



HRS4R at Inserm

Internal Review for Renewal Assessment Second cycle (2023-2026) Annexes

July 2026



HR EXCELLENCE IN RESEARCH

II. 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. LORIER (Organisation for Ethical and Responsible Research at Inserm) is a programme launched in 2022 and included in 2025 strategic plan of Inserm (just renewed for the next 5 years). It concerns all types of staff and activity. Its aim is to foster the development of a common culture of ethical and responsible research, and to improve the accountability, transparency, reproducibility and quality of research.

A dedicated portal facilitates the co-creation and sharing of resources and tools that will help embed best practices regarding professional conduct, scientific integrity, ethics, and so on. A part of the content is available in English.

LORIER is supported by working groups and network of “ambassadors”, who are at once the resources and the driving forces of the process. Since 2023, about once a month, a group dedicated to promoting scientific research practices (including reproducibility) and a thematic group on scientific integrity meet. The aim of the first group is to conduct scientific animation on this topic among research staff, whether they are affiliated with Inserm or not. The aim of the second group is to develop documents on responsible science practices and on the working procedures of the Scientific Integrity Delegation. Finally, LORIER also participates in the Horizon Europe OSIRIS project (*Open science to increase reproducibility in science*) of which this aim is to develop, implement, and evaluate the impact of open science practices on the reproducibility and transparency of scientific research. The first ambassadors’ meeting has been launched in November 2024. The network remains flexible and open. There is therefore no registration list. What matters is not the number, but the dynamic driving it.

- ➞ LORIER portal: <https://lorier.inserm.fr/en/>
- ➞ OSIRIS: <https://lorier.inserm.fr/s-interroger/les-projets-de-rechercher-sur-la-recherche-impliquant-lorier/>
- ➞ LORIER network: <https://lorier.inserm.fr/s-impliquer/les-reseaux-ambassadeurs/>

Good practice in research

Inserm supports its units in their quality initiatives through awareness-raising, training, audits, ad hoc assistance, and an exhibition on good research practices.

As part of this effort, 18 posters were produced between 2023 and 2025. This series of posters proposes actions grounded in the quality approach, aiming to foster an environment conducive to dialogue regarding research integrity.

- ➞ <https://pro.inserm.fr/rubriques/en-labo/recherche-responsable/qualite/soutenir-la-demarche-qualite>

✦ Open Science practices

Workshops are organised to develop and promote open science skills. Each research project is supported by health data management specialists to ensure compliance with national and European requirements. Data catalogs are described using the HealthDCAT-AP standard. Datasets can be linked to citation metadata (DataCite) and use health data models such as FHIR or OMOP CDM. Mappings to Dublin Core can be used to ensure interoperability. Inserm is developing turnkey cloud services so that researchers do not have to worry about security issues related to health data. Inserm provides environments that allow researchers to access health data.

Orphanet. Launched by Inserm in 1997, the Orphanet website (translated into 9 languages) was initially conceived as a simple information tool designed to give rare diseases medical visibility. However, this authoritative encyclopaedia has since expanded dramatically in scope, establishing itself as a gateway to European funding and a guarantor of reliable AI. This open science model became an international benchmark for quality.

- ➞ <https://pro.inserm.fr/de-laces-aux-financements-europeens-a-la-securite-de-lia-la-nouvelle-dimension-dorphanet>
- ➞ https://www.orpha.net/fr/other-information/about_orphanet

✦ Safe working methods

Biological risks. In 2023, training courses were developed to educate researchers on biological risks in containment laboratories, ensuring the adoption of best practices and safe working methods. These courses are rolled out across regional delegations by the biological risk prevention officer and a regional prevention advisor, who also heads the Prevention and Facilities Unit for the Auvergne-Rhône-Alpes Regional delegation. The program is regularly adjusted to meet the specific needs and concerns of the laboratories.

Establishing and coordinating this network of containment specialists relies on the active involvement of prevention advisors from each regional delegation.

- 2023: 16 training sessions / 2025 trainees
- 2024: 5 training sessions / 74 trainees
- 2025: 5 training sessions were conducted, training a total of 74 individuals (Lyon: 16 trainees; Montpellier: 13 trainees; Paris (2 sessions): 31 trainees; Lille: 14 trainees).

This training is highly valued by participants and enables Inserm to maintain a network of biological risk specialists that is unique among research institutions.

Prion research. In February 2022, a guide to highlight good prevention practices for prion research was written jointly by the Anses, the CEA, the CNRS, the INRAe, and the Inserm. It is being updated, following consultation with researchers regarding the difficulties encountered during implementation, as well as the procedure to be followed in the event of an accident, once certain protocols currently under exploration have been validated.

- ➞ Guide for good prevention practices for prion research: <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/prevention-des-risques/risques-biologiques#attachment17423580>

A dedicated page outlining the appropriate actions and procedures to follow in the event of an accident or incident was created in 2024.

- ➞ <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/declaration-daccident-du-travail-ou-de-maladie-professionnelle>

Since 2023, each year, a training course for personnel handling prions is proposed in collaboration with two of these institutions (CNRS and INRAe).

Containment laboratories. To improve our containment laboratories (level 2 and level 3), a design guide was published in October 2023.

- ➞ Design guide: https://pro.inserm.fr/wp-content/uploads/2023/11/guide_conception_L2L3.pdf

Animal house. In December 2023, a prevention guide for activities in animal house was published.

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

Risks prevention. In the third part of 2024, a digital health and safety log has been implemented. Each staff member can now use this digital system to record any observations or suggestions they deem appropriate regarding the prevention of occupational risks and the improvement of working conditions. In 2025, already 81 observations or suggestions have been indicated (49 person accidents, 25 dysfunctions and 7 improvement ideas). A video has been realised to facilitate the use of this new tool, and the full explanation is detailed and illustrated in a user guide.

- ➞ Description, video and guide: <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/prevention-des-risques/prevention-des-risques-evaluation-gestion-maitrise>

Accident response procedures. Between 2024 and 2025, guidelines for handling biological materials were updated. New guidance sheets were created covering prions and prion-like agents, tumour material, toxins, monkeypox, zebrafish, workplace fatalities, and the management of suicidal crises. These guidelines are available in both French and English.

- ➞ <https://pro.inserm.fr/je-travaille-a-linserm/prevenir-accompagner-et-agir/declaration-daccident-du-travail-ou-de-maladie-professionnelle>

In December 2024, an awareness-raising initiative regarding suicidal crises took place: a dedicated webinar was held as part of the national plan for the prevention of psychosocial risks (RPS), presented by the PAPAGENO programme team.

- ➞ <https://papageno-suicide.com/>

Dissemination, exploitation of results. Some key figures:

- ✦ **Press release:** 120/year
- ✦ **Intellectual property (2024):** 1st academic patent applicant in biomedical research in Europe; 1st European patent applicant in pharmaceuticals, 2nd research organisation for patent applications in France
- ➡ Activity Report 2024: <https://www.calameo.com/read/00515445047fc62376665>

Public engagement. Some examples:

- ✦ **Comics:** *InScience, cultive ta santé avec l'Inserm*
- ✦ **Virtual reality game:** ViRal
- ✦ **Festival:** *InScience, le festival qui fait du bien à ta santé*. In May 2026, Inserm launched the 6th edition of its national event dedicated to scientific culture. This festival dedicated to health and science also took place online in several French cities (Lyon, Marseille, Strasbourg, Tours, etc.). Inscience also organised in May a dedicated day for schoolchild.
- ✦ **YouTube:** launch of the movie "Résonances"
- ✦ **Podcast:** "Les volontaires" are available on Apple Podcast, Audible, Deezer, Spotify and Youtube
- ✦ **Partnerships with media:** France Culture (one reserved programme/each three months), TF1 ("Les vérificateurs")
- ✦ **2024:** 844 717 followers on social media (YouTube, LinkedIn, Instagram, etc.)
- ➡ Comics: <https://www.inserm.fr/culture-scientifique/bande-dessinee-inscience-cultive-ta-sante-avec-linserm/>
- ➡ Virtual reality game: <https://www.inserm.fr/culture-scientifique/viral-un-jeu-en-realite-virtuelle/>
- ➡ Festival: <https://www.inserm.fr/actualite/inscience-2026/>
- ➡ Résonances: <https://www.youtube.com/watch?v=DENx9CrSKOs>
- ➡ Les vérificateurs (one example): <https://www.tf1info.fr/sante/verif-comment-la-sante-des-femmes-est-usee-par-la-desinformation-et-les-fake-news-2421090.html>
- ➡ Podcast: <https://www.inserm.fr/podcast/> / <https://www.inserm.fr/actualite/podcast-les-volontaires-ces-benevoles-de-la-recherche-en-sante/>

Non-discrimination. Examples of initiatives that have been implemented:

- Dedicating specific recruitment pathways to researchers with disabilities.
- Compensating for disabilities through the implementation of technical or organisational supports.
- Providing enhanced, individualised support for researchers with disabilities through a multidisciplinary approach involving various stakeholders (multidisciplinary staff for researchers monitoring) and the implementation of a regional network of disability liaison officers.
- Professionalising support staff by developing awareness-raising initiatives (e-learning, webinars, etc.) and training programs.

- Raising awareness of disability-related resources and stakeholders through an assessment of occupational health status (using the "Health and Disability" diagnostic tool).
- Promoting equal access to digital tools by advancing the digital accessibility strategy (raising awareness of key issues, via webinars, e-learning, and staff training, and developing audits and remediation measures for websites and applications).
- Facilitating the support for staff members and communication among multidisciplinary stakeholders by developing a collaborative tool (December 2025) that centralises information regarding staff monitoring (procedures, individual situations, support measures used, supporting documents, etc.) and documentary resources related to disability. To date, there are 81 members (mainly disability contact points).
- Committing to digital accessibility by making digital tools accessible and fostering a culture of digital accessibility within the team. Each year, we will implement new audits of sites or applications, the results of which will enable us to carry out compliance work. In 2026, the following audits are ongoing: 4You, e-formation, MesH and Presse.inserm.fr
- Subscribing to video interpreting software for deaf and hard-of-hearing people (December 2024)

[FIPHFP survey \(2025\)](#). An analysis of the results from the FIPHFP survey "*Working Together: Your Perspective on Disability in the Workplace*", conducted among Inserm staff, reveals a generally positive perception of the institution's disability policy. The diverse range of respondents lends these results strong representative value, reflecting the actual situation within the Institute's units and structures.

Several key findings emerge:

- Growing awareness of the disability policy, although further dissemination is still needed
- A work environment perceived as supportive, with a generally very positive reception for people with disabilities
- Committed managers who nevertheless express a need for further support and training
- Motivated and dedicated disability focal points who would like increased resources and greater recognition of their role
- Beneficiaries of employment quota schemes are generally well-integrated, with workplace accommodations that are satisfactory yet still open to improvement; they also express a need for a better understanding of their rights and the available support resources.

These results highlight several areas for improvement in the short and medium term:

- Continue internal communication efforts to raise awareness of disability-related programs and key stakeholders
- Structure enhanced managerial support, including training, the sharing of best practices, and responsive HR assistance (professionalisation)

- Strengthen the network of disability focal points through regular exchanges and the pooling of tools (professionalisation).
- Systematise the monitoring of accommodations and the tracking of actions taken by developing specific monitoring indicators.
- Strengthen collaboration between the Disability Unit, management departments, and occupational health professionals.
- Reinforce the digital accessibility initiative by implementing awareness-raising activities to foster a supportive organisational culture and providing training for relevant staff, thereby encouraging stakeholders to commit to the audit and compliance process.

The survey results serve as a valuable management tool capable of guiding the institution's inclusion strategy as it prepares the next disability plan (2027–2030), which is set to be co-constructed in 2026. They make it possible not only to measure progress but also to identify areas requiring attention and to adjust priorities for the coming years.

The shared goal is to leverage disability as a driver for inclusion, innovation, quality of work life, and organisational attractiveness.

Disability network. By 2026, the network is fully staffed with 12 designated contact points. There is a genuine effort to professionalise the network (daily "flash news" emails, the implementation of training sessions, two annual exchange meetings, and one annual seminar).

Job boards. In 2021, Inserm subscribed to "OK Handicap," the specialised job board from Handicap.fr. This subscription was renewed through 2025. Over this period, more than 120 job postings were published and over 480 applications were received. In 2025, Inserm also used the "Talents Handicap" forum for its recruitment campaign targeting engineers and technicians with disabilities (11 job postings, 25 applications received). However, due to budget constraints, we no longer use the job board "OK Handicap" or the "Talents Handicap" job fairs. We have posted our vacancies on AGEFIPH's free job board and distributed them through public employment services (France Travail and Cap Emploi) as well as other partners, such as the organizations managing the supported employment scheme.

National label "Employeur handi-engagé". Since 2026, we have been recognized by France Travail and Cap Emploi as "employeur handi-engagé".

This label is awarded following an assessment conducted by an advisor. The aim is to check that the employer has moved from intention to action and to gauge their level of commitment, considering the organisation's size and the various initiatives undertaken, such as recruiting individuals with disabilities, facilitating their integration into teams, adapting job roles and working conditions as needed, supporting job retention, implementing a visible disability policy and developing inclusive partnerships.

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

➔ <https://aide.immersion-facile.beta.gouv.fr/fr/article/etre-entreprise-reconnue-handi-engagee-1og92u3/>

Promote integration and job retention. The Institute provides enhanced support to internal stakeholders involved in disability policy (disability officers, managers, mentors, HR teams, etc.) by leveraging training and awareness-raising initiatives:

2023 | Awareness-raising activities

- November 13, 2023: Awareness session on invisible disabilities (webinar format)
- November 14–16, 2023: Seated Amma massages provided by visually impaired practitioners
- November 16, 2023: Institut Pasteur round table: Highlighting Inserm's disability policy
- November 20–26, 2023: Participation in SEEPH (European Week for the Employment of People with Disabilities), theme: "Digital accessibility"
- November 21, 2023: Awareness session on digital accessibility (webinar format)
- November 23, 2023: Collective participation in the DuoDay initiative

2023 | Training sessions

- November 24, 2023: "Digital Accessibility Fresco" workshop

2024 | Awareness-raising activities

- October 17, 2024: awareness-raising workshops on neurodevelopmental disorders and hearing impairment
- November 4, 2024: neurodiversity awareness webinar
- November 18, 2024: hearing impairment awareness webinar
- November 28, 2024: Disability Unit participation in Carers' Day

There were also a breakfast event (October 17, 2024) and two awareness-raising workshops on invisible disabilities (held prior to SEEPH).

2025 | Awareness-raising activities - National level

- November 13, 2025: Visual impairment awareness workshops
- November 17, 2025: Visual impairment awareness webinar

2025 | Awareness-raising activities - Regional level

- Throughout November 2025 | Grand-Ouest Regional Office: Online awareness games regarding invisible disabilities and chronic illnesses for all Inserm staff
- During SEEPH (November 17–21) | Paris-IDF South Regional Office: Card games and 'Handipoursuite' (disability-themed trivia game) with regional office staff
- November 3, 2025 | East Regional Office: 'Disability Fresco' workshop for regional office staff

- During SEEPH (November 17–21) | Occitanie-Pyrénées Regional Office: Braille learning workshops and Amma massage sessions conducted by a visually impaired practitioner

The 2026 SEEPH will take place from November 16 to 22. This year, the theme will be mental health and disabilities, along with the associated stakeholders and support systems.

Furthermore, still to promote integration and retention job, in December 2024, Inserm subscribed to video interpreting software for deaf and hard-of-hearing individuals.

Professional expertise. In order to enhance the professional expertise of support staff (HR managers, disability coordinators, occupational physicians), a new training has been implemented in June 2026 called “*Career change due to physical unfitness and redeployment within the State civil service*”. A second session will be implemented in September 2026. It deals with unfitness for work, reassignment, and redeployment through:

- clarifying the concepts of unfitness, workplace adjustments, reassignment, and redeployment;
- ensuring the legal soundness of HR procedures and decisions;
- identifying strategies for job retention and the stages of the redeployment process;
- managing complex situations (e.g., employee refusal, inability to adjust, etc.).

Evaluation/appraisal systems. Each year, the Evaluation Department reviews the situation with members of the specialised scientific committees before and after the evaluation to discuss the process, areas for improvement, criteria that might not be used, etc. Information seminars dedicated to the evaluation of researchers and structures are regularly organised to present the criteria, expectations, and evolution of evaluation practices.

Working conditions

- **Award Renewal**

Working conditions

- ✦ **Remote working arrangements**

The things they have changed in March 2024:

- Remote working is available to trainees and interns (whether paid or unpaid).
- The six-month tenure requirement for accessing remote working days has been eliminated. Remote working may now be granted without a tenure requirement and is implemented progressively: initially one day per week, followed by two days.
- A direct supervisor may authorise the rescheduling of a missed fixed remote working day to either the current or the following week. However, this must comply with the minimum on-site presence requirement (two days per week at the usual workplace) or the authorised monthly quota.
- For researchers and doctoral students, flexibility regarding the rescheduling of remote working days has been increased to accommodate the specific nature of laboratory

work. For instance, a researcher could spend two weeks in the laboratory followed by two weeks working remotely.

- Inserm commits to acquiring, within 18 months of the decision's signing, a solution that enables the forwarding of professional landline calls from the usual workplace to the laptop used for remote working.

✦ House move expenses

Staff members are directed toward the State personnel relocation assistance scheme (AIP) and the CSF relocation assistance loan, or toward schemes included in funded projects.

✦ Remote consultations

Introduced during the sanitary crisis, remote consultations remain relevant as they avoid long journeys and make it easier to attend medical appointments. However, they can never serve as the sole form of medical consultation.

- 2022: 654 remote consultations out of 3 305 conducted visits (19,8%)
- 2023: 584 remote consultations out of 2 848 conducted visits (20,5%)
- 2024: 581 remote consultations out of 3 148 conducted visits (18,5%)
- 2025: 348 remote consultations out of 2 951 conducted visits (11,8%). Those figures are incomplete because we have not received all the activity reports from doctors in the regions.

✦ Laboratory work for a pregnant woman

In February 2025, the Guide for Pregnant and Breastfeeding Women in Research Laboratories was updated.

➡ https://pro.inserm.fr/wp-content/uploads/2020/08/Inserm_DrhBCMP_FemmeEnceinteLaboratoire_Guide.pdf

Funding and salaries

Before the creation of the exceptional grade (HEB) in 2023 for outstanding researchers (CRHC) (see the report, part 2 “*Strengths and Weaknesses of the current practices*”, pillar 3 “*Working conditions*”), an intermediate grade has been created in 2018. It was the grade “hors classe - HC” (outstanding researchers - CRHC) for research scientist positions (CRCN).

Now you have:

- CRCN: junior research scientists
- CRHC: outstanding researchers
- CRHC-HEB: exceptional researchers

Beyond the creation of new ranks, Inserm aims to increase opportunities for promotion and career advancement. First, each year more than 40 research scientists receive the grade “CRHC”.

- | | |
|---------------------------------|---------------------------------|
| - 2018: 40 promoted researchers | - 2022: 60 promoted researchers |
| - 2019: 40 promoted researchers | - 2023: 57 promoted researchers |
| - 2020: 40 promoted researchers | - 2024: 60 promoted researchers |
| - 2021: 60 promoted researchers | - 2025: 53 promoted researchers |

Then, Research Directores are also promoted as Senior Research Directors (DR1) and Outstanding Research Directors (DRCE).

- 2020: 18 promoted researchers as DR1 / 4 promoted as DRCE
- 2021: 21 promoted researchers as DR1 / 8 promoted as DRCE
- 2022: 24 promoted researchers as DR1 / 7 promoted as DRCE
- 2023: 26 promoted researchers as DR1 / 7 promoted as DRCE
- 2024: 20 promoted researchers as DR1 / 20 promoted as DRCE
- 2025: 30 promoted researchers as DR1 / 18 promoted as DRCE

Training and development

- **Award Renewal**

Career development, value of mobility, access to career advice

✦ Coaching unit

As part of its specific career development strategy for researchers, engineers, and administrative managers, Inserm has decided to launch an internal professional coaching program to strengthen its support for staff in management roles.

Coaching supports both individuals and organisations in their personal and professional development, at both the individual and collective levels.

Individual coaching. It can be defined as a dual form of support, both objective and subjective, focused on achieving professional goals, particularly in contexts of change. Team or organisational coaching aims to develop a team's maturity, effectiveness, and collective intelligence. To address the various situations encountered, the coach relies on a systemic analysis of interactions between individuals, their team, the organisation in which they work, and its environment.

Therefore, coaching aims to acquire and embed skills, strengthen the beneficiary's autonomy, enhance collaboration and cooperation within a team, and boost individual and collective performance while safeguarding well-being at work.

The coach focuses on processes, analysing the context, needs, and requests. They reframe these elements and prompt the beneficiary to clarify them, thereby helping the beneficiary to enhance their skills and leverage them to find their own solutions. Unlike a consultant, the coach does not provide advice or expert solutions. Unlike a mentor, they do not act as a role model, and unlike a trainer, they do not impart knowledge.

This approach is grounded in robust ethical principles that guarantee the confidentiality of discussions and leave the responsibility for operational decisions with the beneficiary.

It helps prevent psychosocial risks affecting mental and physical health, as well as risks impacting work organisation and workplace well-being.

Internal coaching complements the coaching provided annually to around ten researchers by companies selected through the public procurement process initiated by Inserm.

Creation of the internal coaching unit. It was designed to address the support needs of managers, at all career stages, and their teams.

It was structured with a strategic and innovative vision, employing diverse approaches grounded in systemic and cognitive-behavioural frameworks tailored to the higher education and research sector, an environment characterised by high demands, complexity, and constant evolution.

A researcher pioneered this initiative by undertaking a rigorous professionalization process and completing coaching training starting in 2022. She established the organisational and methodological foundations of the program, developing the framework, guidelines, and tools necessary for the activity's growth.

The coaching unit was established within the Human Resources department in late 2023, complementing existing support mechanisms such as continuing education, the high-potential executive program, the unit director training program, the mentoring program, risk prevention initiatives, and support for researchers facing difficulties. A second researcher completed professional coaching training in 2024 and joined the unit in 2025.

Areas of application. The general aim of this personalised support is to enable the beneficiary to resolve professional challenges, whether personal, relational, managerial, or strategic in nature, linked to their role and the specific context of the unit. Individual coaching sessions conducted with researchers at various career stages (early career, career transition, or preparing for the handover of responsibilities at the end of their career) have made it possible to qualitatively assess the impact on their understanding of the environment, gauge their level of ease and ability to step back, and help them align their motivation and actions with their values and intentions.

Communication strategy. A phased and carefully managed communication strategy was implemented starting in 2024. Regional offices, scientific bodies, thematic institutes, and headquarters departments were targeted in 2024, followed by unit directors as a priority in 2025, and team leaders in 2026. The unit manager established a rigorous management framework, developing activity-tracking tools and implementing a qualitative assessment of coaching effectiveness, completed by the trainee and subsequently anonymised.

Figures

	2022	2023	2024	2025	Objectives 2026
Number of internal coaching trainees	Not applicable	4	10	22	40

The coaching unit's activities are monitored in close coordination with the Human Resources Department, and its work also helps identify priority topics for other support programs. This organisational structure ensures operational quality, transparency regarding the frameworks used, and long-term sustainability. The median age of all beneficiaries during the 2023–2025 period was 51, ranging from 34 (new hires) to 63 (management succession).

The unit saw its activity increase in 2025 and even more so in 2026, demonstrating that coaching effectively meets existing needs.

Profiles	2023	2024	2025	2026-06	Total
Unit director		4	3	8	15
Regional delegate				1	1
Deputy Regional delegate				1	1
Future unit director			3	3	6
Future team leader			1		1
Team leader	1	3	8	9	21
Group leader	2	3	4		9
Platform manager	1			1	2
Project manager			1		1
Administrative manager			2		2
Total	4	10	22	23	59

Beneficiaries from the internal and external coaching are from the 12 regional offices of Inserm.

➡ Coaching unit: <https://view.genially.com/668e3e0e67f9c60015e973a4>

✦ High-Potential executive programme

Created in 2013, this programme aims to support participants' professional ambitions by providing concrete tools to strengthen their skills, while enabling Inserm to rely on managers who are better prepared to assume their responsibilities and fully contribute to the institution's missions. Each cohort brings together around ten participants from the Institute's various professional roles: researchers, engineers, platform managers, administrative staff, and team leaders.

Since 2025, it is now the subject of an annual call for applications. For this first call, we received 31 applications and there were 15 successful applicants.

In January 2026, an alumni network was launched. The aim is to structure and foster a community of former successful applicants to encourage networking, support career progression, and strengthen executive engagement. Forty-five alumni attended the launch event, which was hosted by the Directorate General.

Co-authorships. In 2025, online training has been implemented concerning the good practices for the signature of publications.

Complaints/appeals. Mediation is the primary avenue for conflict resolution when it comes to scientific integrity. The ombudswoman has implemented workshops combining scientific integrity and mediation to facilitate the exchange of best practices.

Between 2024 and 2025, various events were organised to raise the role and importance of the mediation service:

- October 8, 2024 | LORIER Event - How can we prevent conflict situations in our laboratories?

Objective: To present the mediation mission, sources of conflict, and approaches to prevention. Q&A session with participants.

Participants: 321 people logged in (399 registered).

- October 15, 2024 | Regional Delegates Meeting

Objective: To present the mediation mission and a review of the first two years, and to make recommendations. Q&A session with Regional Delegates.

Participants: the 11 Regional Delegates + Headquarters.

- October 18, 2024 | Laboratory Seminar - U1241

Objective: To present the mediation mission and the LORIER program at the unit level. Q&A session with laboratory members.

Participants: laboratory members

- March 18, 2025 | Webinar for the network of General Secretaries

Objective: To present the mediation mission and the LORIER program. To explain how to initiate the mediation process. To discuss conflicts within units. Participants: Network members (around ten people logged in).

Participants: network of General Secretaries.