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Inserm

La science pour la santé
From science to health



HRS4R at Inserm

Internal Review for Renewal Assessment Action Plan 2026-2029

July 2026



HR EXCELLENCE IN RESEARCH

The action plan 2026-2029

Actions from the previous Action Plan (2022) but not completed yet

Actions		2005 Charter & Code Principles ¹	When	Who	Indicator(s) / Target(s)
Training courses for all levels					
1	Train all newly recruited researchers, who will be required to supervise a group (team, unit), to the main concepts of management (e-learning)	23. Research environment, 24. Working conditions, 37. Supervision and managerial duties, 38. Continuing Professional Development	2 nd sem. 2027	HR Dept.	- Implementation of the management training track - Number of trainees
2	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	23. Research environment, 24. Working conditions, 27. Gender balance, 38. Continuing professional development	1 st sem. 2028	HR Dept.	- Creation of the module trainings - Number of trainees
A better support for all researchers					
3	Strengthen mentoring, at least strengthen the role of the godfather	23. Research environment, 24. Working conditions, 28. Career development, 30. Access to career advice	2 nd sem. 2028	HR Dept., Evaluation Dept.	- Deployment of the system - Number of mentored researchers
4	Implement an annual day for newly recruited researchers to present them the Institute and key information (evaluation, promotion, integrity, European projects, etc.)	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	1 st sem. 2027	HR Dept., Evaluation Dept., RIO, Regional Offices	Implementation of this annual day
Improve our assessment of research practices					
5	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	2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 11. Evaluation/appraisal systems, 12 & 13 Recruitment, 14. Selection, 16. Judging merit, 17. Variations in the chronological order of CVs, 18. Recognition of previous mobility, 19 Recognition of qualifications	2 nd sem. 2027	Evaluation Dept., HR Dept., RIO, Regional Offices, Researchers	- Publication of the CoARA plan - Monitoring of the CoARA plan <i>Nota bene: the part a. of this action has been implemented.</i>

¹ Those principles will be updated once we have switched to the new European Research Charter.

New actions for 2026-2029

Actions		2005 Charter & Code Principles ²	When	Who	Indicator(s) / Target(s)
Fostering an inclusive and equitable workplace					
1	Write, publish and implement the 2027-2030 Disability Plan	10. Non-discrimination, 13. Recruitment (Code), 23. Research environment, 24. Working conditions, 30. Access to career advice, 38. Continuing Professional Development	2 nd sem. 2027	HR Dept.	★ Monitoring of the 2027-2030 Disability Plan indicators
2	Implement the new agreement with the FIPHFP (2027-2030)	10. Non-discrimination, 23. Research environment, 24. Working conditions	2 nd sem. 2026	HR Dept.	★ Monitoring of the 2027-2030 FIPHFP agreement
3	Implement of the new multi-year digital accessibility plan (2027-2029)	10. Non-discrimination, 23. Research environment, 24. Working conditions	1 st sem. 2027	HR Dept., Communication Dept.	★ Monitoring of the 2027-2029 digital accessibility plan
4	Build and implement the 2027-2029 Gender Equality Plan	10. Non-discrimination, 14. Selection (Code), 16. Judging merit, 17. Variations in the chronological order of CVs (Code), 24. Working conditions, 27. Gender balance	2 nd sem. 2027	HR Dept.	★ Monitoring of the 2027-2029 Gender Equality Plan
Advancing research integrity and responsibility					
5	Enable the Institute to meet international standards for ethical and responsible research	2. Ethical principles, 5. Contractual and legal obligations, 7. Good practice in research	2 nd sem. 2029	RIO, US48-LORIER	★ Number of international standards implemented
6	Implement specific LORIER training courses	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	2 nd sem. 2027	RIO, US48-LORIER, HR Dept.	★ Number of training courses implemented ★ Number of trainees
7	Draft an Inserm charter for ethical and responsible research	1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5. Contractual and legal obligations, 6. Accountability, 7. Good practice in research	2 nd sem. 2027	RIO, US48-LORIER, HR Dept.	★ Publication of the Charter
8	Implement support for researchers who have fallen short of scientific integrity standards.	1. Research freedom, 2. Ethical principles, 3. Professional responsibility, 4. Professional attitude, 5.	2 nd sem. 2027	RIO, US48-LORIER, HR Dept.	★ Implementation of a mentoring system

² Those principles will be updated once we have switched to the new European Research Charter.

		Contractual and legal obligations, 6. Accountability, 7. Good practice in research			★ Number of supported researchers
9	Implement a LORIER Rendez-vous about the collective mediation	2. Ethical principles, 23. Research environment, 24. Working conditions, 34. Complaints/appeals	1st sem. 2027	RIO, US48-LORIER	★ Number of participants
10	Raise awareness among regional delegations about the mediation mechanism	2. Ethical principles, 23. Research environment, 24. Working conditions, 34. Complaints/appeals	2 nd sem. 2028	RIO, US48-LORIER	★ Number of implemented contacts/meetings with the Regional offices
11	Contribute to the facilitation and representation of Inserm within the MESURE network (mediators of higher education and research)	2. Ethical principles, 34. Complaints/appeals	2 nd sem. 2027	RIO, US48-LORIER	★ Number of meetings, seminars, etc.
Promoting health, safety and well-being					
12	Create videos or e-learning modules to raise awareness about sexual and gender-based violence.	23. Research environment, 24. Working conditions, 27. Gender balance, 37. Supervision and managerial duties	2 nd sem. 2026	HR Dept.	★ Implementation of the e-learning course on workplace harassment ★ Number of trainees
13	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	7. Good practice in research, 23. Research environment, 24. Working conditions	1 st sem. 2027	HR Dept.	★ Software implementation ★ Number of implemented measures in response to identified risks
14	Implement the 2026-2029 PAPRI Pact and the 2026-2029 PSR PAPRI Pact	7. Good practice in research, 23. Research environment, 24. Working conditions	2 nd sem. 2029	HR Dept.	★ Monitoring of the 2026-2029 PAPRI Pact + 2026-2029 PSR PAPRI Pact
15	Initiate discussions on the potential implementation of "flex-office" arrangements	24. Working conditions	2 nd sem. 2028	HR Dept.	★ Feedback on the analysis regarding the implementation (or not) of flexible office arrangements
16	Improve communication regarding the initiatives undertaken by the Social Affairs Department.	24. Working conditions	2 nd sem. 2028	HR Dept.	★ Evolution of the social welfare schemes presentation on Inserm Pro

17	Foster professional networks and communities	24. Working conditions, 30. Access to career advice, 38. Continuing Professional Development, 39. Access to research training and continuous development	1 st sem. 2027	HR Dept.	✦ Number of created professional networks and gathered communities
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Annex 1 | 2016-2026: a decade of HRS4R

The table below outlines the actions implemented since Inserm was awarded the "HR Excellence in Research" label in June 2016. While all the actions listed in the table have been put in place, the indicators for some of them continue to be monitored, as they are an integral part of our institutional HR strategy.

Action	N° (on the E.C. platform)	Status	Indicator(s) / Target(s)
Recruitment			
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.).	1	Continuous monitoring	Indicator 2026: 190 applications from foreign nationals (39,1%) / 38%* of the recruited researchers as CRCN have a foreign nationality (*to be confirmed, awaiting responses from 5 researchers with a foreign nationality)
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	2	a. b. & d. Follow-up closed c. Continuous monitoring	a. Target Publication and regular revision of the Mobility guide. b. Target Implementation of partnerships with Cautioneo and Science Accueil c. Indicator FLE - already 14 trained people in the first semester of 2026 d. Target Awareness-raising initiatives regarding support for international scientists within regional delegations
Set up a working group to determine actions to implement for the future of young researchers at the end of their contracts.	3	Continuous monitoring	Target Training created. Indicators Implementation in 2027 and number of trainees
Get a software to handle job offers and spread it more widely	19	Continuous monitoring	Indicators Between Nov. 2025 and June 2026: 586 published vacancies / 32 539 received application for job postings / 2 127 spontaneous applications
Spread more widely the job offers with a professional LinkedIn webpage	20	Follow-up closed	Target All contract job offers can be published on Inserm's LinkedIn page
Increase the number of recruitment possibilities	21	Continuous monitoring	Indicators 107 opened positions (58 research scientist positions [CRCN] / 45 research director positions [DR2] + 4 positions reserved for non-Inserm researchers. 687 applicants (number of appointed applicants not yet known)
Implement a new top-up allowance for researchers to improve their remuneration	22	Continuous monitoring	Indicators 2024. RIPEC C1: 2,246 recipients (46% women) / RIPEC C2: 318 recipients 250 funded by State credits and 68 by own resources (34% women) / RIPEC C3: 183 researchers received a RIPEC C3 bonus under the 2023 campaign (46% women)

Implement an annual way of recruitment to become Research Directors (Junior Professor Chair)	23	Continuous monitoring	Indicators 2025: 13 chairs offered / 9 chairs filled
Attract hospital practitioners in research in order to get their particular expertise in research projects	24	Continuous monitoring	Indicator 2023-2026: 3 contracts implemented
Career development and Research evaluation			
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)	4	Continuous monitoring	Target 2024: Eva website fully integrated to Inserm Pro HR website almost fully integrated (fully integrated at the end of 2026) Indicators Number of views for the Inserm Pro website / Final closing of the HR site
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	5	a. & c. Follow-up closed b. & d. Continuous monitoring	a. Target Creation of the Career Observatory b. Indicator 2025: 95 HR interviews for individual mobility c. Target Around fifty interviews / year d. Indicator Number of interviews - 2025: 211 (5-year evaluation) / 395 (mid-term evaluation) - 2025: 27 researchers with a follow-up
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	6	a. Follow-up closed b. Continuous monitoring	a. Target Publication and regular revision of the Mobility guide. b. Indicators Network launched in 2024, 9 scientific experts, new agreement with Canada
Broaden the assistance loan for those either relocating within France or those moving to France from abroad.	7	Continuous monitoring	Indicator 2025: 13 beneficiaries
Train and sensitise those concerned with issues of scientific integrity.	8	Continuous monitoring	Indicators Integrity → 2025: 132 trainees / Best practices for signing → 279 trainees
Implement trainings in order to stimulate and help researchers to apply for European projects	63	Continuous monitoring	Indicators 2026: Collaborative projects training - 21 researchers trained / MSCA Individual projects masterclass - 17 researchers trained
Include the information available on the website dedicated to the evaluation of researchers (EVA website) in Inserm Pro	26	Follow-up closed	Target 2024: fully integrated to Inserm Pro
Give the opportunity to researchers to express annually their training needs through an online platform (EVA website)	27	Continuous monitoring	Indicator 2025: 252 researchers provided feedback
Working conditions			
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.	9	Continuous monitoring	Target 2024: Implementation of the National Commission for the Prevention of Psychosocial risks. New PAPRI Pact 2026-2029 with a new part dedicated to PSR. Indicator Monitoring of the implementation of the new PAPRI Pact

Strengthen action and increase the visibility of the monitoring groups responsible for preventing and managing individual or collective situations of discomfort at work.	10	Continuous monitoring	Target Drafting of key documents (CVS brochure, CVS meeting minutes template, etc.) and creation of tools (summary chart of various mechanisms that can be activated, advisory sheet, etc.) Indicator Number of diffusions
Recognise the status of family caregivers to better reconcile professional and personal life	28	Continuous monitoring	Targets Implementation of a Caregivers' Day. Introduction of the leave donation scheme. Indicators 2025: 436 donated days / 540 received days
Implement a partnership with the Ministry to get places in childcare centre	29	Continuous monitoring	Indicators Spring 2026 campaign: 12 permanent places at Babilou, in addition to the 2 places at the 15-20 Hospital (Paris).
Implement a partnership with university campus to help researchers to find a place to live	30	Follow-up closed	Target Implementation of partnerships with Studélites and Les Estudines
Set a working group up to improve management practices by taking the psychosocial risks into account	31	Follow-up closed	Target Implementation of the working group
Implement a platform: a. to make an inventory of all dangerous products handled by researchers b. to implement a better monitoring after their exposure to the product (retirement, etc.)	32	Continuous monitoring	Indicators 2026: Units that have created an account: 248 units to date Number of risks identified: None in *Agir* (data entry in *Agir* begins in May 2026). Number of researchers who 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.
Implement activity-centered ergonomics in order to analyse activities, resume at-risk situations and strengthen effectiveness	33	Follow-up closed	Target Recommendations realised after analysis of specific activities
Publish a guide about safety while working in animal housing facilities	34	Follow-up closed	Target 2024: Publication of the guide.
Gender balance			
Educate and inform researchers on gender issues: a. Inform on the inventory b. Inform on national and international actions	11	Follow-up closed	Reviewed action. Integrated in another one.
Educate and inform researchers on gender research: a. Inform about seminars on gender research b. Inform about calls for monitoring gender studies	12	Follow-up closed	Reviewed action. Integrated in another one.
Create a portal "Gender equality" at Inserm	13	Continuous monitoring	Indicator 2025: 2 771 views
Establish mentoring programs	14	Continuous monitoring	Target Implementation of a mentoring programme for female researchers Indicator 2026: 20 female researchers
Train Unit Directors and members of committees to gender issues	15	Follow-up closed	Reviewed action. Integrated in another one.
Strengthen information on the services offered to reconcile better family and professional life (help with childcare in different situations such as conferences, etc.).	16	Follow-up closed	Targets 2019: Implementation of home office. March 2022: Time Charter publication. October 2022: Guide for parenthood. 2023: dedicated section about parenthood on Inserm Pro.

Train the regional contact points for gender equality to the challenges and tools for professional equality	35	Follow-up closed	Reviewed action. Integrated in another one.
Train the members of social watch units to identification, prevention and management of sexual and gender-based violence	36	Follow-up closed	Target 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 Gender Equality Plan - Target met).
Develop a Serious Game about professional equality	37	Continuous monitoring	Indicator 2026: 639 trainees
Create in each unit a group of people in charge of equality issues with various profiles	38	Follow-up closed	Target As of 2024, according to the implementation report for the 2021–2023 Gender Equality Plan, this action is considered complete.
Involve each unit director in this issue with the signature of a letter in favour of Gender Equality with various and specific measures	39	Follow-up closed	Target By the end of 2023, 100% of headquarters departments and 50% of unit directors had signed the letter (considered as completed for the 2021-2023 Gender Equality Plan)
Implement a e-learning module about gender issues, fight against discrimination, sexism and violence	40	Follow-up closed	Target Implementation of the module dedicated to raising awareness of the principles of professional equality
Raise awareness among committees members about bias that could have an influence in the recruitment and evaluation processes	41	Follow-up closed	Target Training of all members of the specialised scientific commissions (serving the 2022–2026 term). 2023: extension to other selection committees
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.)	42	Follow-up closed	Target Implementation of the guarantor role
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	43	Follow-up closed	Target Letters are sent to female researchers
Guarantee a fair remuneration policy : analyse the eligibility criteria for bonus in light of gender issues and draw lessons from the results	44	Continuous monitoring	Indicators 2024. RIPEC C1: 2,246 recipients (46% women) / RIPEC C2: 318 recipients 250 funded by State credits and 68 by own resources (34% women) / RIPEC C3: 183 researchers received a RIPEC C3 bonus under the 2023 campaign (46% women)
Help researchers to better organise their work thanks to the implementation of the Time Charter adopted by the Institute	45	Follow-up closed	Target Publication of the Time Charter
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	46	Continuous monitoring	Indicators 2025: 45 incidents of discrimination or violence were reported / 2026: 218 individuals completed the VSS module
Guarantee a good valorisation of women researchers and of the women experts at Inserm in medias and communities, at regional and national levels.	65	Continuous monitoring	Indicators 2025: Science and Society Network counts 132 women and 74 men; Parliamentary hearings: 9 women experts from Inserm; LORIER Rendez-vous: 4 women speakers; etc. (see the full report).

Non-discrimination & Disability			
Develop recruitment of disabled researchers conducting awareness and communication actions with different audiences (disabled, doctoral schools, universities, etc.) on the trades of Inserm, as is done for technicians and engineers, and create a pool of scientists' candidates	17	Follow-up closed	Target Regular participation to job fairs.
Open positions for disabled researchers	18	Continuous monitoring	Indicators 2026: 23 applicants / 2 offered vacancies. 2025: 5 999 views of the page dedicated to the recruitment campaign
Improve the description of our job vacancies: help laboratories to better describe their environment and the main features of the job offer	47	Follow-up closed	Action postponed.
Realise a guide about handicap with actors from the Headquarters and the regional offices	48	Follow-up closed	Target Publication of the guide
Implement a pilot group with the person in charge of handicap issues, the doctor and the social worker to follow better disabled people	49	Follow-up closed	Target Implementation of meetings regarding job retention all over the territory
Get a new grant to improve more our working arrangements, awareness campaign and specific follow-ups	50	Continuous monitoring	Target Signature of the 2023-2025 agreement (extended in 2026) Indicators Implementation and monitoring of the 2027-2030 agreement
Give the possibility to disabled researchers to declare their needs on the website dedicated to researchers (EVA website)	51	Follow-up closed	Action postponed.
c. Raise awareness of the necessity to recognise a disability by the dedicated structure	52	Continuous monitoring	Indicator 262 consultations
c. Meet students in universities to give them career perspectives and the follow-up of the Institute	53	Follow-up closed	Target Participation to recruitment fairs
Train the staff from the communication department to web accessibility in order to improve the website and make it accessible for all	54	Continuous monitoring	Target 2022: 12 members of the Communications Department trained. 2024: pursuing a much broader digital accessibility initiative. Indicators Change in the compliance rate for the Inserm Pro website: Partially compliant at 62.5% / Change in the compliance rate for the Inserm.fr website: Partially compliant with a compliance rate of 41.1%
Implement the DuoDay action: give the opportunity to disabled researchers to work with Inserm staff in order to discover their activities during one day.	66	Continuous monitoring	Target 2025: 22 volunteers / 11 pairings completed
Ethical and responsible research			
Develop actions to improve researchers' working methods about ethics, responsibility, integrity, deontology, open sciences, quality, etc.	55	Continuous monitoring	Indicators Regional workshops: 27 (2024) / Survey: 824 people participated, 310 answered to the open-ended questions (2024) / Rendez-vous LORIER: 11 (2025)
Good practices in research			
Implement a working group to establish new actions in order to recognise and thank researchers who are about to retire	59	Follow-up closed	Target Implementation of the target group. Creation of a dedicated booklet
Add the "HR Excellence in research" logo in the template for job offers	60	Follow-up closed	Target Logo on all job posting templates and all documents from the Europe Unit

Give better career perspectives to our young researchers (PhD students and young postdoctoral researchers) presenting them European projects (MSCA)	61	Continuous monitoring	Indicators 2026: two flyers sent to Europe referees, Inserm's RAISE network, regional delegation communications officers, Inserm Thematic Institutes, the mailing list of doctoral students currently in Inserm Sept. 2025-July 2026: the Europe Unit conducted 26 visits and raised awareness among more than 830 people.
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..)	62	Continuous monitoring	Indicator March 2026: 3 new beneficiaries
Homogenise HR practices in all Regional offices to better guide the researchers.	67	Follow-up closed	Targets Implementation of two working groups. Publication of a booklet for regional offices.

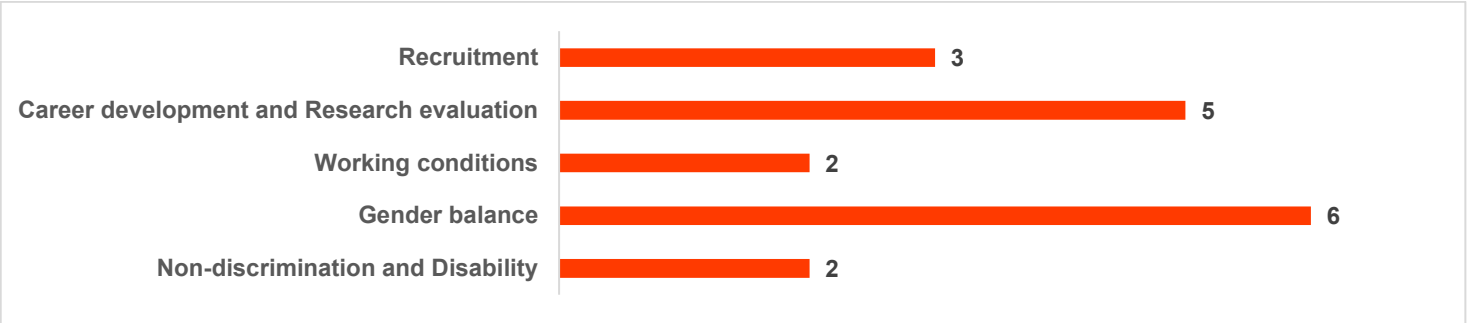
Annex 2 | Key figures

Action plans 2016 and 2019

In 2016, the initial action plan submitted to obtain the label “HR Excellence in research” is composed 18 actions based on five priority areas for the institution:

- ★ recruitment
- ★ career development and research evaluation
- ★ working conditions
- ★ gender balance
- ★ non-discrimination and disability

In 2019, the plan submitted for the interim internal evaluation was the same (18 actions across 5 areas), but the status of the actions had been added (completed, in progress, etc.).



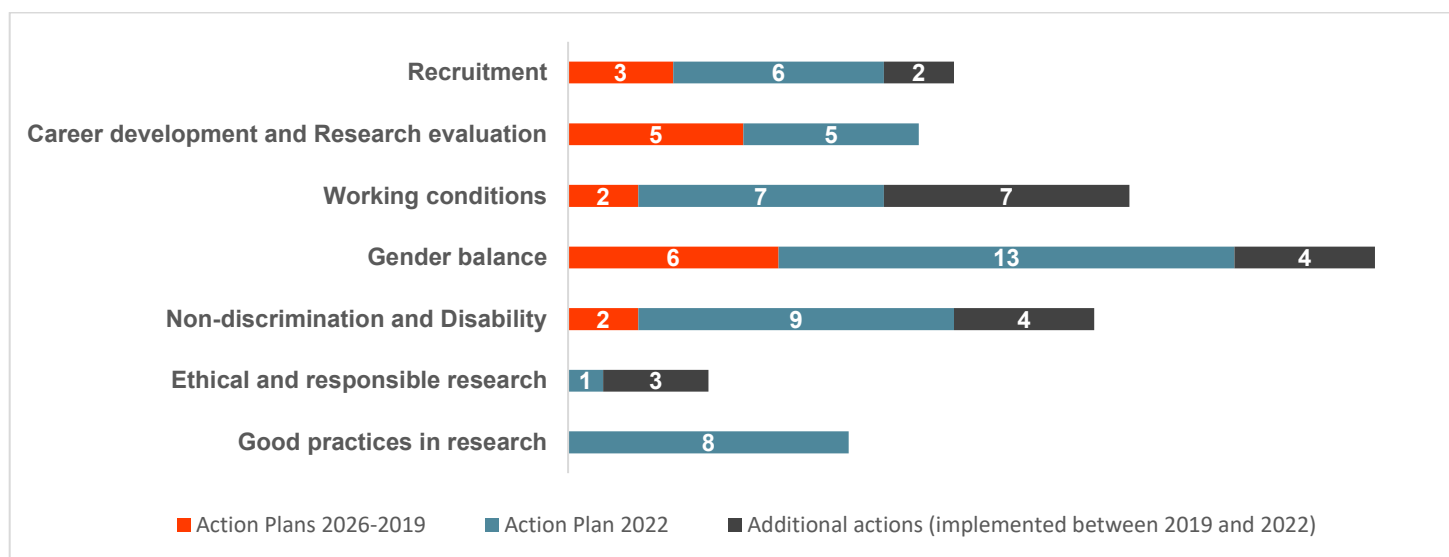
While three actions are no longer considered here because they have been incorporated into other actions, and are therefore no longer tracked at this level, the other 15 actions have been implemented.

Action plan 2022

In 2022, the submitted action plan included the 15 actions from 2016-2019 action plans (the three revised actions were removed) as well as 49 new actions (64 actions in total). Two new priority areas were also introduced:

- ★ Ethical and responsible research
- ★ Good practices in research

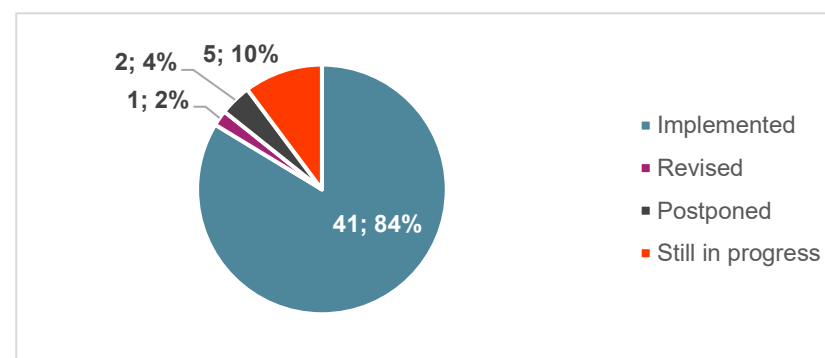
In this action plan, we also included 20 additional actions that were not part of the 2019 action plan but were implemented between 2019 and 2022. These actions have now been incorporated into our strengths and are no longer in the action plan. Nota Bene: that's why they are not included in the table of the annex 1.



Of the 49 new actions proposed:

- ✦ 41 actions were implemented
- ✦ 1 action was revised and incorporated into another
- ✦ 2 actions were postponed
- ✦ 5 are still in progress (and have been retained in the 2026-2029 action plan)

Therefore, 84% have been implemented.



In total, since the label was awarded in 2016, **92%** of the 61 proposed actions have been implemented (excluding the 4 actions that were revised and integrated into other actions, and the 2 actions that were postponed).