-2023 and 2024-2026. That is why they have been changed for new actions, but which are linked to the previous one for some of them.

This one has been reviewed and extended to the action 13 "Create a portal "Gender equality" at Inserm"

Action 13 (4.3.) | 1st sem. 2023*Create a portal "Gender equality" at Inserm***C&C Principles** | 23. *Research environment - 27. Gender balance***Actors** | HR Laëtitia LE BALC'H**Indicators** | *Number of views***Status** | *Completed*

On Inserm Pro, there is a dedicated subsection to gender equality in the section [L'Institut].

There are different pages dedicated to the topic:

- ✦ a webpage that gives an overview of the Gender Equality Plan with a link toward the Plan, the letters of commitment of our Vice-CEOs, the network and the communication tool with various documents to print or to send to remind the principles of the Institute policy on this topic
- ➡ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/parite-et-egalite-professionnelle-a-l-inserm>
- ✦ a webpage with key figures
- ➡ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/la-parite-et-egalite-en-chiffres>
- ✦ a webpage with the 2024-2026 Plan (second plan, the first was from 2021 to 2023)
- ➡ <https://pro.inserm.fr/rubriques/linstitut/parite-et-egalite-professionnelle/parite-et-egalite/plan-pour-egalite-professionnelle-femmes-hommes-de-linserm>

	Gender Equality section on Inserm Pro Number of views
2023	1 082
2024	3 609
2025	2 771

Action 14 (4.4.) | 1st sem. 2023

Establish mentoring programs for women, especially young women researchers

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 22. Recognition of the profession - 23. Research environment - 24. Working conditions - 27. Gender balance - 30. Access to career advice - 40. Supervision

Indicators | Number of researchers mentored / Number of mentors

Additional information about the title (it is impossible to change it): Establish mentoring programs for women, especially young women researchers.

In October 2025, Inserm has launched a personalised professional support initiative designed for female researchers, whether tenured staff or post-doctoral fellows. It aims to support their career progression within a professional environment where they face greater obstacles.

The Inserm program draws on the model developed by the Femmes & Sciences association, which guides and supports female doctoral students as they pursue their professional commitment to science.

This program supports the implementation of the European Charter for Researchers and the HRS4R label by fostering individualised career development support for researchers and contributes to the goals of Inserm's Professional Equality Action Plan:

- ✦ Encouraging more young female researchers to pursue an academic career;
- ✦ Supporting women's career progression toward research leadership roles.

The mentoring program launched its first year in 2026. It is managed by a steering committee, and 20 female researchers are currently participating.

The long-term goal is to expand the program nationwide and open it to male researchers.

This mentoring program for women is part of a much broader mentoring initiative covering all researchers (see action 57).

➞ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/formation/mentorat-inserm>

Action 15 (4.5.) | 1st sem. 2022

Train Unit Directors and members of committees to gender issues

Actors | HR Laëtitia LE BALC'H

Status | Reviewed (see actions 39, 40 & 41)

C&C Principles | 10. Non-discrimination - 17. Variations in the chronological order of CVs (Code) - 23. Research environment - 27. Gender balance- 38. Continuing Professional Development

Indicators | Number of participants

This action has been updated with the adoption of the Gender Equality Plans 2021-2023 and 2024-2026. See actions 39, 40 and 41.

Action 16 (4.6.) | 2nd sem. 2019

Strengthen information on the services offered to better reconcile family and professional life (help with childcare in different situations such as conferences, etc.).

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 10. Non-discrimination - 23. Research environment - 24. Working conditions - 27. Gender balance

Indicators | Guide

In September 2019, the home office has been implemented at Inserm. According to the work activity, researchers can have from 1 to 3 days per week. Detailed information are available on Inserm Pro but the staff must log in before to have access to this information.

In March 2022, a Time Charter has been adopted with the objective to better organise their work and reconcile better family and professional life. It is available on Inserm Pro.

➞ <https://pro.inserm.fr/jinvite-tous-les-personnels-a-se-saisir-de-la-charte-du-temps-a-letudier-et-a-en-debattre-collectivement>

In October 2022, a Guide for parenthood is available on Inserm Pro. It has been promoted through letters (National and regional HR letters, letter from the communication department), the Equality Network and a specific communication for Human Resources Manager in Regional office.

It should be noticed that this guide has been developed by a regional office at the beginning (Région Occitanie Pyrénées). It was so useful that it has been deployed all over the territory to become a national tool.

➞ <https://pro.inserm.fr/wp-content/uploads/2022/10/Guide-parentalite-MAJ0626.pdf>

Since 2023, a section dedicated to parenthood has been added to Inserm Pro. It gathers useful contacts and information about several parental cases (pregnancy, adoption, etc.).

➞ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/carriere/progression-et-evolution/parentalite>

Partnerships to secure daycare places were also signed (see action 29).

Action 17 (5.1.) | 1st sem. 2017

Develop recruitment of disabled researchers conducting awareness and communication actions with different audiences (disabled, doctoral schools, universities, etc.) on the trades of Inserm, as it is done for technicians and engineers, and create a pool of scientific candidates.

C&C Principles | 10. Non-discrimination - 12. Recruitment - 23. Research environment - 24. Working conditions

Actors | HR Christelle RICHE

Indicators | Number of sessions / Number of views / Number of flyers sent

Status | Completed

Each year, 5 to 6 communication and awareness sessions are organised during recruitment fairs.

In 2023, Inserm participated in the "Job dating Ville de Paris" job fair (May) and the "Paris pour l'emploi" job fair (November).

In 2024, a page outlining the role and the contacts of Disability issues referees has been added to Inserm Pro.

- ➞ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/handicap/un-accompagnement-adapte>

In 2024, the new "Recruitment for People with Disabilities" section within the "Join Us" area received 4,466 views.

In addition to announcements regarding recruitment opportunities for people with disabilities, several news items have been published in 2024:

- ➞ <https://pro.inserm.fr/comprendre-le-handicap-au-travail> (313 views)
- ➞ <https://pro.inserm.fr/duoday-2024-le-21-novembre-mobilisez-vous-pour-lemploi-des-personnes-en-situation-de-handicap> (554 views)
- ➞ <https://pro.inserm.fr/troubles-du-neurodeveloppement-favoriser-lintegration-professionnelle-des-troubles-dys-et-tdah> (994 views).

In 2025, we participated in the "Choisir le service public" fair on May 27 and the "Paris pour l'emploi" job fair on November 6 and 7 (recording 550 unique scans of the QR code displayed at the fair over the two days).

In March 2025, the web pages concerning disability in the workplace were redesigned. They are now more visible and integrated into various sections of the Inserm Pro website:

- ✦ "The Institute" section, "Disability" heading (823 views in 2025):
 - ➞ A proactive disability policy: <https://pro.inserm.fr/rubriques/linstitut/politique-handicap/une-politique-handicap-volontariste>
 - ➞ 2023–2025 Disability Plan: <https://pro.inserm.fr/rubriques/linstitut/politique-handicap/plan-handicap>
 - ➞ Our digital accessibility approach: <https://pro.inserm.fr/rubriques/linstitut/politique-handicap/accessibilite-numerique>

✦ "Join Us" section, "Disability Recruitment" heading (12 860 views in 2025):

- ➞ Recruitment pathways: <https://pro.inserm.fr/rubriques/nous-rejoindre/recrutement-handicap/les-voies-de-recrutement>
- ➞ Engineer and technical staff contracts: <https://pro.inserm.fr/rubriques/nous-rejoindre/recrutement-handicap/contrats-pour-les-ingenieurs-et-techniciens-en-situation-de-handicap>
- ➞ Researcher contracts: <https://pro.inserm.fr/rubriques/nous-rejoindre/recrutement-handicap/contrats-pour-les-chercheurs-en-situation-de-handicap>
- ➞ Secondment-Promotion: <https://pro.inserm.fr/rubriques/nous-rejoindre/recrutement-handicap/detachement-a-linserm-dans-un-corps-superieur>

✦ "Human Resources" section – "Disability" heading (1370 views in 2025):

- ➞ Getting your disability recognised: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/handicap/faire-reconnaitre-son-handicap>
- ➞ Disability services and benefits: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/handicap/prestation-handicap>
- ➞ Tailored support: <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/handicap/un-accompagnement-adapte>

Depending on the topics mentioned, users are directed to various sites or tools:

- ✦ www.caesinserm.fr for specific disability-related assistance offered by the Social Action and Mutual Aid Committee
- ✦ Information about disability-related e-learning training and the RQTH diagnostic tool.

In addition to the announcement regarding the opening of recruitment for individuals with disabilities on September 25, 2025, several news items were published in 2025:

- ➞ 21/03/2025: <https://pro.inserm.fr/comprendre-le-handicap-au-travail>
- ➞ 27/03/2025: <https://pro.inserm.fr/rejoindre-linserm-en-cdd-handicap-un-tremplin-vers-la-titularisation>
- ➞ 05/05/2025 : Enquête handicap au travail : <https://r.externe.inserm.fr/mk/mr/sh/1t6AVsd2XFnlGK91tAnlHuN6jGXtSv/EMaoDZde3c9e>
- ➞ 18/06/2025 : <https://pro.inserm.fr/sinscrire-aux-formations-pour-un-recrutement-et-un-management-inclusif>
- ➞ 03/07/2025 : <https://pro.inserm.fr/duoday-2025-le-20-novembre-mobilisez-vous-pour-lemploi-des-personnes-en-situation-de-handicap>
- ➞ 15/07/2025: <https://pro.inserm.fr/rubriques/nous-rejoindre/recrutement-handicap/detachement-a-linserm-dans-un-corps-superieur>
- ➞ 06/11/2025: <https://pro.inserm.fr/experimenter-le-handicap-visuel-et-agir-pour-des-achats-inclusifs>
- ➞ 13/11/2025 : <https://pro.inserm.fr/travailler-ensemble-notre-regard-sur-le-handicap-au-travail>

Action 18 (5.2.) | 1st sem. 2017

<i>Open positions for disabled researchers</i>	C&C Principles 10. Non-discrimination - 12. Recruitment - 13. Recruitment (Code) - 15. Transparency (Code) - 16. Judging merit (Code) - 17. Variations in the chronological order of CVs (Code) - 19. Recognition of qualifications (Code)
Actors HR Christelle RICHE	Indicators Number of positions / Number of applicants
Status Completed	Each year: around 10 applicants / 2 recruitments

An article is published for each campaign on Inserm Pro. Below, the evolution of the recruitment campaigns.

	Applicants	Number of applicants selected for recruitment
2023	13	2 applicants have been selected for recruitment
2024	16	2 applicants have been selected for recruitment
2025	20	2 applicants have been selected for recruitment
2026	23	<i>Ongoing process but there are again two vacancies</i>

In 2027, three vacancies will be opened.

Below, the evolution of the recruitment campaign visibility.

	Views
2023	1 400
2024	1 314
2025	5 999
2026	Figures will be available later

Action 19 (1.4.) | 2nd sem. 2024*Get a software to handle job offers and spread it more widely***C&C Principles | 12. Recruitment****Actors |** HR Juliette WAYMEL**Indicators |** Number of jobs published / Number of applicants**Status |** Completed

Since November 2025, all fixed-term (CDD) and permanent (CDI) contract vacancies, as well as internship and apprenticeship opportunities, have been published on the "Job Offers" page of Inserm Pro.

This has been made possible by revising and adapting the existing Softy software. Today, the Softy solution enables us to manage our recruitment processes from start to finish, both at the national level and within regional delegations, including tracking job posting activity, sending emails to candidates, accessing CV databases by delegation, generating statistics, monitoring application sources, and more.

The Softy Inserm platform also allows us to simultaneously post vacancies on Inserm Pro (via an API system) and on major job boards: our Inserm LinkedIn and Indeed pages, the "Choisir le service public" portal, as well as the Apec and the France Travail websites.

Regarding post-doctoral positions: delegations and laboratories also continue to publish their vacancies via Euraxess and Nature Careers (for which we hold an unlimited national subscription).

Softy software Key figures from November 1, 2025, to June 20, 2026	
Vacancies published	586
Applications received for job postings	32 539
Spontaneous applications (submitted via Inserm Pro or the Softy site)	2 127

- ➔ <https://inserm.softy.pro/offers>
- ➔ <https://pro.inserm.fr/rubriques/nous-rejoindre/offres-demploi>
- ➔ <https://www.linkedin.com/company/inserm/jobs/>
- ➔ <https://fr.indeed.com/cmp/Inserm?campaignid=mobvjcmp&from=mobviewjob&tk=1jrv35gbu2b2f000&fromjk=7ac58a9b6e4ba32e>
- ➔ <https://choisirleservicepublic.gouv.fr/employeurs/inserm/>

Action 20 (1.5.) | 2nd sem. 2024

Spread more widely the job offers with a professional LinkedIn webpage

C&C Principles | 12. Recruitment

Actors | HR Juliette WAYMEL

Indicators | Number of jobs published /
Number of applicants / Number of followers

Status | Completed

With the new version of the Softy software (November 2025), all contract job offers can be published on Inserm's LinkedIn page.

➞ <https://www.linkedin.com/company/inserm/jobs/>

Action 21 (1.8.) | (a) 1st sem. 2022 (b) 2nd sem. 2022*Increase the number of recruitment possibilities:*

- a.** for researchers
- b.** for research directors

C&C Principles | 12. Recruitment**Actors | HR & DISC Marc CRESSANT****Indicators | Number of recruited researchers / Number of applicants****Status | Completed**

Evolution of researcher recruitment opportunities over the years.

	2022	2023	2024	2025	2026
Total number of positions open for researcher recruitment, including	107	117	117	117	107
Research scientists (CRCN) positions	67 (Vs. 60 in 2021)	67	67	67	58
Research directors' positions (DR2)	40 (Vs. 33 in 2021) + 4 ¹	50 + 4	50 + 4	50 + 4	45 + 4
Number of applicants	559	525	578	595	687
Number of appointed applicants ²	111	121	121	121	<i>Not available yet</i>

Figures in 2026 can be explained by the French economic situation (see the question “*Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)*”).

¹ This figure stands for the positions reserved for non-Inserm researchers (“external” applicants)

² Those figures account for recruitment from the reserve list.

Action 22 (1.9.) | 2nd sem. 2022

Implement a new financial compensation scheme for researchers to improve their remuneration

Actors | HR Lucile OLSEN

Status | Completed

C&C Principles | 12. Recruitment - 22. Recognition of the profession - 24. Working conditions - 26. Funding and salaries - 27 Gender balance

Indicators | Number of beneficiaries / Number of "Part 2" beneficiaries / Number of "Part 3 beneficiaries"

The "RIPEC" is the compensation scheme for university lecturer-researchers and researchers implemented in 2022. The RIPEC consists of two allowances and one bonus:

- ✦ a rank-based allowance (RIPEC 1). It is defined by the Minister and cannot be changed. It is given to all researchers.
- ✦ an allowance linked to the performance of specific duties and responsibilities or the execution of a temporary mission (RIPEC 2). It is allocated according to a predefined grid, according to the profession (estimated percentage of beneficiaries: 25% + non Inserm beneficiaries if they are eligible)
- ✦ an individual bonus based on the quality of activities and professional commitment (RIPEC 3). It is allocated on individual request and according to the following criteria: scientific activities, pedagogical activities, and tasks of general interest.

Evolution of the beneficiaries over the years.

	RIPEC C1	RIPEC C2	RIPEC C3
2023	2 305 recipients (47% women)	227 recipients 168 funded by State credits and 59 by own resources (35% women)	197 researchers received a RIPEC C3 bonus under the 2023 campaign (48% women)
2024	2 246 recipients (46% women)	318 recipients 250 funded by State credits and 68 by own resources (34% women)	183 researchers received a RIPEC C3 bonus under the 2024 campaign (46% women)

- ➞ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/remuneration-principale/primes-et-indemnites/principales-primes-et-indemnites>
- ➞ <https://pro.inserm.fr/tout-savoir-sur-la-prime-ripec-c3>

Action 23 (1.10.) | 1st sem. 2022

Implement an annual new way of recruitment to become Research Director (Junior Professor Chair)

Actors | HR Marc CRESSANT

Status | *Completed*

C&C Principles | 12. Recruitment - 23. Research environment - 25. Stability and permanence of employment

Indicators | Number of researchers recruited as Junior Professor Chairs (JPC) / Number of JPC who became Research Directors

Introduced in 2022, this kind of way of recruitment can last from 3 to 6 years and allow the beneficiaries to directly become Research Directors (after evaluation). To date, it is too soon to tell if they will be recruited as Research Directors.

Evolution of this new way of recruitment, introduced in 2022, over the years.

	Number of chairs offered	Number of chairs filled
2022	12	10
2023	18	13
2024	16	10
2025	13	9
2026	13	<i>Not available yet</i>

In April 2026, the French ministry of higher education, research and space (MESRE) has decided to include recruitment resulting from CPJs within the employment cap. This will inevitably constrain recruitment opportunities via standard competitive examinations. Recruiting Research Directors (DRs) via CPJs is equivalent to 14 standard competitive recruitment positions for DRs over the next five years.

Some universities have decided to forgo implementing CPJs entirely this year. The CNRS has not yet announced its position. Inserm has launched the 2026 CPJ campaign without waiting for the publication of the interministerial order, which is still pending as of today (June 29).

Action 24 (1.11.) | 2nd sem. 2023

Attract hospital practitioners in our laboratories in order to get their particular expertise in research projects

Actors | HR Marc CRESSANT

Status | Completed

C&C Principles | 12. Recruitment - 23. Research environment - 26. Funding and salaries

Indicators | Number of recruited hospital practitioners

We already have some programmes that allow us to **create bridges between medical staff and research**:

- ✦ “*contrats d’interface*” (2022 and 2023: 12 contracts). This kind of contract is dedicated to clinicians (hospital practitioner, University Professor and hospital practitioner, Lecturer and hospital practitioner). It allows them to make some time for research; Inserm compensates the clinical time with a top-up allowance (40 000 € per year and per contract given to the hospital). Some of them became Inserm unit directors.
- ✦ “*contrats d’accueil*” (2023: 24 contracts). This kind of contract funds thesis for interns, ex interns or clinic directors (doctors, chemists).
- ✦ “*School of Inserm Liliane Bettencourt*” (20 PhD Students per year). Finally, this one allows students to interrupt their medical training to realise a thesis. There is a partnership with the Foundation Liliane Bettencourt for a financial support and scientific activities
- ✦ “*CCA Inserm Bettencourt*” (4 contracts per year, around 10 applicants per year, contract between 2 and 4 years). This kind of contract is dedicated to young medical staff who have finished their medical training and have defended their thesis, both for less than two years. During their “*clinicat*” (facultative period for a medical staff after his/her internship to complete his/her training, especially in specific specialism), they still would like to dedicate time to research. Each successful applicant will receive an allocation of 45 000€/year for research expenses.

The objectives of this new kind of contract (“Temps Protégé Recherche - Personnel Médicaux”), which is similar to the “*contrats d’interface*”, are to complete the salary of the recruited hospital practitioners (+30%) and to recruit them on identified and strategic topics for the Institute. The cost of this salary increase is shared between the hospital and Inserm.

Since the implementation of this new type of contract, three contracts have started (two in 2023 and one in 2026).

Action 25 (2.6.) | 1st sem. 2023

Train all newly recruited researchers, who will be required to supervise a group (team, unit), to the main concepts of management (e-learning).

Actors | HR Emilie TOURNEUR

Status | In progress

C&C Principles | 23. Research environment - 24. Working conditions - 37. Supervision and managerial duties - 38. Continuing Professional Development

Indicators | Number of trainees

The implementation of the management training track, which will specifically cover all new recruited people wishing to undergo training, including researchers is imminent.

Two comprehensive training modules are being offered to all staff, accompanied by a reflective workbook that will accompany the learner during in-person sessions; this allows them to develop the skills they identify as necessary and to track their progress throughout the programme.

The figures will be available in 2027.

Action 26 (2.10.) | 2nd sem. 2024

Implement a working group to add the information available on the website dedicated to the evaluation of researchers (EVA website) in Inserm Pro

C&C Principles | 11. Evaluation/appraisal systems - 28. Career development

Actors | DISC Myriam BILLACOIS

Indicators | All the information in one website (Inserm Pro)

Status | Completed

The idea is to gather all the information in only one website.

Since June 2024, all the content from the EVA website has been distributed among several sections of the Inserm Pro website: the "Join us" section, the HR section and a new section called "Calls for projects".

Action 27 (2.11.) | 1st sem. 2022

Give the opportunity to researchers to express annually their training needs through an online platform (EVA website)

Actors | Sophie BAGDAD

Status | Completed

C&C Principles | 11. Evaluation/appraisal systems - 23. Research environment - 28. Career development - 38. Continuing Professional Development - 39. Access to research training and continuous development

Indicators | Number of training needs expressed

The opportunity for the researchers to express annually their training needs through EVA is possible since 2022. But in Spring 2022, we only received 37 feedback.

Therefore, in 2023, a bigger communication campaign has been realised, and an email has been sent to each researcher. This email explains the procedure and why they have the possibility to express their training needs.

Number of researchers' feedback	
2022	37
2023	200
2024	142
2025	252
2026	266

Action 28 (3.3.) | 2nd sem. 2024

Recognise the status of family caregivers to better reconcile professional and personal life

C&C Principles | 24. Working conditions - 27. Gender balance

Actors | HR SAS

Indicators | Number of recognised status

Status | Completed

The concept of a "caregiver" is defined by regulation. Inserm is committed to supporting the individuals concerned by helping them identify available resources and relevant points of contact.

In 2024, the work of legal and social work staff within the Social Affairs Service has led to the creation of a webpage dedicated entirely to our staff members who are caregivers.

➞ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/action-sociale/prestations-famille/proches-aidants>

In November 2024, a Caregivers' Day was organized.

➞ <https://pro.inserm.fr/journee-en-faveur-des-proches-aidants>

In June 2025, the initiative was renewed in partnership with the Paris North Regional Delegation.

Among the existing mechanisms to support caregivers, there is the leave donation scheme. Public sector employees may benefit from additional rest days. These correspond to leave days that Inserm staff members have given up anonymously and without compensation.

✦ **Leave donation scheme in 2025**

- Days donated (deducted from the donor employee's balance): 436 days (compared to 716 days in 2024)
- Days received (added to the recipient employee's balance): 540 days (compared to 308 days in 2024)

Between 2026 and 2027, CESU vouchers for caregivers are expected to be introduced as part of the renewal of the CESU contract.

Action 29 (3.4.) | 1st sem. 2022*Implement a partnership with the Ministry to get places in childcare centre***C&C Principles** | 24. Working conditions - 27. Gender balance**Actors** | HR SAS**Indicators** | Number of researchers who have benefited from this partnership**Status** | Completed

The partnership with the SRIAS (Regional Interministerial Social Action Section) was finalised in late 2022, and the first call for applications was launched in 2023. Researchers, as well as all Inserm staff, are eligible to apply for a nursery place; registration on the platform is the only requirement. Some SRIAS branches also offer CESU childcare vouchers (availability depends on the regional delegation).

In April 2024, an agreement was signed with the 15-20 Hospital, securing two additional nursery places.

In March 2025, a new partnership was signed with Babilou for 10 nursery places.

The spring 2026 campaign covered 12 permanent places at Babilou, in addition to the 2 places at the 15-20 Hospital (Paris).

Action 30 (3.5.) | 2nd sem. 2024

Implement a partnership with university campus to help researchers to find a place to live

C&C Principles | 24. Working conditions

Actors | HR SAS

Indicators | *Number of researchers who have benefited from this partnership*

Status | Completed

Since January 2017, Inserm has signed an agreement with « [Residhome Estudines](https://www.estudines.com/) ». They offer functional apartments and services to suit researchers' needs and are located in big university towns and neighbourhoods with good public transportation networks. This measure is also proposed to foreign researchers hosted in Inserm laboratories. Finally, Les Estudines does not require a guarantor to provide access to temporary accommodation.

A partnership with Studélites (a network of 46 residences in France, located in more than 20 student cities and urban areas) was signed in the first half of 2025. It covers accommodation across all Studélites residences in France, with application fees waived.

As of 2026, the partnerships with Studélites and Les Estudines remain active.

- ➞ <https://www.estudines.com/>
- ➞ https://www.studelites.com/fr?utm_source=google&utm_medium=cpc&utm_campaign=Studelites_PerfMax&qad_source=1

Action 31 (3.14.) | 2nd sem. 2024

Set a working group up to improve management practices by taking the psychosocial risks into account

Actors | HR Béatrice BIE, Barbara DUFEU & Alexis LEBON

Status | Completed

C&C Principles | 7. Good practice in research - 24. Working conditions

Indicators | Number of improved management practices

A working group has been set up including skills in HR, safety and health, and involving representatives of unit and research team managers. The objectives are:

- ✦ to better characterise management activities in research;
- ✦ to identify improvements measures to be undertake.
- ✦ **Results of the working group**
 - The working group has revised CARA-PSR questionnaire (Collection, analysis, and automated transcription of psychosocial risks questionnaire) and it was administered in Q3 2025.
 - Between September 15 and October 31, 2025, the national PSR assessment campaign gathered 9,175 answers via CARA-PSR. The national results were presented to the National Commission for PSR Prevention (Q4 2025), the F3SCT [national group dedicated to occupational health and safety and working conditions] (Q1 2026), and at the HR managers' meeting (Q1 2026). These results are informing the work conducted in conjunction with the F3SCT to co-construct a new three-year PSR prevention plan for 2026–2029.

June 2026: the new 2026-2029 national prevention plan is currently awaiting approval. A psychosocial risk prevention plan will be added to the 2026–2029 PAPRI Pact in September 2026.

This initiative follows on from action 9 (implementation of the National Commission for the Prevention of Psychosocial Risks).

Action 32 (3.15.) | 2nd sem. 2024*Implement a platform:*

- a.** *to make inventories of all hazardous products and items handled by researchers at their workplace*
- b.** *to implement better monitoring of occupational exposures at work (retirement, etc.)*

C&C Principles | 3. Professional responsibility - 4. Professional attitude - 7. Good practice in research - 23. Research environment

Actors | HR Béatrice BIE, Barbara DUFEU & Alexis LEBON

Indicators | Number of researchers who have completed these inventories / Number of implemented monitoring

Status | Completed

In 2019, the platform “Agir” has been created (Agir = *Help for storetaking and managing hazards*). It is available freely to all research units and groups. Lab safety officers can set up inventories of the specific hazards’ researchers may be exposed to at their workplace (chemicals, pathogens, ionizing rays...).

➞ <https://agir.inserm.fr/auth/login>

Each researcher has also the opportunity to list hazardous products and items they have manipulated and specify the protective measures they used.

Information is available for safety and health managers as well as occupational physicians. Agir deployment is supported by a massive training program toward users. Indicators are provided directly in Agir.

In 2023, 166 units created an account on the Agir platform.

In 2024, we have continued the rollout of AGIR, facilitating a better understanding of the risks to which staff are exposed and thereby allowing for the adaptation of medical monitoring (specialised medical surveillance).

2025: The Single Risk Assessment Document (DUE) module, which will incorporate the occupational health and safety reference framework, was under development.

	2025
Units that have created an account	200
How many risks have been identified?	None in AGIR (pending the DUE (expected end of Q1 2026)).
How many researchers have listed the hazardous products and items they have handled?	198 Chemical FIE (e.g. Workplace exposure Sheet), 74 Biological FIEs, 10 Laser FIEs, 8 Radiological FIEs.
What is the status of follow-up regarding these exposures?	Medical monitoring via the Preventive Medicine Coordination Service + pending the DUE (expected end of Q1 2026).

In 2026, the module for the Single Risk Assessment Document (DUER) has been designed, is operational, and is currently being rolled out.

	2026
Units that have created an account	248 (April 2026)
How many risks have been identified?	None in *Agir* (data entry in *Agir* begins in May 2026)
How many researchers have listed the hazardous products and items they have handled?	2,030 Chemical FIEs, 395 Biological FIEs, 68 Laser FIEs, and 77 Radiological FIEs to date (April 27, 2026).
What is the status of follow-up regarding these exposures?	Personnel exposed to chemical, biological, and radiological risks are classified as requiring special medical monitoring, with exposure tracked in their electronic medical records. Follow-up regarding these exposures is managed by the Preventive Medicine Coordination Service; data entry in *Agir* will begin in May 2026.

Action 33 (3.16.) | 2nd sem. 2024

Implement activity-centered ergonomics in order to analyse activities, resume at-risk situations and strengthen effectiveness

Actors | HR Caroline MARTIN, BIE, Barbara DUFEU & Alexis LEBON

Status | Completed

C&C Principles | 7. Good practice in research - 24. Working conditions

Indicators | Number of analysed and improved activities

In 2025, the analysis of activities in animal facilities and microscopy units was the subject of feedback sessions with national networks of prevention advisors and occupational physicians.

✦ **Recommendations**

A memorandum regarding "Expertise and support from the in-house ergonomist," accompanied by a request-for-intervention form.

The memorandum outlines the expert's intervention procedures, offering support to our organisational units (at national, regional, and local levels) on matters such as architectural project support (design and renovation of buildings or workspaces); changes in work practices and organisational structures (technical, organisational, or regulatory modifications); and the prevention of occupational risks and health issues (musculoskeletal disorders, occupational diseases, etc.).

Action 34 (3.17.) | 2nd sem. 2023

Publish a guide about safety while working in animal housing facilities

Actors | HR Béatrice BIE, Barbara DUFEU & Alexis LEBON

Status | Completed

C&C Principles | 7. Good practice in research - 23. Research environment - 24. Working conditions

Indicators | Publication / Number of views

2023: Guide writing

A working group has been set up gathering people with different skills ranging from occupational safety and health, ergonomics, and animal housing to real estate management.

Based on personal experience and field visits, they have written a technical guide regarding safety, health and welfare during research activities involving animals.

The guide has been published in 2024.

➞ https://pro.inserm.fr/wp-content/uploads/2023/12/Guide_Prevention_Animalerie_2023_Interactif-vf.pdf

Since December 2023, there is also a dedicated webpage on Inserm Pro.

➞ <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/prevention-des-risques/risques-au-contact-des-animaux>

Action 35 (4.9.) | 1st sem. 2022

Train the regional contact points for gender equality to the challenges and tools for professional equality.

Actors | HR Laëtitia LE BALC'H, Emilie TOURNEUR

Status | *Completed*

C&C Principles | 10. Non-discrimination - 23. Research environment - 27. Gender balance - 28. Career development - 38. Continuing professional development

Indicators | *Number of trainees*

In 2022, regional contact points for gender equality were trained through webinars. Four webinars were organised with around 50 participants per webinar.

However, webinars will no longer be the approach used. With the development of the awareness-raising module on workplace equality principles (action 40), this module will now serve as the means for training relevant staff on workplace equality. We have gone beyond webinars by developing a training program that reaches a wider audience, and which is available at any time.

Future monitoring will take place under action 37, focusing on participant numbers.

Action 36 (4.10.) | 1st sem. 2022

Train the members of social watch units to identification, prevention and management of sexual and gender-based violence

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 10. Non-discrimination - 24. Working conditions - 27. Gender balance - 28. Career development - 38. Continuing Professional Development

Indicators | Number of trainees

In 2022, 48 members (Regional Office directors, HR managers and occupational health doctors) of social watch units have been trained to the identification, prevention and management of sexual and gender-based violence. The training objectives are:

- ✦ Identify and understand the legal framework
- ✦ Understand the violence mechanism and the consequences
- ✦ Predict and warn problems linked to gender-based violence
- ✦ Detect and characterise gender-based violence
- ✦ Collect correctly any description and implement measures to deal with those situations
- ✦ Know the referral procedure in Public Service and at Inserm

However, it is not only the members of monitoring units who need to be trained. This training is now part of a much broader training program (see action 46).

- ✦ **Training on the identification, prevention, and management of sexual and gender-based violence, attended by resource persons** (representatives, HR, occupational health staff, CVS members, etc.): 90% trained (2023 target met - Gender Equality Plan 2021-2023).

Future monitoring will take place under action 46, focusing on number of trainees.

Action 37 (4.11.) | 1st sem. 2024*Develop a Serious Game about professional equality.*

C&C Principles | 10. Non-discrimination -
 17. Variations in the chronological order of
 CVs (Code) - 23. Research environment -
 27. Gender balance

Actors | HR Laëtitia LE BALC'H, Emilie TOURNEUR**Indicators** | Number of participants**Status** | Completed

In 2025, thanks to the new developed awareness-raising module on workplace equality principles (action 40), the project of “serious game” has been dropped. Now, relevant staff will receive training on the subject through this module. We went beyond webinars by developing a training program that reaches a wider audience and is available at any time.

	Number of participants who completed the module
2025	87
2026	639

Action 38 (4.12.) | 1st sem. 2022

Create in each unit a group of people in charge of equality issues with various profiles.

Actors | HR Laëtitia LE BALC'H

Status | *Completed*

C&C Principles | 10. Non-discrimination - 23. Research environment - 27. Gender balance

Indicators | *Number of appointed people / Number of unit involved*

This action was part of our Gender Equality Plan 2021-2023.

In 2023, 234 people were appointed over 139 units that is to say around 54% of all the Inserm units. Only units with at least five Inserm staff members have been targeted.

The objective for the end of 2023 was to cover 60% of all the units.

In 2024, according to the implementation report of the Gender Equality Plan 2021-2023, this action is considered as completed.

Therefore, updated figures are no longer available. However, since September 2024, recommendations for promoting equality within laboratories have been available on Inserm Pro.

Appointing an equality officer (or several, forming an "equality unit"), equipped with a clear remit and reported to the regional delegation, is part of the commitments unit directors make to support Inserm's workplace equality. policy (formalized by signing a letter upon taking office).

Action 39 (4.13.) | 1st sem. 2023

Involve each unit director in this issue with the signature of a letter in favour of Gender Equality with various and specific measures.

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 10. Non-discrimination - 23. Research environment - 27. Gender balance - 37. Supervision and managerial duties

Indicators | Number of signed letters

This action was part of our Gender Equality Plan 2021-2023.

In this letter, unit directors and thematic institute managers committed to refusing any support, whether financial or institutional, from Inserm for events or conferences with a clearly unbalanced program.

By the end of 2023, 100% of headquarters departments and 50% of unit directors had signed the letter. It is considered as completed in the implementation report of the Gender Equality Plan 2021-2023.

In September 2024, the commitments made by unit directors upon taking office, by signing this letter, are publicly reiterated on Inserm Pro:

- ✦ Appoint an equality local point (or several, forming an "equality unit") with a defined remit, and notify the regional office.
- ✦ Regularly monitor progress and challenges regarding the implementation of the Institute's equality policy recommendations within the unit.
- ✦ Review action proposals and alerts raised by the local points, support initiatives, and devise improvement measures where necessary.
- ✦ Incorporate provisions related to the equality policy into the internal regulations, covering areas such as equal opportunities and treatment, work-life balance, prevention of gender-based and sexual violence, support for parenthood, and inclusion.
- ✦ Track gender-disaggregated data for the unit to provide an objective assessment of its situation regarding workplace equality.
- ✦ Strengthen or develop internal, and even external, mentoring initiatives to support female researchers, in particular, at all career stages.
- ✦ Mandate an organisational structure that ensures a fair distribution of collective tasks within teams.
- ✦ Establish transparent information sharing, particularly regarding information that can foster career development, to ensure all staff members have access to the same level of information; avoid relying on word-of-mouth and prioritise emails, posted notices, and information updates during meetings.
- ✦ Ensure equitable distribution of speaking time during meetings, committee sessions, etc.
- ✦ Ensure the implementation of guidelines regarding equal opportunities and gender balance in decisions concerning recruitment, promotions, invitations to join committees and juries, awards, responsibilities, appointments to representative roles within Inserm,

and the allocation of resources, specifically by incorporating an "equality monitor" or "watchdog" role into the selection process.

- ✦ Personally encourage women to take on responsibilities and apply for positions, and, for those identified as potential candidates, urge them to accept the representative roles offered to them.
 - ✦ Ensure a balanced program for events organized by the unit (conferences and internal seminars) and guarantee that the work conducted by women is appropriately highlighted.
 - ✦ Refuse to approve financial and/or formal support for, or participate in, events with a clearly unbalanced program (reiterating Inserm's policy should an exception need to be made).
 - ✦ Advocate for a zero-tolerance policy regarding sexism and sexual or gender-based violence, promote collective responsibility in this area, and call for exemplary conduct.
 - ✦ Foster an inclusive work environment to prevent discrimination based on factors such as religion, sexual orientation, gender identity, or family diversity.
 - ✦ Ensure high-quality management and professional conduct within teams and oversee conflict resolution.
 - ✦ Receive, guide, and address requests and reports regarding situations of violence or discrimination with a supportive approach, in coordination with the relevant contacts (reporting unit, HR manager, etc.).
 - ✦ Complete training courses on equality and combating gender-based violence and discrimination within one year of their release or when they are offered and require staff members to do the same.
- ➡ <https://pro.inserm.fr/rubriques/institut/parite-et-egalite-professionnelle/promouvoir-legalite-dans-les-laboratoires/les-engagements-des-du>

Action 40 (4.15.) | 2nd sem. 2024

Implement an e-learning module about gender issues, fight against discrimination, sexism and violence.

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 10. Non-discrimination - 17. Variations in the chronological order of CVs (Code) - 23. Research environment - 27. Gender balance

Indicators | Number of trainees

This action was part of our Gender Equality Plan 2021-2023.

In 2025, the module raising awareness of the principles of professional equality has been developed.

Future monitoring will take place under action 37, focusing on number of trainees.

Action 41 (4.16.) | 2nd sem. 2023

Raise awareness among committee members about bias that could have an influence in the recruitment and evaluation processes.

Actors | HR Laëtitia LE BALC'H & Emilie TOURNEUR

Status | Completed

C&C Principles | 10. Non-discrimination - 11. Evaluation / appraisal systems - 23. Research environment - 27. Gender balance - 38. Continuing Professional Development

Indicators | Number of sensibilised committee members

This action is part of our Gender Equality Plan 2021-2023.

In 2022, all members of the specialised scientific commissions (serving the 2022-2026 term) underwent training to learn techniques for assessing transversal skills, with a focus on the cognitive biases, prejudices, and mental representations that can lead to discriminatory attitudes.

It is composed of four modules:

- ✦ learn more about bias,
- ✦ train to careers in research,
- ✦ how to recruit without bias,
- ✦ how to promote without bias.

The pedagogical objectives are:

- ✦ understand that there is unconscious bias,
- ✦ evaluate the quality without gender bias,
- ✦ implement recruitment practices with discrimination,
- ✦ favour evaluation criteria which are not tacitly favourable towards men.

That same year, the training was extended to jury members for recruitment competitions for engineers and technicians.

In 2023, it was extended further to include other selection committees.

When the term of office changes, all CSS members will undergo training again. Isabelle Régner, Deputy Director of the Center for Research in Psychology and Neuroscience, who spoke at the 2024 Inserm event about the influence of gender stereotypes on cognitive performance and recruitment decisions, will once again lead sessions for the new term.

Action 42 (4.17.) | 1st sem. 2022

Create a job that will guarantee gender equality in each recruitment and promotion committee (but more largely a guarantee to avoid all the bias in recruitment: handicap, profile, etc.).

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 10. Non-discrimination - 11. Evaluation/appraisal systems - 23. Research environment - 27. Gender balance - 38. Continuing Professional Development

Indicators | Implementation of the position

This action is part of our Gender Equality Plan 2021-2023.

In January 2022, the "guarantor" role within each recruitment and promotion committee is implemented. Each selection body includes a guarantor of equal opportunity principles.

During the first meeting of the Specialised Scientific Committees, a person must volunteer for being "guarantor". The following year, for the new recruitment/promotion campaign, it could be a different person.

- ★ The objective of this "guarantor" is to implement good practices:
- ★ Favour evaluation criteria which are not tacitly favourable towards one gender,
- ★ Implement evaluation criteria in the same way for all the applicants,
- ★ Ensure the same quality and quantity for the exchanges for each applicant,
- ★ Consider positively career break,
- ★ Follow the proportion of women and men during all the steps of the process,
- ★ Guarantee that the identified gaps between women and men are only due to the assessment of the scientific merits or the matching of the applicant profile with the position.

Action 43 (4.18.) | 2nd sem. 2023

Foster new applications to position with responsibilities:

- a. Stimulate vocations and increase the number of women as unit directors, team leaders, responsible of platform, etc.*
- b. Identify next women applicants, whatever their status, from a pool realised by the employers*

C&C Principles | 10. Non-discrimination - 11. Evaluation/appraisal systems - 23. Research environment - 27. Gender balance

Actors | HR Laëtitia LE BALC'H

Indicators | Number of women who have reached position with responsibilities

Status | Completed

This action was part of our Gender Equality Plan 2021-2023. Letters are sent to women researchers. However, this is a complex objective over which we have no direct control, as we do not manage a talent pool.

Action 44 (4.19.) | 2nd sem. 2023

Guarantee a fair remuneration policy: analyse the eligibility criteria for bonus in light of gender issues and draw lessons from the results

Actors | HR Lucile OLSEN

Status | Completed

C&C Principles | 10. Non-discrimination - 11. Evaluation/appraisal systems - 19. Recognition of qualifications (Code) - 23. Research environment - 26. Funding and salaries - 27. Gender balance

Indicators | Some potential changes in the remuneration policy

Juin 2022: update of the management guidelines concerning the new financial compensation scheme for researchers

This action was part of our Gender Equality Plan 2021-2023

Implemented in 2022, this new financial compensation scheme for researchers is composed of three parts:

- ✦ a rank-based allowance (RIPEC 1). It is defined by the Minister and cannot be changed. It is given to all researchers.
- ✦ an allowance linked to the performance of specific duties and responsibilities or the execution of a temporary mission (RIPEC 2). It is allocated according to a predefined grid, according to the profession (estimated percentage of beneficiaries: 25% + non Inserm beneficiaries if they are eligible)
- ✦ an individual bonus based on the quality of activities and professional commitment (RIPEC 3). It is allocated on individual request and according to the following criteria: scientific activities, pedagogical activities, and tasks of general interest.

The Inserm management guidelines of this new financial compensation scheme have been updated for this third part. This way, a readjustment has been done, among the beneficiary (women/men) and among the amounts that have been allocated (estimated percentage of beneficiaries at the end: 45%).

➞ <https://pro.inserm.fr/rubriques/ressources-humaines/remuneration-principale/primes-et-indemnites/principales-primes-et-indemnites#attachment23732816>

Evolution of the beneficiaries over the years.

	RIPEC C1	RIPEC C2	RIPEC C3
2022	<i>Not indicated</i>	<i>Not indicated</i>	46% of women
2023	2 305 recipients (47% women)	227 recipients 168 funded by State credits and 59 by own resources (35% women)	197 researchers received a RIPEC C3 bonus under the 2023 campaign (48% women)
2024	2 246 recipients (46% women)	318 recipients 250 funded by State credits and 68 by own resources (34% women)	183 researchers received a RIPEC C3 bonus under the 2024 campaign (46% women)

- ➔ <https://pro.inserm.fr/je-travaille-a-linserm/ressources-humaines/remuneration-principale/primes-et-indemnites/principales-primes-et-indemnites>
- ➔ <https://pro.inserm.fr/tout-savoir-sur-la-prime-ripec-c3>

This action will be extended to engineers and technicians (IFSE).

Action 45 (4.20.) | 2nd sem. 2023

Help researchers to better organise their work thanks to the implementation of the Time Charter adopted by the Institute

Actors | HR Laëtitia LE BALC'H

Status | Completed

C&C Principles | 23. Research environment - 24. Working conditions - 27. Gender balance

Indicators | Publication of the Time Charter

Discussed in a working group by the Inserm Commission dedicated to the psychosocial risks prevention, the Time Charter has been approved by the technical committee of public institute on the 10th of December 2020. Then, it has been published in March 2021

➞ <https://pro.inserm.fr/rubriques/ressources-humaines/carriere/temps-de-travail>

A big awareness campaign has been realised on Inserm Pro and the newsletter. It has been asked to the members of the Gender Equality network to remind regularly the existence of this Charter to the public sector worker (including the researchers).

In May 2022, the need to engage with this Time Charter was reiterated.

➞ <https://pro.inserm.fr/jinvite-tous-les-personnels-a-se-saisir-de-la-charte-du-temps-a-letudier-et-a-en-debattre-collectivement>

The Charter was also made available online on a dedicated webpage regarding working time.

In 2023, the Time Charter was incorporated as an appendix to the internal regulations, alongside a significant expansion of remote work.

Action 46 (4.21.) | 2nd sem. 2023

Include this risk in our health and security at work :

- a. Implement an external instrument dealing with reporting and supporting to victims*
- b. Realise a communication campaign about this external instrument*
- c. Train resource people*

C&C Principles | 10. Non-discrimination - 23. Research environment - 24. Working conditions - 27. Gender balance

Actors | HR Laëtitia LE BALC'H, Emilie TOURNEUR

Indicators | *Implementation of this external instrument / Number of people who heard about the communication campaign / Number of trained resource people*

Status | *Completed*

This action is part of our Gender Equality Plan 2021-2023.

In November 2022, an outsourced system for handling reports and providing victim support was established in partnership with the National Federation of Information Centres on Women's and Family Rights (FNCIDFF). The measures included:

- ★ Providing annual, anonymised reports on the number of cases handled and the sanctions imposed by the institution, to be presented to the CSHSCT (Health, Safety, and Working Conditions Committee) and the CT (Technical Committee).
- ★ Forming a cross-functional expert group to leverage experience gained from handling cases and to ensure the best possible protection for victims. This group will address the complexities arising from the multiple institutional affiliations of research entities, propose improvements to local coordination, for inclusion in joint-supervision agreements, and disseminate its recommendations to staff representatives, HR managers, and others.

48 people have been trained.

In 2023, a dedicated page titled "Staff Duties and Protections" was created on the Inserm Pro portal. According to the 2021–2023 Gender Equality Plan, 90% of designated resource persons (representatives, HR staff, occupational health staff, members of Scientific Life Committees, etc.) received training on identifying, preventing, and handling sexual and gender-based violence (2023 target met).

In 2024, co-financing was secured from the FEP for more in-depth training sessions conducted with the FNCIDFF.

In 2025, 671 individuals completed the sexual and gender-based violence (VSS) module. The goal is to incorporate this module into a broader training pathway that also includes the module on gender parity and professional equality.

In 2026, 218 individuals completed the VSS module. The training pathway is currently under development and is expected to launch by the end of the year.

	Number of reports
2023	41
2024	43
2025	45 incidents of discrimination or violence were reported. These primarily involved cases of harassment, inappropriate management practices, and incidents of a sexual nature.

➡ Detailed report: <https://pro.inserm.fr/rubriques/linstitut/devoirs-et-protection-des-personnels/traitement-des-signalements/signaler-un-cas-de-discrimination-ou-de-vio>

Following those reports, some measures are taken, from mediation to disciplinary proceedings. Detailed information is available on the above-mentioned webpage.

At regional level, a tool has also been developed. In the Regional Office “Occitanie Pyrénées”, they have developed a barometer of the gender-based and sexual violence at work. This way, it allows highlighting that some behaviours are not allowed and are really considered as gender-based or sexual violence. Victims can use this barometer to support their testimony. Two hundred barometers have been sent locally.

Action 47 (5.6.) | 2nd sem. 2022

Improve the description of our job vacancies : help laboratories to better describe their environment and the main features of the job offer

Actors | HR Christelle RICHE

Status | Postponed

C&C Principles | 7. Good practice in research - 10. Non-discrimination - 12. Recruitment - 13. Recruitment (Code) - 23. Research environment

Indicators | Improvement of the job offer description

We would like to implement a working group with different actors (HR manager, HR development manager, disabilities officers) to determine improvement to bring to the job offers.

The objectives are:

- ✦ propose job offers more inclusive and more attractive
- ✦ improve the readability of the job offers
- ✦ make our job offers easy to reach by a detailed presentation of the work environment

To date, in 2026, this action has been postponed because it is not a priority.

Action 48 (5.7.) | 2nd sem. 2023

Realise a guide about handicap with actors from the Headquarters and the Regional offices

Actors | HR Christelle RICHE

Status | Completed

C&C Principles | 7. Good practice in research - 10. Non-discrimination - 12. Recruitment - 13. Recruitment (Code) - 23. Research environment

Indicators | Publication of the guide

The objective is to realise a guide for disabled people about key points about their career: recruitment path, measures to keep disabled workers in the workforce, career evolution, etc. Several working groups have been implemented to create and write the guide. Since 2026, the Guide is available on RESANA.

Indeed, a dedicated space has been created on the RESANA platform for the Inserm Disability Network. This space is openly accessible, and the guide is available within this space.

Action 49 (5.8.) | 1st sem. 2022

<i>Implement a pilot group with the person in charge of handicap issues, the doctor and the social worker to follow better disabled people</i>	
Actors HR Christelle RICHE	C&C Principles 7. Good practice in research - 10. Non-discrimination - 23. Research environment
Status Completed Extended 2 nd sem. 2024: to extend this pilot group to other Regional Offices	Indicators Implementation of the pilot group

In April 2021, the pilot group has been implemented in one of the three Regional Offices in Paris. The objective was to assess all the situations in these three Regional Offices to follow better disabled people and to solve the different issues.

In 2022, it has been extended to a second Parisian Regional Office. Finally, at the beginning of 2023, it has been extended to the last Parisian Regional Office as well as the Headquarters administration.

Now, meetings regarding job retention are continuing in the Île-de-France regional offices. In other regional offices, there is no periodic scheduling of multidisciplinary job retention meetings, unlike in the Île-de-France region. However, depending on the specific cases requiring support, meetings are scheduled on an ad-hoc basis for collective discussion. The participants are the same as those attending the job retention meetings in the Île-de-France regional offices.

Action 50 (5.9.) | 2nd sem. 2022

Get a new grant to improve more our working arrangements, awareness campaign and specific follow-ups

Actors | HR Christelle RICHE

Status | Completed

C&C Principles | 7. Good practice in research - 10. Non-discrimination - 23. Research environment - 24. Working conditions

Indicators | Be retained for this funding

In November 2023, a new partnership with the Fund for the Integration of People with Disabilities in the Public Service (FIPHFP) was signed for the 2023-2025 period.

In 2025, the FIPHFP agreement was extended into 2026 because the allocated funds had not been fully used.

In March 2026, the process of renewing the disability plan and the FIPHFP agreement for 2027-2030 was initiated. Based on the letter received from the Director of the FIPHFP in response to our renewal request, a shift in public policy regarding workplace disability support is anticipated: *"Thanks to the funding provided under the previous agreement, workplace accommodations were implemented and recruitment took place. The goal of the new agreement is to move beyond technical aspects to establish information initiatives and management training, and to structure your disability policy."*

Based on the assessments conducted, the following needs have been identified:

- ✦ Communication with operational units
- ✦ Communication regarding FIPHFP support and funding
- ✦ Manager training and team awareness-raising
- ✦ Strengthening the professional expertise of disability focal points (utilizing FIPHFP resources, AGEFIPH professional modules, etc.)
- ✦ Structuring the support process for job retention and managing work unfitness: workplace adjustments (including the concept of reasonable accommodation), reassignment, professional retraining pathways (PPR) and redeployment, and establishing a clearly defined process map and procedure (identifying stakeholders, mechanisms, tools, timelines, and management involvement in decision-making)
- ✦ Preventive monitoring and support for career transitions for at-risk staff (e.g., roles involving high physical or psychological strain likely to lead to medical restrictions or disability-related unfitness, and staff with disabilities)
- ✦ Support for career development
- ✦ Improving the accessibility of digital tools and facilities

In conclusion, the aim of this new plan is to shift from an approach focused on mobilising technical aids to compensate for disabilities (which entails rising costs) toward an approach based on prevention and a formalised process for managing situations of unfitness for work.

The plan envisages the professionalisation of key stakeholders, particularly through training, as well as support for career development.

Action 51 (5.10.) | 2nd sem. 2022

Give the possibility to disabled researchers to declare their specific needs on the website dedicated to researchers (EVA website)

Actors | HR Christelle RICHE & DISC

Status | *Postponed*

C&C Principles | 7. Good practice in research - 10. Non-discrimination - 23. Research environment - 24. Working conditions

Indicators | *Improvement of EVA website*

We will organise working groups between HR Department and Communication Department to improve EVA website.

The objective is to give the possibility to disabled researchers to indicate their needs (e.g.: additional time for partially deaf people).

To date, in 2026, this action has been postponed because it is not a priority.

Action 52 (5.11.) | 2nd sem. 2022

Raise awareness of the necessity to recognise a disability by the dedicated structure

Actors | HR Christelle RICHE

Status | Completed

C&C Principles | 7. Good practice in research - 10. Non-discrimination - 23. Research environment - 24. Working conditions

Indicators | Number of sensibilised researchers

On May, 11th 2023, a **dedicated survey** (anonymous) has been launched for 3 months on the Inserm Pro website. A service provider specialised in disabilities has created this questionnaire. It can be completed at any time.

➞ <https://pro.inserm.fr/pouvez-vous-beneficier-du-dispositif-handicap-inserm>

In three months, 339 questionnaires were completed by individuals potentially affected by a disability, and the article linked to the survey received 901 views. The tool has been permanently adopted and is available via the e-learning platform.

	Number of the tool consultations
2023	339
2024	174
2025	450
2026	262 (as of April 27, 2026)

Our initiative has been replicated, as the FIPHFP now offers the same tool at the national level.

➞ <https://www.fiphfp.fr/actualites-et-evenements/actualites/outil-d-auto-diagnostic-faites-le-point-sur-votre-situation-de-sante-au-travail>

Action 53 (5.12.) | 2nd sem. 2024

Meet students in universities to give them career perspectives and the follow-up of the Institute

C&C Principles | 10. Non-discrimination

Actors | HR Christelle RICHE

Indicators | Number of encountered students

Status | Completed

This initiative was carried out during recruitment fairs held in 2025:

- ✦ the "*Choisir le service public*" fair on May 27, 2025,
- ✦ the "*Paris pour l'emploi*" fair on November 6 and 7, 2025 (550 unique scans of the QR code displayed at the fair over the two days).

For 2026, we have decided not to participate in the "*Choisir le service public*" fair due to the new format adopted (no employer booths). However, we will participate in the "*Paris pour l'emploi*" fair on November 5 and 6, 2026.

Action 54 (5.15.) | 2nd sem. 2024

Train the staff from the information and communication department to web accessibility in order to improve the website and make it accessible for all

C&C Principles | 10. Non-discrimination - 38. Continuing Professional Development

Actors | DISC Myriam BILLACOIS

Indicators | Number of trainees / Improvement of the website

Status | Completed

In 2022, 12 members of the Communications Department received training, and two "accessibility" local points were identified.

In 2024, Inserm is pursuing a much broader digital accessibility initiative. A "Digital Accessibility" workstream has been formally included in the 2023-2025 triennial disability plan, in partnership with the FIPHFP.

- ✦ **January 2024:**
 - Appointment of the digital accessibility officer
 - Creation of a project committee (digital accessibility officer, 1 IT project manager, 2 web project managers, 1 training coordinator from the national unit, 1 disability officer)
 - Letter from the CEO regarding Inserm's commitment to the initiative
- ✦ **February 2024:** the Inserm Pro website was audited. The current compliance rate was 55.22%. A follow-up audit was scheduled for 2025.
- ✦ **Between May and September 2024:** training is provided to the digital accessibility officer, IT and web project managers, communications staff, and training coordinators from the national training unit.
- ✦ **October 2024:** implementation of the steering committee for the multi-year digital accessibility plan (SPAN).
- ✦ **December 2024:** publication of the multi-year digital accessibility plan and the 2024-2025 action plans.

Audits | Results per year.

- ✦ **2025:**
 - Compliance rate for the Inserm Pro site: Partially compliant at 55.22%, with 37 criteria from the Digital Accessibility Standard (RGAA) met, 30 criteria not met, and 39 criteria not applicable (the RGAA comprises 106 criteria).
 - Compliance rate for the Inserm.fr site: Partially compliant with a compliance rate of 62.5% (no details provided regarding the specific criteria met).
- ✦ **2026:**
 - Change in the compliance rate for the Inserm Pro website: Partially compliant at 62.5%, with 35 criteria from the Digital Accessibility Standard (RGAA) met, 21 criteria not met, and 50 criteria not applicable. A new audit should be launched in July 2027.

- Change in the compliance rate for the Inserm.fr website: Partially compliant with a compliance rate of 41.1% (no details provided regarding the criteria met).

This decrease in the compliance rate for the inserm.fr website is due to several factors: a change of service provider (applying stricter standards), a change in the scope of testing (a larger sample of pages), and the persistent issue of inaccessible PDFs published throughout the site, which drag down the compliance rate. It is therefore crucial to raise awareness about creating accessible PDFs, or avoiding PDFs altogether if they cannot be made accessible.

Additional audits have been launched for the following tools: 4You, e-formation, MeshH, and Presse.inserm.fr.

Finally, the annual action plan associated with the multi-year digital accessibility roadmap (SPAN) is updated every year. We are also preparing new objectives for 2026 to be incorporated into the new 2027-2030 disability plan and the upcoming 2027–2029 SPAN.

A page titled "Our digital accessibility approach" was also added in June 2026 to the "Disability Policy" section.

➞ <https://pro.inserm.fr/rubriques/linstitut/politique-handicap/accessibilite-numerique>

An article presenting an accessible bibliographic tool (Bibliosphère) was also published in early June 2026. This tool was originally developed by a blind doctoral student.

➞ <https://pro.inserm.fr/bibliosphere-laccessibilite-au-service-de-la-recherche>

Action 55 (6.4.) | 2nd sem. 2022

Develop actions to improve researchers' working methods about ethics, responsibility, integrity, deontology, open sciences, quality, etc.

Actors | LORIER Ghislaine FILLIATREAU, Catherine COIRAULT & Philippe RAVAUD

Status | Completed

C&C Principles | 1. Research freedom - 2. Ethical principles - 3. Professional responsibility - 4. Professional attitude - 23. Research environment - 24. Working conditions

Indicators | Number of implemented actions

Several actions have been implemented:

✦ **Regional workshops**

In 2022, workshops with regional offices Directors and others with General Secretaries to build collectively the Inserm strategy regarding an ethical and responsible research. In 2024, no fewer than 27 regional workshops were organised (an average of two or three per region), and a total of 237 participants contributed to the co-development of Inserm's strategy for ethical and responsible research.

✦ **Survey "Magic hand"**

In 2022, an anonymous "Magic hand" survey is launched to collect anonymously the experience and ideas of researchers to develop an ethical and responsible research collectively.

Results. 824 people participated, at least in part, and 310 answered the open-ended questions. All staff categories are represented among the respondents (research directors, Research Scientist (CRCN) positions, postdoctoral researchers, and doctoral candidates, as well as administrative staff and hospital and university staff). The results have been published on the LORIER portal in November 2024.

➞ <https://lorier.inserm.fr/enquete-baguettes-magique/>

✦ **The "Rendez-vous LORIER"**

The Rendez- LORIER have been launched in March 2023. They are held remotely, usually every 2nd Tuesday of the month (except January and August) from 11am to 12pm. Each webinar deals with a theme related to the LORIER programme. Speakers shed light on practices, methods and tools that promote more ethical and responsible research.

These presentations are intended for staff from research teams and back-up departments. In addition to these meetings, various resources (training, contacts, events) are offered. All Rendez-vous LORIER are recorded and can be accessed below in the section "Reviewing the past Rendez-vous LORIER" and on the "Webinars" page. Some of them are held in English.

➞ Replay: <https://lorier.inserm.fr/webinaires/?webinartype=rdv-lorier>

	Number of Rendez-vous LORIER
2023	8 sessions
2024	10 sessions / at least 2850 online participants
2025	11 sessions
2026	4 sessions so far / between 150 and over 1000 online participants per session

Action 56 (7.1.) | 2nd sem. 2024*Turn regional actors professional:*

- a. Train them to better monitor the researchers during their whole career (professional interview)*
- b. Make them able to help the researchers to build their professional project*
- c. Train them to better guide the researchers when they wish to move towards another job.*

C&C Principles | 23. Research environment - 24. Working conditions - 27. Gender balance - 38. Continuing professional development

Actors | HR Laëtitia LE BALC'H, Emilie TOURNEUR

Indicators | Number of trained regional actors

Status | In progress

In 2024, the training module "better supporting researchers throughout their careers (professional development interviews)" (a) and the training module "helping researchers build their career plans" (b) were launched. Two sessions were offered, and 16 people were trained.

In 2025, two sessions were also offered covering the first two training modules. 19 people were trained.

Figures for 2026 will be available later in the year. The final training module (c) is still under development.

Action 57 (7.3.) | 2nd sem. 2024*Strengthen mentoring among researchers***Actors** | HR Jeanne-Marie BALAVOINE & Marc CRESSANT DEv Meriem MAROUF**Status** | *In progress***C&C Principles** | 7. Good practices in research - 23. Research environment - 24. Working conditions - 28. Career development - 30. Access to career advice**Indicators** | *Actions developed to reach this objective*

To date, only HR Managers and young recruited researchers can benefit from mentoring. Their mentor is appointed through an official letter.

Now, we would like to identify other categories of researchers that would need this mentoring and implement it.

The objective is to understand their needs and implement dedicated mentoring for these new target groups.

To date, in 2026, there is no progress on this action. However, during the working groups to prepare the renewal assessment of the “HR Excellence in research”, the idea of strengthening and highlighting the role of “godfather” for the newly recruited researchers could also be a way to better support researchers.

Action 58 (7.4.) | 1st sem. 2024

Implement an annual infoday for newly recruited researchers in order to present them the Institute and key information (evaluation, promotion, integrity, European projects, etc.)

Actors | HR Jean-Yves BARTHE

Status | In progress

C&C Principles | 2. Ethical principles - 7. Good practices in research - 23. Research environment - 24. Working conditions - 28. Career development - 30. Access to career advice - 38. Continuing Professional Development

Indicators | Actions developed to reach this objective

Until now, there had been no progress on this issue due to a lack of human and financial resources. However, in 2026, the reintroduction of a national day is currently being discussed with a dedicated working group.

Several options are being considered: either a national day for all new recruits or a regional day that would feature a common core for all regional delegations while also incorporating the specific characteristics of each region.

This is expected to be implemented by 2027.

This initiative is linked to the action 67 "Standardising HR practices across regional delegations," because, while induction days for new recruited staff are currently organised, they vary significantly from one regional delegation to another (due to differences in available human and financial resources, etc.). This new induction day would therefore make it possible to harmonise the practice across all regional delegations, provided the approach adopted involves a regional event based on a common core of information.

Action 59 (7.5.) | 2nd sem. 2024

Implement a working group to establish new actions in order to recognise and thank researchers who are about to retire

C&C Principles | 20. Seniority (Code) - 23. Research environment

Actors | HR Jeanne-Marie BALAVOINE

Indicators | Actions developed to reach this objective

Status | Completed

In March 2023, a working group (working group on how to support researchers at the end of career) has been implemented to standardise the practices at national level and to propose to Regional Offices dedicated tools. Suggested ideas:

- ✦ Interviews at the end of their career (between 55 and 59 years old) to assess their professional career and their wishes for the future (needs in training, professional career change, etc.)
- ✦ A checkpoint at 60 years old to inform them about the retirement procedure and alert them about the necessity to:
 - transfer their expertise and their knowledge to keep the skills in the team/the unit thought the training of young researchers and mentorship
 - think about the future of the ongoing projects/funding, of the equipment, of the young recruited researchers, etc. If the researcher is manager: the future of the team/unit, etc.

Finally, in 2024, a booklet has been created for Regional Delegation HR Development Officers (CDevRH) to help them support staff members, both administrative personnel and researchers, during the final stage of their careers and throughout the retirement process. It is available via the CDevRH network on RESANA portal. The booklet suggests ways to better acknowledge retirees, such as through letters sent by the Regional Delegations.

The implementation of this booklet complements the action 5, which relates to conducting around fifty end-of-career interviews per year.

Action 60 (7.6.) | 2nd sem. 2022

Add the “HR Excellence in research” logo in the template for job offers

Actors | HR PPM

Status | Completed

C&C Principles | 7. Good practices in research

Indicators | Implementation of the new template for job offers

The logo is inserted into the job posting template as well as into all documents from the Europe Unit.

Action 61 (7.7.) | 1st sem. 2022

Give better career perspectives to our young researchers (PhD students and young postdoctoral researchers) presenting them European projects (Marie Skłodowska-Curie Actions - MSCA)

Actors | HR Morgane BUREAU & Cellule Europe

Status | Completed

C&C Principles | 7. Good practices in research - 23. Research environment - 24. Working conditions - 28. Career development - 30. Access to career advice

Indicators | Number of sensibilised young researchers / Number of young researchers who have applied for a MSCA fellowship

Each year, communication is realised by email among the young researchers at Inserm (PhD Students in their 2nd year of thesis and postdoctoral students whose contracts are almost finished) to inform them that they can apply to Postdoctoral fellowships that are part of the MSCA programme.

The objective is to inform them that Inserm can support them during this application, even if they will not apply with Inserm, because we would like to accompany them for their future career. With better support, during their thesis or postdoctoral contract and then, during their application for a European project, they could wish to apply for tenure position at Inserm.

As the young researchers are contacted by the Regional Offices, it is quite complicated to indicate precisely how many young researchers have been contacted each year. However, we can note that we have "breeding ground" of around 1,550 researchers (PhD and postdoctoral students). Moreover, it is quite difficult to know how many apply for a Postdoctoral Fellowship after, as they do not always inform the Regional Offices or the Headquarters of their application.

In 2023, an informative email was sent to the 11 regional delegations (Regional Delegates and their deputies, Human Resources Managers, and Development and Career Officers).

In 2024, a flyer was created to replace the annual email and boost communication with early-career researchers (aiming for greater appeal and impact). The flyer was distributed to all Regional Delegates, Human Resources Managers, HR Development Officers, and Europe Liaisons (totalling approximately 50 people in contact with early-career researchers across the regional delegations).

Additionally, a meeting was organised in Grenoble in February with a doctoral student association, raising awareness of AMSC projects among around forty doctoral students.

2025: The flyer was distributed again.

In 2026, two flyers were produced: one for team leaders, reminding them that they can recruit talented researchers to their teams through this scheme and that support is available; and one for early-career researchers, encouraging them to "Think about your future career! Apply with Inserm, the Europe Unit can assist you." These were sent to Europe referees, Inserm's RAISE network, regional delegation communications officers, Inserm Thematic Institutes, the mailing list of doctoral students currently in Inserm units, and several doctoral student associations.

Moreover, for years, the Headquarters Europe Unit has visited regional delegations and individual research units to present European projects. Between September 2025 and July 2026, the Europe Unit conducted 26 visits and raised awareness among more than 830 people.

Action 62 (7.8.) | 2nd sem. 2022

Implement a hosting agreement for foreign young researchers with foreign fixed-term contracts in order to give them a top-up allowance to improve their life conditions (accommodation, subsistence, etc.)

Actors | HR Lucile OLSEN

Status | Completed

C&C Principles | 7. Good practices in research - 23. Research environment - 24. Working conditions - 26. Funding and salaries

Indicators | Implementation of this hosting agreement / Number of researchers hosted in the framework of this hosting agreement

The “*Loi de programmation de la recherche 2021-2030*” (research planning law) includes a “research stay” agreement for the hosting of PhD and postdoctoral students who benefit from a financial support of their country of origin. A working group has been implemented with various actors to create this agreement: RH, finance, regional office representatives and unit representatives.

In November 2023, a communication was sent to regional delegations and HR units, including:

- ✦ the memo signed by the HR Director addressed to the delegations, explaining the key issues and the management of hosting arrangements under the “research stay” scheme;
- ✦ the Excel attachment enabling laboratories to initiate any additional funding stipulated in the agreement (serving as expenditure documentation), along with the Excel tracking sheet for headquarters reporting, specifically regarding declarations for the workplace accident/occupational disease (AT/MP) scheme;
- ✦ the relevant ministry circular;
- ✦ the standard ministerial agreement template to be used.

	Number of beneficiaries
2024	3
2025	18
March 2026	3 new beneficiaries

Action 63 (2.7.) | 2nd sem. 2024

Implement trainings in order to stimulate and help researchers to apply for European projects	
	C&C Principles 7. Good practices in research - 23. Research environment - 28. Career development - 30. Access to career advice - 38. Continuing Professional Development
Actors HR Morgane BUREAU & Cellule Europe	Indicators Number of trainees
Status Completed	

In 2025, two training courses created by the Headquarters' Europe Unit were launched:

- ✦ **Training on writing collaborative project proposals (Health, MSCA Doctoral Networks, EIC):** March 2025, two-day in-person course, 25 researchers trained.
- ✦ **Masterclass on writing MSCA individual project proposals:** June 2025, four-session online course (half-days), 12 researchers trained.

In addition, a practical guide for ERC projects was produced to assist applicants in drafting their proposals. It is available only in hard copy and is sent by mail upon request.

Figures for 2026:

- ✦ **Training on writing collaborative project proposals (Health, MSCA Doctoral Networks):** January 2026, 21 researchers trained.
- ✦ **Masterclass on writing MSCA individual project proposals:** May 2026, 17 researchers trained.

A third edition of the collaborative project training course is scheduled for late 2026 to align with the deadlines of the final calls under Horizon Europe (2021–2027). The EIC component will be included again in this third edition.

Action 64 (2.8.) | 2nd sem. 2022 (a) 2nd sem. 2024 (b)

Better recognise the involvement of researchers in the European Research Area (ERA):

- a. Implement a specific allowance for coordinators of collaborative projects*
- b. Update the scientific evaluation to take into account the involvement in European projects in the career evaluation*

C&C Principles | 11. Evaluation/appraisal systems - 19. Recognition of qualifications - 22. Recognition of the profession - 26. Funding and salaries

Actors | HR & DPRE (a) Cellule Europe (b) Meriem MAROUF

Indicators | Implementation of the specific allowance / Update of the scientific evaluation

Status | Completed

(a) A top-up allowance for coordinators of collaborative projects funded under Horizon Europe has been foreseen (see the related document of January 2021). It will be added to the management guidelines related to the compensation scheme of the researchers at Inserm that are currently under review.

(b) In October 2022, Inserm signed the agreement of the Coalition for Advancing Research Assessment and the Agreement on Reforming Research Assessment.

Criteria of the career evaluation grid have been updated in April 2023. Before, it was only indicated “*national or international projects*”. Now it is indicated “*national, European or international projects*” to remind to the evaluators that European projects must be well considered during the evaluation. It has been updated in each criterion related to European projects.

Fourth quarter of 2025: Implementing a CoARA action plan will be a flagship initiative within Inserm’s 2026-2030 Objectives, Resources, and Performance Agreement. To this end, various stakeholders have been involved in drafting the plan, ensuring a collective approach that engages evaluators and those being evaluated, as well as strategic planners and support staff. Three working groups have been established, focusing on:

- ✦ individual assessment
- ✦ assessment of structures (teams, units)
- ✦ project assessment

2026: The action plan is currently being drafted. The Evaluation Department is awaiting feedback from the Scientific Council, particularly regarding the definition of excellence.

Action 65 (4.14) | 2nd sem. 2022

Guarantee a good valorisation of women researchers and of the women experts at Inserm in medias and communities, at regional and national levels.

Actors | HR & DPRE Cellule Europe DISC Myriam BILLACOIS

Status | Completed

C&C Principles | 8. Dissemination, exploitation of results - 10. Non-discrimination - 22. Recognition of the profession - 23. Research environment - 24. Working conditions - 27. Gender balance

Indicators | Number of presences in the media

2023**Communication Department**

- "30' Santé" programme: 7 women (and 3 men)
- Inserm Magazine: 8 profiles
- Inserm Pro portal: 9 profiles

Inserm Europe Unit

- **Echos de l'Europe Magazine (3 issues):** two joint interviews with researchers (featuring one man and one woman in each instance) and one researcher profile.
- **Videos of European project successful applicants:** two produced (one man and one woman).
- **European projects at Inserm (LinkedIn section):** 12 European projects featured (approximately one per month), 7 of which were led by women.

LORIER: 8 LORIER Rendez-vous → 5 men speakers / 4 women speakers (one Rendez-vous had two women speakers).

July 2023: recommendations regarding gender balance for event organization (conferences, appointments) were drafted and published on the "Organizing an Event" page, which includes a dedicated section.

➡ <https://pro.inserm.fr/rubriques/linstitut/communication/des-outils-pour-communiquer/organiser-un-evenement>

2024**Communication Department**

★ **Science et société**

- "Science and Society Day": 15 women and 3 men gave presentations
- **Seed fundings:** winning projects are led by 11 women and 5 men

★ **Institutions relations**

- **Parliamentary hearings:** 4 women experts from Inserm participated in the hearings out of the 17 monitored this year.
- **Institutional events and symposia:** 5 women speakers from Inserm represented our Institute at the 9 gatherings supported or organised by the department

★ **Publications and Multimedia**

- Magazine: 9 profiles of female researchers / 4 feature articles with a female researcher acting as the lead expert and editorial author / 13 interviews with female research professionals / 6 reports on research projects coordinated by a woman - "Les Volontaires" Podcast: 4 episodes dedicated to research coordinated by a female researcher - Inserm.fr: 5 profiles of female researchers and 6 information dossiers ✦ Press - Inserm press releases featuring women (as first or last author): 17 / Inserm press releases featuring men: 19 - 2023 Inserm spokespersons (top tier): Of the 20 individuals cited, 9 were women - Canal Detox: 11 women / 11 men ✦ Internal communication - For Inserm Pro, there was a balance in staff citations (administrative and scientific) in national articles: 21 men vs. 20 women. However, there was a decrease in profiles of women (3 women vs. 7 men). - Improved gender balance at 2024 Inserm Day: 10 men and 9 women, compared to 11 men and 5 women in 2023.
Inserm Europe Unit - Echos de l'Europe Magazine (3 issues): two profiles of women and one profile of a man. - Videos of European project successful applicants: two produced (one man and one woman). - European projects at Inserm (LinkedIn section): 7 European projects featured, 4 are led by women, 1 is led by a man, and the last two involve teams of 3 men and 3 women.
LORIER: 10 LORIER Rendez-vous → 4 men speakers / 9 women speakers (two Rendez-vous had two speakers).

2025

Communication Department

✦ Science et société

- **Science and Society Network**: the network of researchers coordinated by the service counts 132 women and 74 men among its active members.
- **Seed fundings**: winning projects are led by 14 women and 5 men

✦ Institutions relations

- **Parliamentary hearings**: 9 women experts from Inserm (and Inserm Transfert) participated in the hearings out of the 21 monitored this year.
- **Institutional events and symposia**: 3 women speakers from Inserm represented our Institute at the 9 gatherings supported or organised by the department

✦ Publications and Multimedia

- **Magazine (4 issues)**: 6 profiles of female researchers / 4 features with a female researcher acting as the lead contact and author of the issue's editorial / 2 reports on research projects coordinated by a woman

- "Les Volontaires" Podcast: 4 episodes dedicated to research coordinated by a female researcher - Inserm.fr: 5 women serving as case leads / 11 news items featuring an interview with a woman ✦ Internal communication - For Inserm Pro, regarding mentions of staff (administrative and scientific) in national articles, women are overrepresented, with 33 women cited compared to 15 men. This imbalance is due to several articles featuring multiple women (notably the L'Oréal-UNESCO awards, which included eight women). We aim to partially redress this balance with the year's final articles. - A decline in gender parity for the 2025 Inserm Day: 10 men and 6 women.
Inserm Europe Unit - Echos de l'Europe Magazine (2 issues*): two profiles of men and an article written by a female award recipient to mark the International Day of Women and Girls in Science. <i>*Only two issues this year, as a special English-language edition was also published, compiling all our key interviews and articles from the first nine issues.</i> - Videos of European project successful applicants: one video produced, featuring a woman (an expert and award recipient). - European projects at Inserm (LinkedIn section): 2 European projects led by Inserm, one by a woman and one by a man. - New for 2025 Scientific seminars within the RAISE network: 6 roundtables organised, featuring a total of 5 female and 16 male speakers. While men are more heavily represented, aligning schedules can be difficult at that time of year (spring 2025). We also sought to ensure representation across the various European funding programs in which Inserm participates and the different scientific themes involved
LORIER: 11 LORIER Rendez-vous → 7 men speakers / 4 women speakers

For 2026, all the figures will be available at the beginning of 2027. To date, we have:

2026
Inserm Europe Unit - Echos de l'Europe Magazine (1 issue published, 2 planned): one profile of a female researcher produced so far. - Videos of European project successful applicants: 3 produced (1 man, 2 women) - European projects at Inserm (LinkedIn section): 1 European project led by a woman. - Meeting of Inserm European project successful applicants (2023–2024): 5 roundtables organised with a total of 23 speakers (12 men and 11 women). We also sought to ensure representation across the various European funding programs in which Inserm participates and the different scientific fields - Training on collaborative projects: a "gender issues" module has been added to the European project proposal writing training. In the summer of 2026, an analysis conducted by Inserm Transfert will be released regarding the impact on a female researcher of having coordinated a collaborative European project.
LORIER: To date, 4 LORIER Rendez-vous → 1 men speaker / 3 women speakers

Since 2023, over 33 LORIER Rendez-vous, 20 women and 17 men have led a LORIER Rendez-vous. Sometimes, there were two speakers for one Rendez-vous.

Action 66 (5.3) | 2nd sem. 2022

Implement the DuoDay action: give the opportunity to disabled researchers to work with Inserm staff in order to discover their activities during one day.

C&C Principles | 10. Non-discrimination - 23. Research environment

Actors | HR Christelle RICHE

Indicators | Number of participants

Status | Completed

Implemented in 2020, the objective is to give people with disabilities (administrative staff and researchers) the opportunity to work for one day at Inserm.

	Number of volunteer staff members	Number of pairings completed
2020	6 participants	
2021	13 participants	
2022	16 volunteers	8
2023	25 volunteers	17
2024	28 volunteers	16
2025	22 volunteers	11

Action 67 (7.2) | 2nd sem. 2023

Homogenise HR practices in all Regional offices to better guide the researchers.

C&C Principles | 7. Good practice in research - 23. Research environment - 24. Working conditions

Actors | HR Jeanne-Marie BALAVOINE Regional offices CDevRH

Indicators | Number of homogenised practices

Status | Completed

To standardise some practices across the regional delegations, two working groups were established:

- ✦ "End-of-career support" working group
- ✦ "New recruited staff support" working group

While the aim is to harmonise practices across the regional delegations, this also aligns with specific actions outlined in the plan:

- ✦ "End-of-career support" working group: actions 5 and 59
- ✦ "New recruited staff support" working group: actions 58

Working group results

- ✦ **"End-of-career support" working group:** A booklet has been created for Regional Delegation HR Development Officers (CDevRH) to help them support staff members, both administrative personnel and researchers, during the final stage of their careers and throughout the retirement process. It is available via the CDevRH network on RESANA portal. The booklet suggests ways to better acknowledge retirees, such as through letters sent by the Regional Delegations.
- ✦ **"New recruited staff support" working group:** Until now, there had been no progress on this issue due to a lack of human and financial resources. However, the reintroduction of a national day for 2026 is currently being discussed with a dedicated working group. Several options are being considered: either a national day for all new recruits or a regional day that would feature a common core for all regional delegations while also incorporating the specific characteristics of each region. This is expected to be implemented by 2027. The future monitoring will be realised through the dedicated action n°58.

Action 68 (PA 2026-2029 n°1) | 2nd sem. 2027

Write, publish and implement the 2027-2030 Disability Plan

Actors | HR Christelle RICHE

Status | New

C&C Principles | 10. Non-discrimination, 13. Recruitment (Code), 23. Research environment, 24. Working conditions, 30. Access to career advice, 38. Continuing Professional Development

Indicators | Monitoring of the 2027-2030 Disability Plan indicators

With this new action plan (2027-2030 Disability Plan), we will continue and strengthen our commitment to an inclusive policy.

Action 69 (PA 2026-2029 n°2) | 2nd sem. 2026

Implement the new agreement with the FIPHFP (2027-2030)

Actors | HR Christelle RICHE

Status | New

C&C Principles | 10. Non-discrimination, 23. Research environment, 24. Working conditions

Indicators | Monitoring of the 2027-2030 FIPHFP agreement

With this new action agreement, we will renew our partnership with the Fund for the Integration of People with Disabilities into the Civil Service (FIPHFP) and will have the possibility to implement new actions.

Action 70 (PA 2026-2029 n°3) | 1st sem. 2027

Implement of the new multi-year digital accessibility plan (2027-2029)

Actors | HR Christelle RICHE

Status | New

C&C Principles | 10. Non-discrimination, 23. Research environment, 24. Working conditions

Indicators | Monitoring of the 2027-2029 digital accessibility plan indicators

With this new action plan, we will continue and strengthen our commitment to an inclusive policy.

Action 71 (PA 2026-2029 n°4) | 2nd sem. 2027

Build and implement the 2027-2029 Gender Equality Plan

Actors | HR Laëtitia LE BALC'H

Status | New

C&C Principles | 10. Non-discrimination, 14. Selection (Code), 16. Judging merit, 17. Variations in the chronological order of CVs (Code), 24. Working conditions, 27. Gender balance

Indicators | Monitoring of the 2027-2029 Gender Equality Plan indicators

With this third edition of the Gender Equality Plan, we will continue and strengthen our commitment to an equitable policy between women and men at Inserm.

Action 72 (PA 2026-2029 n°5) | 2nd sem. 2029

Enable the Institute to meet international standards for ethical and responsible research

Actors | Research Integrity Delegation *Ghislaine FILLIATREAU, Catherine COIRAUT*

Status | New

C&C Principles | 2. Ethical principles, 5. Contractual and legal obligations, 7. Good practice in research

Indicators | Number of international standards implemented

Late 2023: a policy paper advocating for an Inserm policy on scientific integrity has been submitted to the Executive Management. To date, we are still awaiting Executive Management's feedback on the proposed policy regarding scientific integrity. Changes in standards will only become apparent over the long term.

Action 73 (PA 2026-2029 n°6) | 2nd sem. 2027*Implement specific LORIER training courses*

C&C Principles | 1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations, 6. Accountability, 7. Good practice in research, 38. Continuing Professional Development, 39. Access to research training and continuous development

Actors | **Research Integrity Delegation** Ghislaine FILLIATREAU, Catherine COIRAULT

Indicators | Number of training courses implemented / number of trainees

Status | New

During the second half of 2023, Inserm secured external funding to conduct training on ethical and responsible research for postdoctoral researchers.

The various training modules for postdoctoral researchers have been beta-tested and revised. The training is set to be made available. A smartphone app aimed at all staff, regardless of their employment status, is currently under development.

This initiative follows on from action 8.

Action 74 (PA 2026-2029 n°7) | 2nd sem. 2027

Draft an Inserm charter for ethical and responsible research

Actors | Research Integrity Delegation Ghislaine FILLIATREAU, Catherine COIRAULT

Status | New

C&C Principles | 1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations, 6. Accountability, 7. Good practice in research

Indicators | Publication of the Charter

This charter would represent the HR-level implementation of the LORIER initiative for Inserm (implementation of the decree on scientific integrity). Indeed, since December 2021, a national decree has required institutions to establish a policy promoting scientific integrity.

Action 75 (PA 2026-2029 n°8) | 2nd sem. 2027

Implement support for researchers who have fallen short of scientific integrity standards.

Actors | Research Integrity Delegation Ghislaine FILLIATREAU, Catherine COIRAULT

Status | New

C&C Principles | 1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations, 6. Accountability, 7. Good practice in research

Indicators | Implementation of a mentoring system / Number of supported researchers

The idea would be to set up a mentoring system to support researchers who have fallen short of scientific integrity standards.

Action 76 (PA 2026-2029 n°9) | 1st sem. 2027

Implement a LORIER Rendez-vous about the collective mediation

Actors | Research Integrity Delegation Nathalie THERET

Status | New

C&C Principles | 2. Ethical principles, 23. Research environment, 24. Working conditions, 34. Complaints/appeals

Indicators | Number of participants

The idea is to give more visibility to the mediation service and to better inform Inserm member staff about this service.

Action 77 (PA 2026-2029 n°10) | 2nd sem. 2028

Raise awareness among regional delegations about the mediation mechanism

Actors | Research Integrity Delegation Nathalie THERET

Status | New

C&C Principles | 2. Ethical principles, 23. Research environment, 24. Working conditions, 34. Complaints/appeals

Indicators | Number of implemented contacts / meetings with the regional offices

The idea is to develop strong links with the regional offices to have easier access and use of the mediation service.

Action 78 (PA 2026-2029 n°11) | 2nd sem. 2027

Contribute to the facilitation and representation of Inserm within the MESURE network (mediators of higher education and research)

Actors | Research Integrity Delegation *Nathalie THERET*

Status | New

C&C Principles | *2. Ethical principles, 23. Research environment, 24. Working conditions, 34. Complaints/appeals*

Indicators | *Number of meetings, seminars, etc.*

The idea is to contribute to the facilitation of the MESURE (Higher Education and Research Mediation Service) network, to share best practices and to represent Inserm among this network of mediators.

The MESURE network aims to share best practices to define a common foundation for the role, which is too often interpreted differently by applicants, and perhaps, in the future, to "professionalise" the function.

Action 79 (PA 2026-2029 n°12) | 2nd sem. 2026

Create videos or e-learning modules to raise awareness about sexual and gender-based violence.

Actors | HR Laëtitia LE BALC'H, Emilie TOURNEUR

Status | New

C&C Principles | 23. Research environment, 24. Working conditions, 27. Gender balance, 37. Supervision and managerial duties

Indicators | Implementation of the e-learning course on workplace harassment / Number of trainees

This is a partnership with INRAe (France's National Research Institute for Agriculture, Food and Environment), and the content produced will be shared between the two institutions.

Action 80 (PA 2026-2029 n°13) | 1st sem. 2027

Implement software to ensure the medical monitoring of researchers:

- a. Provide staff with better preventive services*
- b. Implement measures in response to risks identified through this monitoring.*

Actors | HR Béatrice BIE, Barbara DUFEU, Alexis LE BON

Status | New

C&C Principles | 7. Good practice in research, 23. Research environment, 24. Working conditions

Indicators | Software implementation / Number of implemented measures in response to identified risks

In 2025, a dedicated budget was approved by the Directorate General. During 2026, requirements and functionalities were defined, the architecture is currently being designed, and technical and security requirements have been identified.

Development is set to begin soon, with deployment scheduled for Q1 2027.

Action 81 (PA 2026-2029 n°14) | 1st sem. 2027

Implement the 2026-2029 PAPRI Pact and the 2026-2029 PSR PAPRI Pact

Actors | HR Béatrice BIE, Barbara DUFEU, Alexis LE BON

Status | New

C&C Principles | 7. Good practice in research, 23. Research environment, 24. Working conditions

Indicators | Monitoring of the 2026-2029 PAPRI Pact indicators + 2026-2029 PSR PAPRI Pact indicators

The PAPRI Pact (Annual Program for the Prevention of Occupational Risks and the Improvement of Working Conditions) is a mandatory document that defines, over a period of one or more years, the necessary preventive actions to be implemented to address identified occupational risks.

The PAPRI Pact for 2026-2029 is currently undergoing validation. A psychosocial risk prevention plan will be added to the 2026-2029 PAPRI Pact in September 2026.

Action 82 (PA 2026-2029 n°15) | 2nd sem. 2028

Initiate discussions on the potential implementation of "flex-office" arrangements

Actors | HR Béatrice BIE, Barbara DUFEU, Alexis LE BON

Status | New

C&C Principles | 24. Working conditions

Indicators | Feedback on the analysis regarding the implementation (or not) of flexible office arrangements

As a first step, an analysis of the feedback from organisations that had already implemented this way of working was launched in 2026. The aim is to anticipate potential issues associated with the implementation of flex-office arrangements if we decide to implement "flex-office" arrangements.

Action 83 (PA 2026-2029 n°16) | 2nd sem. 2028

Improve communication regarding the initiatives undertaken by the Social Affairs Department.

C&C Principles | 24. Working conditions

Actors | HR SAS

Indicators | *Evolution of the social welfare schemes presentation on Inserm Pro*

Status | *New*

Communications were realised regarding the following topics:

- ✦ The annual allocation process for Babilou daycare spots
- ✦ The implementation of supplementary social protection coverage

However, changes to the presentation of the various social welfare schemes on Inserm Pro are necessary to improve clarity.

Action 84 (PA 2026-2029 n°17) | 1st sem. 2027*Foster professional networks and communities***Actors** | HR Armelle REGNAULT**Status** | New**C&C Principles** | 24. Working conditions, 30. Access to career advice, 38. Continuing Professional Development, 39. Access to research training and continuous development**Indicators** | Number of created professional networks and gathered communities

The idea is to structure and facilitate professional communities to foster exchanges, the sharing of practices, and skills development. It could be among successful applicants of a national programme (e.g. ATIP-Avenir), of European programme (e.g. ERC). The existing RAISE network (network of European projects successful applicants at Inserm) could maybe contribute to this action.

OTM-R policy

- **Award Renewal (max. 500 words)**

The OTM-R has been completely updated and has been published on the dedicated webpage on Inserm Pro.

We have a fully Open, Transparent and Merit-based recruitment policy.

Open because all profiles are considered, including non-traditional ones (such as physicians, pharmacists, and researchers with experience in the non-academic sector) and early-career researchers, as they bring a unique dynamic to their career paths.

Each year, between 30% and 40% of our applicants have a foreign nationality. We have the same figures among the appointed applicants as research scientists (CRCN). We have a Gender Equality Policy as well as a Disability Policy. Since 2023, French national public institutions of the State employing at least fifty staff members have been required to publish a workplace gender balance index based on the following three indicators:

- ✦ the overall pay gap between female and male civil servants (scored out of 40);
- ✦ the overall pay gap between female and male contract staff (scored out of 40);
- ✦ the number of public sector employees of the underrepresented gender among the ten highest-paid public sector employees (scored out of 20).

The workplace gender balance index of Inserm is 95/100.

The employment rate of people with disabilities in 2025 at Inserm is 7,25%.

Transparent because lists of applicants admitted to the competition, shortlisted applicants, and successful applicants are published. All applicants are informed of the process outcomes. Applicants may request oral feedback if they are not selected. Details of all processes are available on Inserm Pro.

Merit-based because committees are trained to avoid gender bias. While a "guarantor" role has been established to prevent bias related to gender or other diversity aspects, committee members also receive training on these issues. External evaluators may be brought in (up to 20%) if specific expertise is lacking. The selection process consists of two stages: a preliminary review based on the written application, followed by individual oral interviews for shortlisted applicants.

318 words

Implementation

General overview of the implementation process: (max. 1000 words)

Each year, we meet all the actors involved in the process and we study the last 12 months to produce a state of play for each action. It helps us to see how the actions progress, if there are some difficulties to realise some of them but also to highlight some unforeseen actions that could be put in place in the following months/years. It also helps us to maintain the interest for the HRS4R among the actors and remind them the importance of having a regular follow-up. The annual meeting allows us to present this state of play.

98 words

How have you prepared the internal review?*

During the annual meeting, we (the steering committee) reiterated the importance of the internal assessment and the need for full engagement from all stakeholders. We prepared our internal assessment by following the four sections of the dossier.

First Part - General information. For the first section, covering figures regarding researchers within our organization and budget-related data, we contacted the relevant departments (HR and Finance) to obtain updated figures for 2025 (last fiscal year).

Second Part - Strengths and weaknesses. For this section, we established four working groups, one for each pillar. These groups comprised a mix of men and women, from junior to senior levels, from Headquarters departments and Regional Offices, administrative staff and researchers. Each working group consisted of approximately ten people. Participants were selected based on the principles associated with the specific pillars. Prior to the working group sessions, we reviewed the 40 principles of the Charter and Code (as our institution is still being evaluated against these two documents) to ensure each group had a summary of the objectives for their respective pillars beforehand. The goal of each working group was to highlight existing initiatives at Inserm that would add significant value to the dossier. Each meeting was facilitated through collective brainstorming on the Institute's strengths and weaknesses. Following this collaborative work, we produced a summary that was shared with the working group for review and validation. (Due to word count limits in the dossier, we prepared a summary of our strengths and weaknesses for the main document but have provided the full version in the annexe "HRS4R_2.Annexes2026_EN").

Third Part - The actions. As we do every year, we conducted interviews with each operational stakeholder or stakeholder group (Headquarters, Regional Offices, men/women, administrative staff/researchers). To prepare for this meeting, and as is done every year, they received an Excel document outlining the initiative's history and the data collected. During this year's meeting, we reviewed the past year's activities, thereby gaining visibility into the September 2023-September 2026 period. Operational stakeholders also outlined the new initiatives they wish to implement over the next three years (2026-2029). Once the initiatives had been drafted for the proposal, the document was sent back to the stakeholders for review and approval.

Part Four - Implementation. The steering committee addressed the various issues and handled the drafting process.

The steering committee met every two weeks to track the progress of the proposal's preparation. A written report was produced at the end of each meeting, detailing the progress made and the remaining actions to be carried out.

The complete document was then submitted to Directorate Generale for review, any necessary corrections, and final approval.

439 words

How have you involved the research community, your main stakeholders, in the implementation process?*

Researchers at all career stages are fully involved in implementing the actions outlined in the HRS4R plan.

For many years, Inserm has decided to implement an evaluation of the researchers' career based on an analysis realised by their peers. That's why they serve on Specialised Scientific Committees and conduct peer reviews (under five-year mandates). Each chair and vice-chair of these committees are researchers.

They are members of institutional consultative bodies (e.g., the Scientific Council, contributes to the development of the Inserm's scientific policy) as well as staff representative bodies (e.g., the F3SCT; this body contributes to protecting staff physical and mental health and improving working conditions, while also ensuring compliance with legal obligations within its remit).

They participate in steering committees. For instance, the steering committee for the 2023–2025 triennial agreement regarding the Institute's disability policy is composed of researchers.

They belong to various networks that facilitate the implementation of specific initiatives; for example, doctoral candidates, postdoctoral researchers, and senior researchers participate in the institutional "Gender Parity and Professional Equality" network, relaying actions from the Institute's gender equality plan at the local level. This way, they can deploy national actions at local level, report the field reality and express the specific needs of the researchers. Other researchers are involved in activities linked to our disability policy (ex. the steering committee of the three-yearly convention).

Researchers participate in working groups on diverse topics, both at the institutional level (e.g., the working group preparing the action plan for CoARA) and at the local level (e.g., a unit-level working group focused on the well-being of doctoral candidates and postdoctoral researchers).

They also initiate specific programs, such as LORIER. This program aims to build and sustain a culture of ethical and responsible research that meets the highest international standards; it is driven largely by researchers and designed for researchers. Through this programme, researchers are also invited to express their own ideas to improve our current practices and to develop an ethical and responsible researchers all together.

They also spearhead new measures (e.g., the new menstrual leave policy was implemented following collaboration between headquarters, researchers, and unions) and new tools (e.g., "Bibliosphère," a tool developed by a PhD student for researchers with visual impairments).

All these contributions support the implementation of the various actions of the HRS4R plan.

384 words

Do you have an implementation committee and/or steering group regularly overseeing progress?*

There is a strong network to implement and follow the HRS4R at Inserm.

First, the steering committee consists of two people: the Head of the HR Development Department and the person in charge of the AMSC programme at Inserm. Both are based within the HR Department at Inserm headquarters. The department director is available to assist them whenever necessary.

The steering committee meets annually with operational stakeholders to review the past year's activities and organises a yearly meeting involving senior management and all operational stakeholders to present progress, foster cross-functional dialogue, and spark new initiatives. Breaking down silos and bringing teams together for dedicated sessions makes it possible to mobilise all available resources around this shared strategy.

The steering committee also participates in various events to reiterate the objectives of the HRS4R initiative and emphasise the importance of everyone contributing to the progress of these actions, for instance, by addressing the institutional network of HR development officers (regional staff in direct contact with researchers) to remind them of the initiatives involving regional offices and the indicators that need to be tracked. When we are in an evaluation period, we implement additional meetings for the steering committee to monitor carefully the preparation of the field. As of this year, we have established working groups to draft the application dossier; these groups will be convened every three years (in addition to the annual meetings).

Then, we have a sound and strong working group composed of the thematic contact points in the HR Department as well as the strategic contact points in the other departments of the headquarters and the regional contact points who are particularly close to the researchers and have numerous exchanges with them.

Among the HR Department, we have thematic contact points on the following topics: health and work safety, recruitment, professional pathways and mobility, gender equality, disability and social action, training.

The strategic contact points are in the following departments of the headquarters: the Scientific Information and Communication Department, the Programme Assessment and Follow-up Department and Partnership and the External Relations Department.

Finally, at regional level, our regional contact points are the regional HR managers and the HR Development officers.

Besides, we have three researchers as contact points for the LORIER programme about the ethical and responsible research. They lead this programme at institutional level.

Moreover, it should be noted that some of the thematic, strategic and regional contact points are researchers now involved in the strategic and scientific policy steering at decisional levels.

This strong network allows us to have a continuous progress monitoring on the actions to implement.

431 words

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy*

The HRS4R is fully integrated into our organisation's research strategy and its overall HR policy. First, the HR Director's HR roadmap (at the institutional level) was merged with the HRS4R action plan, incorporating virtually all actions (except for those falling entirely outside the scope of HR). The management guidelines of the new financial compensation scheme for researchers (RIPEC) is also in line with the HRS4R. In these guidelines, gender-based notion has been introduced in order to guarantee a fair remuneration policy. The document signed by the previous CEO of Inserm is available on Inserm Pro.

➔ <https://pro.inserm.fr/rubriques/ressources-humaines/remuneration-principale/primes-et-indemnites/principales-primes-et-indemnites>).

Furthermore, in 2018, Inserm signed the San Francisco Declaration on Research Assessment (DORA), which challenges the inappropriate use of bibliometric indicators in research assessment. To advance this initiative and collectively evolve research assessment practices, the Coalition for Advancing Research Assessment (CoARA) was established in 2022, with Inserm joining from the outset. The goal is to implement a five-year CoARA action plan that adheres to the ten CoARA commitments, including recognising the diversity of research contributions and career paths based on specific needs and the nature of the research, and basing assessment primarily on qualitative evaluation (with peer review at its core) supported by the responsible use of quantitative indicators. These two commitments align perfectly with HRS4R principles regarding assessment systems, merit-based judgment, recognition of variations in CV timelines, and recognition of qualifications. Finally, Inserm's strategic plan and the COMP (Multi-Year Objectives Contract) were developed in alignment with the HRS4R. Indeed, Priority No. 4 in both documents is to "accelerate the development of open and responsible science and strengthen the role of health science in our society.

273 words

How has your organisation ensured that the proposed actions would be also implemented?*

To ensure the implementation of the planned actions, the steering committee conducts annual individual reviews with each operational stakeholder or group of stakeholders. These reviews are mandatory for tracking progress on the actions. If necessary, the steering committee may contact an operational stakeholder during the year to obtain additional information, for instance, if an action can only be measured at a specific time, or if the committee was awaiting

a new person to take over the project. The steering committee also remains available throughout the year to discuss ongoing actions or potential new initiatives. Furthermore, the steering committee enjoys full support from the HR Director and Executive Management, which facilitates the implementation of the action plan.

We also produce various indicators for strategic and institutional documents:

- ★ the 2025 Annual Activity Report: https://www.inserm.fr/wp-content/uploads/2026/06/Inserm_RapportActivites_2025.pdf
- ★ the Unique Social Report: <https://pro.inserm.fr/bilan-social>
- ★ the annual scientific progress report: <https://www.calameo.com/read/00515445023b81fbe7759>

146 words

How are you monitoring progress (timeline)?*

Annual reviews are mandatory. They are generally held in the spring. Each stakeholder or stakeholder group must review the initiatives for which they are responsible. All information is recorded in a single Excel file, enabling the tracking of collected qualitative and quantitative data from year to year. This ensures that the initiative's history is preserved if an operational stakeholder leaves the organisation and is replaced. Furthermore, the file is stored in a shared folder, allowing both members of the steering committee unrestricted access. It is also accessible to the HR Director, should they wish to review or amend it.

The steering committee also has an Excel file with built-in formulas that allow for the continuous updating of action statuses (completed, in progress, etc.) and the generation of statistics on the plan's progress.

A progress report is presented during the annual meeting attended by senior management and the operational stakeholders.

149 words

How will you measure progress (indicators) in view of the next assessment?*

We have identified indicators for each action. These may be quantitative indicators (e.g., number of people trained) or Boolean indicators (e.g., publication of the Time Charter). We will track these indicators annually during reviews with operational staff. We also compile statistics on the implementation of these actions to quantify the progress of the action plan. During the most recent annual meeting, rescheduled to February 5, 2026, we reviewed the results of the 10-year certification period (2016–2025). 92% of our planned actions have been implemented. However, even though they are already in place, we continue to monitor the indicators; this is because the HR Strategy has become integrated with our internal tools, and the actions themselves now serve as key metrics for Inserm's HR policy.

We will follow the same process for the next evaluation.

135 words

How do you expect to prepare for the external review?*

In 2029, we will be evaluated based on the new European Charter for Researchers (2023). Therefore, as a first step, we will present the new pillars and principles of the Charter to all stakeholders to ensure they are fully informed. Subsequently, we will conduct a new assessment of our internal practices against these 20 new principles, develop a new action plan and write a new letter from the CEO.

Regarding the preparation of the submission dossier, we will follow the same process used for previous evaluations (whether they involved an on-site visit by expert evaluators or not). We will review progress with operational stakeholders annually to monitor the evolution of the actions.

In the evaluation year, we will review the past three years, and operational stakeholders will propose new actions for the coming three years. They will then review the information entered the dossier for validation. The complete dossier will then be submitted to Directorate General for review, any necessary corrections, and final approval.

Since the upcoming 2029 evaluation will include an on-site visit by expert evaluators, we will also prepare for meetings with operational stakeholders and researchers (across all career stages and genders and based throughout the country).

Finally, as with previous evaluations, we will take care to prepare the dossier for the label renewal well in advance of the submission deadline to ensure its quality.

227 words

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

We have decided to divide our new 2026-2029 action plan into two parts.

The first part is dedicated to ongoing actions (those not implemented during the second cycle, 2023-2026) and to new actions proposed by operational stakeholders.

The second part will serve as annexes to the plan. The first annex list all the implemented actions, categorising them into those that no longer require monitoring (Boolean indicators) and those for which we will maintain monitoring, as they are important for our internal HR strategy. The second annex give key figures about this 10-year period of HRS4R at Inserm.

Furthermore, this action plan was designed based on the 40 principles of the Charter and Code, as we are currently being evaluated against these two documents. It will be updated as soon as we transition to the 20 new principles of the European Charter for Researchers.

Besides, we have updated the OTM-R checklist. Thus, on the dedicated webpage we have the new action plan 2026-2029, the full report, the annex of the report, the OTM-R checklist and the new letter from our CEO.

To finish, please find below some key strategic documents linked to the HRS4R:

- ➡ Gender Equality Plan 2024-2026: https://pro.inserm.fr/wp-content/uploads/2024/07/PEP-INSERM-2024-2026_eng.pdf

- ➔ Disability Plan 2023-2025 (extended in 2026):
<https://pro.inserm.fr/rubriques/linstitut/politique-handicap/plan-handicap>
- ➔ PAPRI Pact 2026-2029: <https://pro.inserm.fr/wp-content/uploads/2026/06/2026-2029-PAPRI Pact.pdf>
- ➔ LORIER Programme: <https://lorier.inserm.fr/en/the-lorier-program/#>

215 words