

2025-2027

HRS4R STRATEGY

*Award renewal:
internal review
and new action plan*

Contents

1. General Information	3
1.1 Presentation of ENS de Lyon	3
1.1.1 ENS de Lyon	3
1.1.2 Workforce	4
1.2 HRS4R in context.....	5
1.2.1 Priorities linked with the HRS4R	5
1.2.2 Factors affecting or having affected HRS4R	5
1.2.3 Strategic decisions impacting the action plan	6
2. Internal assessment 2021-2024.....	8
2.1 General overview of the implementation process of the 2021-2024 strategy	8
2.1.1 Preparing the internal assessment.....	9
2.1.2 Involvement of the research community	10
2.1.3 Role of HRS4R committees	11
2.1.4 Integrating HRS4R strategy into corporate strategy	13
2.1.5 Implementation of monitoring procedures	13
2.2 Strengths and avenues for improvement	15
2.2.1 Professional and ethical aspects	15
2.2.2 Recruitment and selection	16
2.2.3 Working Conditions	18
2.2.4 Training and Career Development.....	19
2.3 Review of the OTM Recruitment Policy	20
3. Implementation Methodology for the 2025–2027 Strategy	21
3.1 Monitoring and Evaluation Methods	21
3.2 Preparation for the External Review	21
4. Conclusion.....	23
5. Action Plan 2025-2027	24
6. Appendices.....	45
Abbreviations and acronyms.....	45
List of appointed committee members HRS4R 2025-2027	50
Open, Transparent and Merit-Based Recruitment Policy at ENS de Lyon.....	51
Overview of action plan 2021-2024.....	56

1. General Information

1.1 Presentation of ENS de Lyon

1.1.1 ENS de Lyon

The École Normale Supérieure de Lyon is a public institution of higher education and research and more precisely an EPSCP, i.e., a public institution of a scientific, cultural, and professional nature.

The École Normale Supérieure de Lyon is governed by Decree No. 2012-715 of May 7, 2012, laying down the rules of its organization and operation. Article 3 of that text states that:

"Our School provides excellent training to pupils and students destined for the various teaching and research professions in the European Higher Education and Research Area. It also contributes to the training of senior executives of top French and European administration and reputed companies, through research.

With this goal, it provides initial and continuing training in all areas of the humanities and sciences, as well as research and the transmission of culture, knowledge and scientific information.

Our School prepares students for national diplomas equal to or higher than the master's level, which it is authorized to award. It can also award its own diplomas.

It defines and implements a scientific and technological research policy, and strives to enhance its value through publications, scientific and educational productions, patents and licenses. It promotes the creation and support of innovative start-ups.

It collaborates with French and foreign research and higher education organizations in a multidisciplinary and international perspective."

Our School trains *normalien* pupils or students, as well as guest students, in a multitude of disciplines, such as: biology; chemistry; education and digital humanities; Information Technology; languages, literature and foreign civilizations; literature and arts; mathematics; physical; humanities; social sciences (history, geography, sociology, economics); earth sciences (geology).

Its goals are training through research, knowledge sharing, research, and innovation in education. The strategic objectives of the establishment are the development of individualized paths, interdisciplinarity, digital innovation, openness to society and international influence.

Our School hosts:

12 departments,
20 Mixed Research Units (UMR),
6 Research Support Units (UAR),

2 Research Units (UR),
1 project hotel,
8 technical platforms,
8 junior labs .

ENS de Lyon is affiliated with 10 doctoral schools. The Institut Français de l'Éducation, ENS Éditions and the Bibliothèque Diderot de Lyon are also attached to it.

The history of ENS de Lyon:

It dates back to the 19th century, with the creation of the École de Fontenay for girls (decree of July 13, 1880) and the École de Saint-Cloud for boys (decree of December 22, 1882). In 1887, with the decree of January 18, these two schools became Écoles normales supérieures de l'enseignement primaire. Over the course of the last century, their goals were reoriented towards the training of secondary school teachers, and then teacher-researchers and researchers in higher education. In 1975, the Prime Minister, Jacques Chirac, announced the decentralization of the scientific sections of the ENS from Paris to Lyon. In 1985, a decree validated this decision. The scientific sections of ENS de Fontenay and Saint-Cloud were moved to Lyon. The literary and humanities sections were grouped together in Fontenay, which became ENS Fontenay Saint-Cloud. The actual start of the academic year took place in 1987 in Lyon, on the Monod site for the scientists. In 2000, ENS Fontenay Saint-Cloud moved to the Descartes site in Lyon and became ENS Lettres et Sciences Humaines (LSH). In 2010, ENS Lyon (scientific) and ENS LSH merged to become ENS de Lyon. The following year, the Institut français de l'Éducation (IFÉ) was founded within ENS de Lyon.

1.1.2 Workforce

ENS de Lyon currently has **2 458** students.

There are also **1 312** researchers¹ in total:

- 533 are housed on site
- 124 are foreigners
- 574 are women

Non-housed permanent staff include university professors (PU), associate professors (MCF), research engineers (IR), associate professors (PRAG) and associate preparers (AGPR).

Junior lecturers (ATER), post-doctoral fellows and doctoral students are all on contract. They are paid either from state funds or from their own resources and have a contract. Doctoral students are registered with a doctoral school.

¹ When the common name “researcher” is used, it refers to the entire research community: researchers, teaching staff, teacher-researchers and research support staff.

1.2 HRS4R in context

1.2.1 Priorities linked with the HRS4R

ENS de Lyon was awarded the HR Excellence in Research label in March 2019; since then, it has been implementing HRS4R with a focus on quality and by equipping itself with the necessary resources to do so:

- An HRS4R project manager was appointed at the end of 2020.
- As of 2021, the HRS4R strategy has been integrated into the École's strategic axes, following the HCÉRES evaluation.
- Several administrative departments are involved in developing, validating and implementing the strategy.
- Researchers from all disciplines and at all career levels are also involved in the development, validation and implementation of the strategy.

Our short- and medium-term priorities remain unchanged: HRS4R is committed to the continuous improvement of its policy for researchers. This is part of the establishment's strategy and involves many administrative departments and researchers across the board.

It takes into account the progress made since the label was awarded, as well as the recommendations made by the experts at the mid-term assessment in 2021.

In terms of implementation, the procedures are still the same:

- To perpetuate the actions carried out between 2021 and 2024, which are of a periodic nature. They do not appear in the 2025-2027 strategy but are now integrated into working procedures.
- Extend and renew in the 2025-2027 strategy the 2021-2024 initiatives whose implementation has not been completed or has been delayed.
- Refine the 2025-2027 strategy with numerous new initiatives, along clearly identified lines.

1.2.2 Factors affecting or having affected HRS4R

ENS de Lyon has undergone several upheavals and organizational changes since July 2022, which have slowed down the implementation of HRS4R.

On a political point level:

- The position of President of ENS de Lyon was vacant for 1 year (September 2022-September 2023); provisional administration provided by the Vice-Presidency for Research.
- Absence of a Vice-President for Research for 1 year (September 2022-September 2023); the Vice-presidency for Research is a department strongly involved in HRS4R strategy.

- A new governance team since October 2023 with the following changes:
 - Appointment of a Vice-President for Strategy.
 - Appointment of a Vice-President for International Relations.
 - Appointment of two Vice-presidents for Research, one specializing in human and social sciences and the other in exact and experimental sciences.
- New organization of the Chief Operations Office:
 - A new Chief Operations Officer (DGS) in September 2024.
 - Two Deputy Chief Operations Officers (DGSA): a Deputy Chief Operations Officer in charge of simplification, improvement and administrative processes; a Deputy Chief Operations Officer in charge of human resources, social dialogue and quality of life at work and working conditions (QVCT).

From an operational standpoint:

- A new team in the Human Resources office at the beginning of 2022, another office heavily involved in the HRS4R strategy.
- Absence of the HRS4R project manager for 1 year (September 2021-September 2022).

All these factors had an impact on the implementation of HRS4R.

The initial deadline for renewal of the label was October 12, 2024.

As a result, requesting an extension became necessary: 8 months were granted, bringing the deadline to June 12, 2025.

1.2.3 Strategic decisions impacting the action plan

1/ Several decisions have impacted HRS4R from the end of 2023 onwards:

- In the first half of 2024, six working groups bringing together all our School's communities worked on the ENS Lyon's strategic priorities: with the aim of promoting cross-disciplinary thinking, the HRS4R project manager ensured that the findings and recommendations of these working groups were incorporated into the 2025-2027 strategy, whenever appropriate.
- The HRS4R project manager was also appointed to co-lead one of these working groups on quality of life at work and attractiveness. Several ideas and recommendations from this working group have enriched the HRS4R 2025-2027 action plan.
- Important strategic documents for ENS de Lyon were drawn up in 2024, in addition to the HRS4R strategy: the gender equality plan, the disability master plan and the DDRSE master plan. In order to ensure a cross-disciplinary approach, all the project managers and

coordinators consulted with each other. They were all involved in the development of the HRS4R action plan by the HRS4R project manager. She also joined the project committee for the professional equality plan (PAE).

- A reorganization project for the administrative offices, including several offices, involved in the HRS4R action plan implementation, has been launched end of 2024. One of the main goals of this project is to strengthen cross-functionality, which will in turn reinforce coordination around the implementation of the action plan and the HRS4R network of coordinators within the relevant offices.

2/ In addition, ENS Lyon formalized its commitment to research assessment reform in 2024 by signing the San Francisco Declaration (DORA) and the Coalition for the Assessment of Research (CoARA) agreement.

This commitment is closely linked to the one made by endorsing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as by being awarded the HR Excellence in Research label.

The HRS4R strategy is therefore intended to include actions that reflect the commitments set out in the Agreement, in particular (for 2025-2027) the first two core commitments:

1. Recognizing the diversity of contributions to, and careers in, research in accordance to the needs and nature of the research.
2. Basing research evaluation primarily on a qualitative assessment with peer review playing a central role, supported by the responsible use of quantitative indicators.

2. Internal assessment 2021-2024

ENS de Lyon has complied with the self-assessment process for its HRS4R strategy by carrying out an internal assessment in preparation for its application to renew the label.

2.1 General overview of the implementation process of the 2021-2024 strategy

⇒ 2021-2024 general overview data:

The implementation process was slowed down for the reasons mentioned above, but the project manager ensured that momentum was maintained. The 8-month extension enabled us to resolve many difficulties. As a result, very few actions are still in progress or behind schedule.

Key figures:

- 47 actions were included in the action plan.
- In addition, 5 actions were not included in the action plan, but were in line with the principles of the Charter for researchers and the *Code of Conduct for the Recruitment of Researchers*:

A total of 52 actions have therefore been assessed.

- 46 actions have been completed.
- 3 are still in progress.
- 3 are behind schedule.

The 2021-2024 action plan has a completion rate of 88%.

In terms of methodology:

- The project and steering committees underwent some changes from their initial composition (see 2.1.3), but their respective roles of operational and strategic control were retained.
- Monitoring of implementation and control of indicators were carried out by the HRS4R project manager, with data collected from each department involved, then analyzed, summarized and reported to the two committees.

⇒ Action plan for 2025-2027:

The initiatives planned between 2021 and 2024, which have already been carried out, have not been renewed in the new 2025-2027 strategy, but have now been incorporated as permanent procedures in the company's HR policy.

The objectives of the HRS4R 2025-2027 action plan are:

- Respond to needs identified directly with researchers:
 - Individual interviews.
 - In working groups (WG) including a WG on Quality of Working Conditions and attractiveness co-led by the HRS4R project manager in the first half of 2024.
 - At the time of “welcome days” (e.g. doctoral students' day).
 - During the major consultation launched in the first half of 2024 by the governance.
- Meet the expectations of the European Commission regarding the label and the standard, for example:
 - On open, transparent and merit-based recruitment.
 - On career development support.
- Illustrate our School's commitments to reforming the evaluation of researchers, as shown in 2024 with the signing of the [San Francisco Declaration](#) (DORA) et de [Agreement on Research Assessment Reform](#) (CoARA).

Drawing on the many strengths that were identified, as well as areas for improvement, the action plan (see page 23) is organized around 5 thematic areas that guide the initiatives to be taken over the next three years:

1. Recruitment and integration of researchers.
2. Career development of researchers.
3. Quality of life and working conditions for researchers.
4. Support for researchers in their scientific activities.
5. Commitment of researchers.

2.1.1 Preparing the internal assessment

The HRS4R project manager worked in various ways to prepare for the internal assessment required to renew the label.

Firstly, the recommendations made by the experts in the 2021 internal assessment were analyzed. Particular attention was paid to the two areas for improvement identified in the recommendations: formalizing a policy of open, transparent and merit-based recruitment (OTM), and anchoring the HRS4R strategy more firmly in the establishment's strategy.

This was followed by regular exchanges with all the offices concerned on the implementation of the action plan (including interim annual reviews), and on the priorities to be developed in the future action plan.

The project manager acted as a link between the various offices, collecting data and reporting on actions taken. An analysis of the data revealed areas for improvement.

These priorities have also been enriched by the results of the consultation launched in the first half of 2024 with all our School's communities, including researchers, and by the recommendations made by the various working groups that have worked on our School's strategic priorities.

The project manager also liaised with the equality and non-discrimination project manager, the disability project manager and the sustainable development and corporate social responsibility project manager.

The 2025-2027 action plan takes all these dimensions into account and highlights the extensive and numerous interactions among the various strategic documents related to these commitments.

The work leading up to the internal review and the 2025-2027 strategy was therefore progressive and cross-functional.

The two HRS4R committees (project and steering) were tasked with validating the 2021-2024 assessment and the new action plan for the new 2025-2027 strategy.

The committees met specifically for this purpose on the following dates:

- Project committee: 06/01/2025
- Project committee: 14/01/2025
- Steering committee: 27/01/2025

Prior to and between each of these points, the process was completed by time for rereading, exchanging and formatting documents (via a collaborative workspace). Several emails were also sent to members of the Project Committee and Steering Committee.

The HRS4R 2025-2027 strategy was also submitted to the authorities for their opinion:

- Scientific Council (SC) on 27/11/2024
- In Social Committee of Administration (CSA) on 27/02/2025
- By the Board of Directors (BOD) on 13/03/2025

2.1.2 Involvement of the research community

The involvement of the research community in the implementation of the strategy was an aspect that our School wished to intensify. Several actions were therefore implemented.

In 2021:

- A group of researchers was set up to work on drawing up and validating the Mentoring Charter.
- A working group was also set up to draw up the Open Science roadmap: it included several researchers and research support staff.

In 2023 and 2024, doctoral students, post-docs, lecturers and university professors took part in organizing the doctoral student welcome day:

- Day hosted by two doctoral students in 2023.
- Participation in and facilitation of a roundtable discussion in 2023 and 2024.
- Booths to present specific themes in 2023 and 2024.

In 2024, the 6 working groups already mentioned that worked on the ENS de Lyon's strategic axes brought together several researchers and research support staff for discussions and reflections in line with the HRS4R strategy.

In 2023-2024, some of the researchers on the two HRS4R committees have been renewed. The participation of researchers in the committees enables them to be directly involved in implementation, by proposing actions and taking part in the process of validating the future action plan.

The Researcher surveys:

At the end of 2021, a survey focusing on the HRS4R strategy was conducted among the research community. While the responses showed a general lack of awareness of the strategy, respondents praised our School's efforts to improve their working conditions.

The decision was then taken not to launch a new specific survey on HRS4R among the community, after the one carried out in 2021, due to the context mentioned above, which has slowed down the implementation of the strategy.

On the other hand, the project manager conducted numerous one-to-one interviews with researchers to gather their opinions and feelings on areas for improvement.

In 2024, a major consultation on working conditions and the meaning of work at the ENS de Lyon was carried out with all the School's communities, including the research community. Of the total number of respondents, almost a third were researchers. **48% of our School's total research population** responded to the consultation.

The results of this survey are therefore significant and have provided us with useful data to guide the future 2025-2027 action plan.

Starting in 2025, an annual social barometer will be introduced, specifically surveying the quality of life and working conditions of all communities, including researchers.

2.1.3 Role of HRS4R committees

ENS de Lyon still has two HRS4R committees.

Since 2021, their composition has evolved to introduce new researchers and align more closely with the updated governance structure.

The Project Committee manages the operational part of the strategy. Since September 2024, it has been composed as follows:

- Chief Operations Office: Deputy Chief Operations Director in charge of simplification, improvement and administrative processes and Deputy Chief Operations Director in charge of human resources, social dialogue and Quality of Working Conditions
- Human Resources Office: Head of the teaching and research staff department

- International Relations Office: Head of International Cooperation & Partnerships
- Communications office: Director of Communications
- Vice Presidency for Research: Vice President for Research
- Vice-Presidency for Research: Project Engineering Manager
- Vice-Presidency for Research: HRS4R Project Manager
- Researcher: an INSERM Research Associate from LBMC
- Researcher: an ENS de Lyon University full Professor from TRIANGLE and LLE

The steering committee manages strategic aspects. Since September 2024, it has been made up of the following members (ENS de Lyon management committee plus 5 researchers):

- President of ENS de Lyon
- Leadership team
- Vice-President for Research
- Vice-President for Academic Affairs
- Vice-President for Strategy
- Vice-President for International Relations
- Chief Operations Officer
- Deputy Chief Operations Officer in charge of simplification, improvement and administrative processes
- Deputy Chief Operations Officer in charge of human resources, social dialogue and Quality of Working Conditions
- Researcher R1: a doctoral student at the Max Weber Center
- Researcher R2: a post-doc and a Senior Teaching Assistant (AGPR)
- R3 researcher: an ENS Associate Professor at IHRIM
- Researcher R4: an INRIA senior Researcher at LIP

The HRS4R project manager (member of the project committee) collects data and indicators, analyzes them, and submits summaries to the project committee for discussion and approval.

The project committee meets twice a year and convenes as needed to implement operational changes or adjustments, such as reformulating actions, modifying the timetable, or changing KPIs.

The steering committee is called upon to validate the strategic axes, essentially at key moments in the labeling process: submission of the application, internal assessment and new action plan, and label renewal phase.

It was also consulted when the deadline for label renewal was requested.

2.1.4 Integrating HRS4R strategy into corporate strategy

As indicated in 2021, the HRS4R strategy is implemented in line with the establishment's strategic orientations.

As a reminder, ENS de Lyon's 2021-2026 strategic axes develop objectives that fully correlate with the principles of the *Charter and Code*, and therefore with our School's HRS4R strategy, for example, to:

- Promote both inward and outward researcher mobility by organizing the arrival and integration of international staff (DAI), and by developing HR mechanisms that facilitate mobility for ENS staff and teacher-researchers (EC).
- Develop sustainable development.
- Accentuate the promotion of open science, in all its implementation aspects.
- Formalize a Quality of Working Conditions plan.

Highly involved offices such as Human Resources and the Vice-Presidency for Research (VPR) have incorporated the HRS4R action plan into their respective departmental projects. HRS4R actions are an important link in the chain of tasks carried out by Human Resources in the service of researchers. At the same time, HRS4R is a lever of attractiveness for the VPR, by promoting efficient working conditions for researchers.

The HRS4R strategy is always mentioned in the establishment's annual activity reports since 2019.

The Project Manager works transversally to anchor the HRS4R strategy within the overall strategy, with the aim of continuously improving the quality of procedures and services offered to researchers. As already mentioned, the Project Manager works in synergy with the other project managers or referents for our School's major commitments: professional equality, disability, Quality of Working Conditions, Sustainable Development and CSR, etc.

It ensures that offices and governance are kept regularly informed of strategic progress; it also ensures that it contributes its expertise as often as necessary, as is the case, for example, for our School's involvement in the CoARA.

2.1.5 Implementation of monitoring procedures

2.1.5.1 Methodology

The following methodology is used by the HRS4R project manager to monitor the implementation of HRS4R actions:

- Identification of HRS4R advisors in different departments.
- A dedicated HRS4R space has been created in the internal shared folders of ENS de Lyon staff to facilitate cross-functional work on monitoring documents. All individuals involved in implementation have access to this space.
- Organization of regular meetings with HRS4R advisors from operator offices: remotely, on site, or by telephone.
- Meeting tracking file with systematic minutes, readable by all offices: each office can therefore find out what was said in operational and forward-looking meetings other than its own.
- Implementation and indicator monitoring sheets for each action to be carried out: to be completed annually.
- Connecting offices for all cross-functional actions.
- Help and support with implementation in the event of difficulties encountered.
- Roadmap provided to each referent at the start of the calendar year to remind them of the actions to be taken and the priorities to be set.
- Information and updating of the HRS4R page on our School website, with follow-up and status of actions (role of the Communications office)

2.1.5.2 Follow-up stages

The results are monitored regularly and periodically by the Project Manager.

Organization of regular annual progress reviews with the HRS4R referents in each department:

- The frequency varies, depending on the number of actions to be implemented and the degree of difficulty involved.
- These meetings take the form of e-mail or telephone exchanges, or face-to-face or video-conference meetings, as required.

Organization of two Project Committee meetings a year: to present the results of the past year (first half), to report on any difficulties encountered, and to make any necessary adjustments to the timetable and indicators (second half).

- At these meetings, the Project Manager provides statistics on the completion rate and lists completed projects, as part of a continuous improvement process.

Lastly, the Project Manager also keeps a watchful eye on developments and may identify actions that were not initially included in the HRS4R action plan, but which are in line with the principles of the *Charter and the Code*: these actions are then added to the action plan general overview.

2.2 Strengths and avenues for improvement

In the light of the internal assessment carried out as part of the label renewal application, the strengths and areas for improvement were reviewed in the four main areas of the *Charter* and *Code*. By reassessing the initial strengths and weaknesses, the overall implementation phase of the action plan leads to the following conclusions:

2.2.1 Professional and ethical aspects

The strengths identified in the initial and mid-term phases have been maintained in the way the departments operate:

- Our commitment to inclusion has been pursued through the actions of the School's Disability Officer: implementation of a Disability policy (Disability Master Plan, awareness-raising actions for all ENS de Lyon communities, specific action to support PhD students with disabilities, etc.).

<https://www.ens-lyon.fr/l'École/nos-engagements/politique-handicap>

- Our commitment to sustainability continued through the activities of the Sustainability Office (MTE): conferences, film screenings and debates, awareness-raising workshops, and involvement in the Science Festival (Fête de la science).

<https://www.ens-lyon.fr/l'École/transition-ecologique/transition-ecologique-actions-de-sensibilisation>

- The number and diversity of events organized at our School to promote and mediate science (a commitment to society) continues to grow e.g. symposia, conferences, partnerships, etc.
- Researchers benefit from much-appreciated support in responding to calls for research projects (AAP) (Project Engineering Department - SIP), promoting their research work and advising on intellectual property issues through regular training and awareness-raising sessions (Technology Transfer Department - SV).

The areas for improvement identified in 2021 have been the focus of particular attention:

- Our commitment to gender equality in the workplace has been put into practice, with the formalization of a Professional Gender Equality Plan (PAE), the recruitment of a gender equality and non-discrimination officer, the introduction of a Sexist and Sexual Violence (VSS) reporting system, and the provision of all gender-specific data required by the gender equality mission.

<https://www.ens-lyon.fr/l'École/nos-engagements/egalite-professionnelle>

In terms of language non-discrimination for foreign researchers: increased institutional communication in English and provision of administrative documents in English, implementation of support measures for international researchers by the International Relations Office (DAI).

<https://www.ens-lyon.fr/l'École/international/accueil-des-internationaux/accueil-des-scientifiques-internationaux>

- ENS de Lyon's commitment to open science is reflected in its Open Science Roadmap:

https://www.ens-lyon.fr/sites/default/files/2023-10/FdR_SO_2023.pdf

- Numerous initiatives led by the Diderot de Lyon Library (BDL) have been implemented to encourage researchers to publish in open access and to increase the visibility of open access research results:

<https://www.bibliotheque-diderot.fr/chercheurs>

- Researchers also benefit from IT security awareness training, with a particular focus on securing research data (IS Office).

The following points are to be developed for 2025-2027:

- Implement the new Professional Gender Equality Plan and the new Disability Master Plan, specifically actions concerning researchers and research.
- Think about internal operational support for our School in terms of research ethics.
- Implement the School's Open Science roadmap.

2.2.2 Recruitment and selection

The strengths identified in the initial and mid-term phases have been maintained in the way the departments operate:

- In terms of attractiveness:
 - Various bonuses and discharges are allocated to researchers who have specific responsibilities within our School and/or who are project leaders for ANR JCJC, on a European scale or other projects.
 - “Attractiveness” tenders also continue ².
- In terms of opening-up recruitment:

² These invitations to tender are issued within the framework of the “Research Fund”, which aims to ensure the development of École Centrale Paris laboratories, enabling them to conduct innovative research programs in partnership with research organizations.

- In connection with the Professional Gender Equality Plan and the Disability master plan, special attention is given to the recruitment of “under-represented groups” (OTM-R checklist).
- Job postings for Associate Professors (Maîtres de conférences - MCF) and full Professors (Professeurs d’université - PU), as well as junior lecturers (ATER), are all published on EURAXESS, and this is also increasingly becoming the norm for research contract positions.
- In terms of transparency and merit, the recruitment criteria for researchers are defined through official documents and/or training sessions:
 - Framework note for postdoctoral researchers and research staff.
 - Evaluation grid for assessing application eligibility, intended for HR managers,
 - Guide and training for selection committees (COS).

The areas for improvement identified in 2021 have been thoroughly addressed:

- The Open, Transparent and Merit-based Recruitment Policy (OTM-R) has been drafted. It outlines, for each stage of the recruitment process of a researcher, the criteria applied with reference to the principles of the *Code of Conduct for the Recruitment of Researchers*. The document also includes several commitments regarding communication of the OTM-R policy, training of selection committees (COS), and the integration of newly recruited researchers.
- The job descriptions for Associate Professors (MCF) and full Professors (PU) have been standardized with an introductory paragraph highlighting the School’s commitments and referencing the *HR Excellence in Research* award. All job postings are published in both French and English to attract international candidates.
- Training for COS Vice-Chairs has been effectively implemented and is now offered annually. The Gender Equality officer contributes to these sessions to raise awareness of potential recruitment biases. The training is highly appreciated by participants.
- In terms of attractiveness:
 - The “Working at ENS” pages on the institutional website have been completely restructured to make them more visible and appealing, particularly in preparation for the annual recruitment campaigns.
 - A dedicated page titled “Welcoming International Researchers” has also been created.
 - For job postings related to contract research staff, a paragraph affirming our School’s commitment to gender equality and non-discrimination has been added to the job offers.

The following points are priorities for further development in 2025–2027:

- Draft a recruitment charter for contract staff.
- Overhaul the guide for selection committees (COS).
- In line with ENS de Lyon's commitment to reforming the evaluation of researchers (including the 2024 signing of the San Francisco Declaration and the Agreement on Research Reform), develop a guideline for assessing professional merit, to be made available to COS members.

2.2.3 Working Conditions

Key strengths regarding working conditions:

- Our School's commitments to gender equality, anti-discrimination, disability inclusion, and sustainability have been further strengthened.
 - Action plans or master plans on these topics are updated periodically and include internal reviews, which are shared with the entire School community.
 - The actions are diverse and actively involve the research community in both their design and implementation.
 - A Sustainable Development and Social Responsibility (DDRS) certification is planned in the medium term.
- Information on academic career paths for teaching-research staff (EC): This initiative is being implemented in three stages. Stage 1: a webinar has been chosen as the format for a training session on EC career development, as it allows for greater interactivity.
- Improved onboarding for new researchers: a welcome day is organized by the Vice President for Research for all new researchers (including hosted researchers); a separate welcome day is held specifically for PhD students.
- Career guidance and support: a mentoring charter has been drafted, and two emerita researchers have been appointed as Career Orientation and Support (ROC) points of contact.
- Recognition of the profession: researchers who have received an award or are leading ERC-funded projects are consistently showcased on the institutional website.
- Salary increases for PhD students have been implemented.

Points for further development in 2025–2027:

- Strengthen cross-functional collaboration between the objectives of the HRS4R mission, gender equality and anti-discrimination mission, disability mission, and sustainability mission.
- Integrate all these aspects into a Quality of Working Conditions (QVCT) master plan.

- Optimize the health and prevention pathway.
- Develop mentoring initiatives for early-career and newly recruited researchers.
- Offer regular career monitoring to researchers at all career stages, including informal discussions, one-on-one meetings, and tailored career support.
- Within the framework of DORA and CoARA (as previously mentioned): develop a guideline for assessing professional merit, to be used by the Restricted Boards of Administration (CAR) and Restricted Scientific Council (CSR) when evaluating bonuses and promotions.
- Complete the implementation of the action on academic career development for teaching-research staff (EC): record and make the annual webinar available (step 2) and draft the corresponding charter (step 3), as initially planned.
- Offer new support services to researchers for their scientific activities.
- Plan a salary increase for postdoctoral researchers and researchers (three years post-PhD, administrative status).

2.2.4 Training and Career Development

The training and career development actions mentioned in the initial and intermediate phases have been made permanent:

- A comprehensive offer of tailored training sessions for researchers and teaching-research staff is included in the School's training plan, with an increased number of sessions and greater awareness through targeted email campaigns.
- A dedicated training course is delivered each year by the Project Engineering Department (SIP) and the Technology Transfer Department (SV) on intellectual property, project management, and fundraising. This course is included in the Lyon-based training catalogue.
- Specific training sessions for PhD students are provided by the Library and Documentation Department (BDL).
- Targeted support on research data management is also offered by the BDL.
- Specific training on university pedagogy is delivered by the French Institute of Education (IFE).

The following actions are priorities for 2025–2027:

- Develop doctoral supervision training, including gender equality considerations (initially planned for 2022).
- Implement support for training newly appointed lecturers (MCF).

- Offer training in digital accessibility for researchers.
- University pedagogy: introduce new training cycles and specific support beyond the standard courses, including for PhD students.

2.3 Review of the OTM Recruitment Policy

As previously mentioned, the Open, Transparent, and Merit-based Recruitment (OTM-R) policy has been drafted: the document outlines, at each stage of a researcher's recruitment, the criteria applied in accordance with the principles of the *Code of Conduct for the Recruitment of Researchers*. The document was also developed with reference to the items of the OTM-R checklist.

Additionally, the document sets out several commitments related to the communication of the OTM-R policy, training of selection committees (COS), and integration of newly recruited researchers.

The 2025–2027 action plan proposes, in addition to and as an implementation of the OTM-R policy, a dedicated focus area on recruitment, with actions that put into practice the commitments made under the OTM-R policy:

- Communicate the School's Open, Transparent, and Merit-based (OTM) recruitment policy to all researchers and staff, in both French and English.
- Communicate the OTM recruitment policy to each selection committee.
- Revise the guide for Selection Committees (in both French and English).
- Formalize a recruitment charter for contractual staff.
- Develop an indicative grid for evaluating professional merits for use by Selection Committees (linked to CoARA).
- Make the welcome day for newly recruited researchers a permanent event.
- Make the welcome day for doctoral students a permanent fixture.

3. Implementation Methodology for the 2025–2027 Strategy

3.1 Monitoring and Evaluation Methods

The methodology initially planned in 2021 by the HRS4R project manager has been implemented (with some modifications) and will continue in 2025–2027.

As outlined in 2021, HRS4R liaison officers were appointed in each operational department; these individuals serve as key contacts within their departments for the HRS4R strategy. They are primarily responsible for reporting indicators annually to the project officer. Throughout the year, as has been the case since their appointment, they may report any questions or difficulties to the project officer and may also suggest improvements—just as the project officer may do in return.

Since 2021, the frequency of meetings between each liaison officer and the project officer has varied depending on the department's involvement in the strategy, the number of actions the department is responsible for, and the type of action to be implemented (single, recurring, periodic, etc.). As this flexible approach has proven effective, the project officer will continue with this scheduling flexibility.

The project officer will continue to share implementation progress data with all liaison officers, ensuring each department has a cross-functional view of the strategy.

The indicator tracking sheets introduced in 2021 will continue to be used, with some formatting updates. These sheets, available in shared folders already mentioned, can be accessed by all those involved in implementation.

The project officer will analyze the indicators and prepare reports and summaries for the two oversight committees. This will include providing statistical tables.

Both committees will retain their responsibilities for monitoring and evaluating the implementation of the strategy.

A collaborative work platform had been considered in 2021; however, this idea was dropped as progress tracking is already efficiently handled using existing tools and regular oversight by the project officer.

Our School's communications office committed to implementing a dedicated HRS4R communications plan, which was formalized in early 2023. The development and continued implementation of this plan will help promote HRS4R achievements. It is therefore a key tool for showcasing progress during the upcoming external evaluation and in the next implementation cycle.

Regular updates to the HRS4R webpage by the communications department will also help display and highlight the progress made.

3.2 Preparation for the External Review

The HRS4R project manager, the departments, the researchers involved, and the School's leadership are all committed to presenting a new 2025–2027 strategy that includes a wide range of new actions

and demonstrates a strong commitment to quality working conditions for the entire research community at our School.

The recommendations made by experts during the 2021 mid-term self-assessment have been considered for this renewal phase:

- As requested, the OTM-R recruitment policy has been drafted and integrated into the HRS4R strategy. It is published on the School's institutional website.
- As requested, the HRS4R project officer ensures that the HRS4R strategy is well integrated into the School's overall strategy:
 - This is reflected in regular, cross-functional collaboration with the HRS4R liaison officers from all departments, and more frequently with those from the HR and Research Vice-Presidency departments. The actions implemented by these departments are now embedded in their own departmental strategies.
 - The HRS4R strategy is also referenced in other strategic documents of the institution (as previously mentioned), including the School's Institutional Development Plan.
- Finally, it is expressed through a shared and cross-functional working methodology between all liaison officers across the School's various commitments.

Additionally, as committed during the mid-term self-assessment: several researchers are actively involved in the HRS4R strategy, with varying levels of engagement, though their involvement has increased since 2021.

Finally, the HRS4R project officer is developing a practice-sharing network with other institutions holding the HRS4R label, with the goal of exchanging experiences, gathering insights, and seeking advice - especially in preparation for the upcoming site visit by the experts.

The visit will be planned in advance and will include participation from leadership, all operational departments involved in implementation, and researchers.

4. Conclusion

The new HRS4R strategy has been established for the calendar years 2025 to 2027, even though the decision on the renewal of the award has not yet been issued by the European Commission (deadline: June 12, 2025).

This new cycle will therefore begin in January 2025 with the implementation of the new strategy and action plan, while awaiting feedback from the European Commission.

As part of ENS de Lyon's ongoing continuous improvement approach, there will naturally be no interruption in the implementation between the conclusion of the current strategy and the launch of the new one.

Any necessary adjustments will then be made based on the experts' feedback regarding the renewal request.

This initial award cycle has highlighted the progress made by our School in recent years as part of its HRS4R strategy, as well as certain areas for improvement.

ENS de Lyon is committed to implementing its HRS4R strategy as part of a continuous improvement approach to its HR procedures and in alignment with the expectations of the *Charter* and *Code*.

The HRS4R strategy is now more firmly embedded in the institution's overall strategy and meaningfully involves researchers on a long-term basis.

The goal remains the same: to provide researchers with the most efficient working environment, combining the institution's specificities with harmonization with European research practices.

Renewing the award for another three-year period will support this momentum and contribute to enhancing the national and international attractiveness of ENS de Lyon.

5. Action Plan 2025-2027

The new action plan includes **52 actions**:

- 6 initiatives are either still in progress or have not yet started.
- The remaining 46 are new measures.

11 entities (offices or missions) are responsible for implementation:

<i>Implementing Entity</i>	<i>Number of Actions</i>
<i>Diderot Library of Lyon</i>	4
<i>Deputy Chief Operations Officer</i>	2
<i>Communications Office</i>	3
<i>Human Resources Office</i>	14
<i>IT Services Office</i>	1
<i>French Institute of Education</i>	2
<i>Sustainability Office</i>	2
<i>Career Guidance and Support Officers</i>	4
<i>Occupational Health and Safety Department</i>	4
<i>Vice-presidency for Studies</i>	1
<i>Vice-presidency for Research</i>	15
<i>Total</i>	52

Breakdown of the 52 actions across 5 themes:

<i>Themes</i>	<i>Number of actions</i>
<i>Axis 1 : Recruitment and integration of researchers</i>	7
<i>Axis 2 : Career Development for researchers</i>	21
<i>Axis 3 : Quality of life and working conditions for researchers</i>	9
<i>Axis 4 : Support for researchers in their scientific activities</i>	9
<i>Axis 5 : Engagement of researchers</i>	6
<i>Total</i>	52

Of these 52 actions (column "Type"):

- 5 are Communication actions (C)
- 38 are Development actions (D)
- 9 are Formalization actions (F)

Legend for the column "Action Status":

- N: new
- R: continued

AXIS 1: RECRUITMENT & INTEGRATION OF RESEARCHER

Objectives	N°	Actions	Type	Principles	2025	2026	2027	Implementing Entity	KPIs	Status of action	Comments
Display an open, transparent and merit-based recruitment policy	1	Disseminate the School's OTM recruitment policy to researchers and all staff (French and English)	C	13. Recruitment	X			DRH	On-line document by the end of 2025	N	This commitment is included in the School's OTM recruitment policy. Methods of implementation: - Publicize on French and international institutional websites - Relay via the HR Newsletter.
	2	Communicate the OTM recruitment policy to each selection committee	C	13. Recruitment	X	X	X	DRH	Document sent to 100% of selection committees each year	N	This commitment is included in the School's OTM recruitment policy. Linked to an EAP action on the need to rethink COS awareness and organization to prevent gender bias in recruitment.
	3	Redesign the guide for Selection Committees (French and English)	F	13. Recruitment		X		DRH	Revised guide by 2026	N	Developed in 2020, as part of the first HRS4R action plan, the guide for selection committees needs to be reviewed in terms of form and content. Commitment included in the School's OTM recruitment policy. Linked to a Gender Equality Action Plan action on the need to rethink COS awareness and organization to prevent gender bias in recruitment.

	4	Formalize a recruitment charter for contract staff	F	13. Recruitment			X	DRH	Formalized charter by the end of 2027	N	This commitment is included in the School's OTM recruitment policy.
	5	Develop an indicative professional merit assessment grid for Selection Committees	F	13. Recruitment 14. Selection	X			DRH	Grid developed by the end of 2025	N	<p>ENS de Lyon is committed to reforming the evaluation of researchers, and in 2024 signed the San Francisco Declaration (DORA) and the Agreement on the Reform of Research Evaluation (CoARA).</p> <p>Our School is also committed, in its OTM recruitment policy, to selecting based on the professional merits of candidates (qualitative assessment).</p> <p>In this context, it is necessary to draw up a grid of criteria for assessing professional merit.</p> <p>Members of the RAC and RSC will be asked to consider the content of this document for the period 2025-2027.</p> <p>Linked to a Gender Equality Action Plan regarding the need to rethink COS awareness and organization to prevent gender bias in recruitment.</p>

Optimize integration procedures for newly recruited researchers	6	Continuing the “welcome day” for new researchers	D	24. Working Conditions	X	X	X	VPR	One annual event	N	<p>Organized by the VPR, this welcome day took place in July 2024.</p> <p>From now on, it will be held every year in the first half of the year.</p> <p>The aim is to promote the integration of new arrivals, whatever their nationality, by presenting the École and the research environment in France and on the site.</p> <p>In line with the ENS Action Plan, which mentions the need to regularly inform staff, especially new staff, of the ENS's commitments to equality (several communication, information, intervention and training actions are planned in the 2024-2026 EAP).</p>
	7	Perpetuate the doctoral student “welcome day”	D	24. Working Conditions	X	X	X	VPR	One annual event	N	<p>In December 2023, our School organized its first doctoral student welcome day.</p> <p>The day was open to all doctoral students at the École, whether employed or not, and whatever their year of thesis.</p> <p>The aim of the day is to provide doctoral students with all the tools and resources they need to complete their thesis.</p> <p>The 2023 edition was well received by doctoral students.</p> <p>In 2024, a shorter format was proposed, with the same objectives.</p> <p>The format and content of the doctoral students' day need to be fine-tuned to make it as useful as possible.</p> <p>https://www.ens-lyon.fr/evenement/recherche/journee-des-</p>

											<p>doctorantes-et-doctorantes and doctoral students-phd-students-day</p> <p>In line with the EAP, which mentions the need to regularly inform doctoral students of the ENS's commitments to equality (several communication, information, intervention and training actions are planned in the EAP 2024-2026).</p> <p>The day was open to all doctoral students at the École, whether employed or not, and whatever their year of thesis.</p>
--	--	--	--	--	--	--	--	--	--	--	---

AXIS 2: CAREER DEVELOPMENT FOR RESEARCHERS

Objectives	N°	Actions	Type	Principles	2025	2026	2027	Implementing Entity	KPIs	Status of action	Comments
Promote a primarily qualitative evaluation of researchers as part of their career development	8	Develop an indicative professional merit evaluation grid for the Board of Directors (Conseil d'administration restreint - CAR) and the Scientific Council (Conseil scientifique restreint - CSR).	F	11. Evaluation systems 22. Recognition of the profession 28. Career development 29. Valuing mobility	X			DRH	Grid to be drawn up by the end of 2025	N	<p>ENS de Lyon is committed to reforming the evaluation of research and researchers, and in 2024 signed the San Francisco Declaration (DORA) and the Agreement on the Reform of Research Evaluation (CoARA).</p> <p>In keeping with the commitment to base the evaluation of researchers primarily on qualitative assessment, our School therefore undertakes to develop a grid of criteria for professional merit; this tool will be made available to the CAR and CSR responsible for reviewing internal bonuses and promotions..</p> <p>The members of the CAR and the CSR are asked to reflect on the content of this document.</p> <p>In line with ENS Action Plan (EAP) axis 3, which aims to diagnose the gender pay gap and propose measures to close it.</p>
Developing peer support for researchers' careers	9	Review the mentoring charter	F	28. Career Development 40. Supervision	X			ROC	Revised charter by the end of 2025	N	The first task of the career guidance and support advisors (ROC) is to revise the mentoring charter, which has been in existence since 2021, to ensure that it is used and promoted as effectively as possible.
	10	Ensure that every new researcher has access to mentoring.	D	28. Career Development 40. Supervision	X	X	X	ROC	Number of researchers	N	The career guidance support advisors are committed to developing a culture of closeness and mutual support within the research community.

									assisted per year		<p>They will ensure that all new researchers can benefit from mentoring, if they so wish.</p> <p>This is done in conjunction with laboratory and/or department management.</p>
	11	Offer informal peer-to-peer discussions	D	28. Career Development	X	X	X	ROC	Number of interviews carried out per year	N	<p>The career guidance and support officers are committed to developing a culture of proximity and mutual support within the research community.</p> <p>They put their senior professional experience to work for the benefit of younger researchers by offering informal discussions on career orientation.</p> <p>This action is carried out in conjunction with laboratory and/or department management.</p>
	12	Offer help and advice in preparing dossiers for promotion, CRCT applications, CNU section registration, etc.	D	28. Career Development	X	X	X	ROC	Number of people assisted per year	N	Action led by the career guidance and support team.
	13	Hold workshops to share practices and experiences in training departments.	D	40. Supervision 33. Teaching 28. Career development 30. Access to career guidance services	X	X	X	VPE	Number of departments per year that have set up workshops	N	<p>The aim is to provide a regular forum for informal exchange on teaching practices within the 12 training departments.</p> <p>The workshops are run by researchers on a voluntary basis and are open to all regular teachers.</p>

Offer regular career support to researchers	14	Formalize an HR support charter for Teaching Research Staff (EC)	F	24. Working conditions 30. Access to career guidance services	X		X	DRH	Registered training online by 2025 Drafting of an HR support charter for Teaching Research Staff by 2027	R	<p>The action has been renewed as it is ongoing.</p> <p>To complete the implementation of this action, it is planned to follow up on the introduction of training on EC careers (stage 1): Stage 2: recording and making training available on the intranet. Stage 3: drafting an HR support charter for Teaching Research Staff</p> <p>In line with the Gender Equality Action Plan 2024-2026, which mentions the value of these interviews in informing, encouraging and supporting women to prepare for the next stage of their careers, at pivotal moments (e.g. Advanced PhD (HDR), as well as during maternity, paternity, parental or adoption leave.</p>
	15	Schedule exchanges between MCF/PU and VPRs 18 months after recruitment.	D	28. Career development 30. Access to career guidance services	X	X	X	VPR	Number of VPR/MCF and PU exchange sessions organized at N+ 18 months	R	<p>Action renewed with new implementation methods. In conjunction with the VP for Academic Affairs.</p> <p>A grid of questions accompanies and guides this time of exchange.</p> <p>In line with the 2024-2026 Gender Equality Action Plan: prevention of moral harassment, discrimination, SGBV and LGBT+ phobia to ensure that integration goes well for the person (by identifying any risk/problem situations).</p>
	16	Schedule exchanges between Associate Professors (MCF) and VP of Research 5 years after recruitment	D	28. Career development 30. Access to career guidance services	X	X	X	VPR	Number of MCF interviews held 5 years after recruitment	R	<p>Action renewed with new implementation methods. In conjunction with the VP for Academic Affairs.</p> <p>A grid of questions accompanies and guides this time of exchange.</p> <p>The aim is always to discuss career development and supervisory tasks.</p>

	17	To provide an informal forum for researchers to share experiences and professional practices.	D	28. Career development 30. Access to career advice	X	X	X	VPR	2 cafés organized per year	R	Renewed action with new implementation modalities. The idea is to organize a VPR café twice a year, to which all researchers will be invited, along the lines of the HR Cafés organized by the Human Resources Department or the Cafés for doctoral students organized by the Graduate Studies Office.
	18	Set up a “Women and Science” mentoring scheme for doctoral students	D	10. Non-discrimination 27. Gender balance 28. Career development	X	X	X	VPR	Mentoring to be in place by end 2025	N	Our School wishes to set up a mentoring scheme for female doctoral students working in male-dominated disciplines. Initially, this mentoring will focus on the following disciplines: mathematics, computer science, physics, chemistry and biology.
	19	Organize doctoral cafés on specific topics	D	28. Career development 30. Access to career advice	X	X	X	VPR	Number of doctoral cafés organized per year	N	Action led by the PhD programs Office. The dematerialization of thesis management processes has taken services away from doctoral students. Since July 2023, a series of coffee breaks have been organized for thematic exchanges. After a brief presentation of the subject by the PhD programs team, time is given over to questions and answers, as well as to meetings between peers, to prevent questioning or even isolation (geographical and/or functional).

	20	Individual meetings with doctoral students at key stages of the thesis process	D	28. Career development 30. Access to career advice	X	X	X	VPR	List of identified themes Number of meetings planned/year	N	<p>Action led by PhD programs Office.</p> <p>To respond to individual problems, appointments are offered to doctoral students at key stages of the thesis.</p> <p>Themes envisaged: “Registration”, “Co-supervision/Joint Doctoral program”, “Individual Monitoring Committee (CSI)”, “Setting up the defense project”, ‘Financing’, “Defense”.</p> <p>The PhD programs Office is also trained in prevention and can, if necessary, refer doctoral students in difficulty to the reporting system and the Equality Mission.</p>
	21	Create intranet content for doctoral students and supervisors	C	28. Career development 30. Access to career advice	X	X	X	VPR	Number of pages provided/year	N	<p>Action led by the PhD programs Office.</p> <p>A “Co-supervision/Joint Doctoral program” page and a “Defending a thesis at ENS de Lyon” page have already been published.</p> <p>The aim is to regularly update the Intranet with dedicated pages and improve their content.</p>
Expanding the range of training courses available throughout the career path	22	Set up a training program for doctoral supervisors, including equality issues	D	36. Relations with thesis/internship supervisors 40. Supervision	X			DRH	Training to be in place by end 2025	R	<p>The action is being renewed under the leadership of a new pilot department.</p> <p>Topics covered: management training, organizational rules, toolbox, facilitation and support + equality issues.</p> <p>Completion of this training course will be a particular point of attention when applying for the HDR.</p> <p>Action in the Gender Equality Action Plan 2024-2026.</p>

	23	Provide training support for new Associate Professor	D	38. Continuous professional development 39. Access to research training and continuing development	X			DRH	Courses to be implemented by the end of 2025	N	Newly appointed Associate Professors are required to follow a compulsory training program. The aim of the action is to set up a training program including MOOCs and workshops. Gender Equality Action Plan 2024-2026 action: training for new staff in ENS's commitment to equality.
	24	Offer digital accessibility training as part of the multi-year digital accessibility plan	D	38. Continuous professional development 39. Access to research training and continuing development	X	X		DRH	Organize at least 1 training session per year	N	Training courses on "Producing accessible digital content".
	25	Provide training in university teaching to all teaching staff (including doctoral students)	D	38. Continuous professional development 39. Access to research training and continuing development	X	X	X	IFE	Number of training courses per year Number of participants	N	The following actions, coordinated and led by the I-Sup team (IFé), are planned: - a series of training courses on university teaching methods (focusing on the skills-based approach - program approach and the theme of socio-ecological transition), -a training cycle on inclusion, ecological transition and social responsibility. Implementation subject to availability of human resources.

	26	Offer university teaching support to all teaching staff (including doctoral students)	D	38. Continuous professional development 39. Access to research training and continuing development		X	X	IFE	Number of workshops/ year Number of participants An “academic innovation” space to be created by 2026	N	The following actions, coordinated and led by the I-Sup team (IFé), are planned: - workshops for feedback and reflexivity on real learning situations that emerge through training courses, - support for innovative pedagogical projects in an academic innovation space. Implementation subject to availability of human resources.
Increase the remuneration of R1 and R2 researchers	27	Improve salaries for post-docs	D	26. Funding and salaries	X			DRH	Revaluation to take effect by early 2025	N	In line with inflation and to harmonize remuneration with that of the CNRS, a 5.5% increase in remuneration for post-docs is planned.
	28	Revaluing researchers' salaries	D	26. Funding and salaries	X			DRH	Revaluation to take effect by early 2025	N	Definition: researcher = administrative status of a post-doc after 3 years of professional experience. In view of inflation and following the decision to increase the remuneration for post-docs, it is also planned to increase researchers' salaries.

AXIS 3: QUALITY OF LIFE AND WORKING CONDITIONS FOR RESEARCHERS

Objectives	N°	Actions	Type	Principles	2025	2026	2027	Implementing Entities	KPIs	Status of action	Comments
Framing the Quality of Working Conditions approach at ENS de Lyon	29	Set up a social barometer	F	24. Working conditions	X			DGSA	Barometer implemented by the end of 2025	N	The social barometer will make it possible to question the quality of life and working conditions of researchers, in the same way as other staff. Gender-Equality Action Plan 2024-2026: equality issues integrated into the social barometer.
	30	Formalizing a Quality of Working Conditions master plan for ENS de Lyon	F	24. Working conditions			X	DGSA	Master plan to be formalized by end 2027	N	The Quality of Working Conditions master plan will lay down guidelines for the quality of working conditions of researchers, in the same way as other staff, by integrating expectations into the HRS4R framework. Gender-Equality Action Plan 2024-2026: equality issues integrated into the Quality of Working Conditions approach.
Optimizing the prevention/health care pathway	31	Pursue training initiatives in the field of mental health, raising awareness among researchers	D	24. Working conditions 38. Continuous professional development 39. Access to research training and continuing development	X	X	X	DRH	Number of C and EC trainees/year	N	Since 2022, ENS de Lyon has been offering training courses in mental health: 2 workshops + two first aid courses in mental health. The action aims to promote this training among researchers, particularly in the prevention of Psychosocial risks and Sexual and Sexist Violence.

	32	Preventing occupational hazards specific to people of childbearing age in research laboratories	D	24. Working conditions		X	X	SPST	Number of awareness campaigns/year	N	<p>The aim is to raise awareness in research laboratories of the use of certain substances harmful to reproduction.</p> <p>This action will be carried out by the medical prevention department, in conjunction with the laboratory directors, the departments concerned, the prevention assistants and the prevention consultant.</p>
	33	Introduce an Occupational Health (SPST) newsletter	C	24. Working conditions		X	X	SPST	4 letters a year	N	<p>This communication initiative aims to improve the dissemination of information and news on occupational risk prevention and occupational health.</p> <p>Available in French and English.</p>
	34	Enhance the information on the Occupational Health (SPST) intranet page	C	24. Working conditions		X		SPST	Redesigned page by the end of 2026	N	<p>This communication initiative aims to improve the dissemination of news, information and documents relating to occupational risk prevention and occupational health.</p>
Optimizing support for special needs (disabilities)	35	Implement the new Disability Master Plan 2024-2027 for ENS de Lyon	D	10. Non- discrimination	X	X	X	SPST	Yearly balance sheet	N	<p>ENS de Lyon's new disability master plan concerns all the school's staff.</p> <p>Some of the actions envisaged concern researchers in particular:</p> <ul style="list-style-type: none">- improving accessibility in pedagogical terms- promote the dissemination within the School of research work on the theme of inclusion.
Pursuing our policy of gender equality in the workplace	36	Implement the ENS de Lyon's new 2024-2026 gender equality plan, with particular emphasis on aspects concerning male and female researchers.	D	10. Non-discrimination 27. Gender balance	X	X	X	DRH	Yearly balance sheet	N	<p>The 2024-2026 Gender Equality Plan (PAE) integrates issues of recruitment, remuneration, quality of life and working conditions, health at work, reconciling work and family life, and preventing discrimination, harassment, sexual harassment and LGBT+ phobia.</p> <p>These themes affect doctoral students as much as lecturers and researchers.</p>

											<p>The HRS4R actions therefore represent opportunities to address issues of professional equality, as indicated in the comments on each of these actions.</p> <p>The Gender Equality Plan 2024-2026 mentions the implementation of HRS4R actions dedicated to career support for C and EC staff.</p> <p>Finally, gender equality plans are essential for applying for Horizon Europe funding: it is therefore important to communicate and train researchers in these issues.</p>
Improving access to information in English for researchers and teaching staff.	37	Improving access to information in English for researchers	D	10. Non- discrimination	X	X	X	COM	Number of bilingual internal communications Number of internal working documents translated into English	R	<p>This action has been renewed and rethought, as it could not be implemented for technical reasons between 2021 and 2024.</p> <p>In conjunction with HR and DUNES.</p>

AXIS 4: SUPPORTING RESEARCHERS IN THEIR SCIENTIFIC ACTIVITIES

Objectives	N°	Actions	Type	Principles	2025	2026	2027	Implementing Entity	KPIs	Status of action	Comments
Enhance support and advise researchers on their research projects	38	Raising researchers' awareness of public-private Calls For Projects	D	23. Research environment 28. Career development	X	X	X	VPR	Number of awareness campaigns/year	N	Action led by the Project Engineering Office department (SIP) and the Technology Transfer Office. New action in the continuity of the Project Engineering Office/Technology Transfer Office following the observation of an insufficient number of Public-Private Calls for Projects. Actions may take various forms (e-mails, awareness days, etc.).
	39	Identify and make individualized proposals to researchers to finance or enhance their research projects	D	23. Research environment 28. Career development	X	X	X	VPR	Number of instances/year	N	Action led by Project Engineering Office and Technology Transfer Office. New action in the continuity of Project Engineering Office / Technology Transfer Office links to increase proximity with researchers to meet their needs as closely as possible, whatever the level of Technological Readiness of their project, and offer support throughout the entire chain. Actions will take the form of individual interviews (with the drafting of shared Project Engineering Office / Technology Transfer Office summary sheets and, where appropriate, proposals for supporting their projects).
Provide researchers with	40	Offer operational support to	F	2. Ethical principles			X	VPR	Support procedure	N	ENS de Lyon is considering how to support and guide its researchers in dealing with ethical issues.

the necessary ethical framework for their research projects		researchers in ethical matters							effective by the end of 2027		
	41	Organize support and advice for researchers whose research projects are affected by the Nagoya Protocol	D	2. Ethical principles 6. Accountability			X	VPR	Support measures implemented by the end of 2027	N	The aim of this project is to consider how to support SEE and SHS researchers who must complete the formalities required by the Nagoya Protocol. This regulation governs access to and sharing of benefits arising from the use of genetic resources or traditional knowledge associated with these resources.
Implementing the recommendations of ENS de Lyon's Open Science roadmap	42	More reliable and open information on research at ENS de Lyon	D	8. Dissemination, exploitation of results	X	X	X	BIB	Number of search identifiers curated/year Number of information corrections programmed in OpenAlex/year	N	In-depth work on research identifiers (ROR, Orcid, IdHal) and curation of open research information (OpenAlex)
	43	Support and promote the transforming "Publish and Read" agreements signed by ENS de Lyon (Cambridge, Elsevier, Wiley...) with research communities	D	23. Research environment	X	X	X	BIB	Number of articles submitted to each publisher's workflow/year	N	In conjunction with the Couperin consortium, ENS de Lyon offers agreements facilitating open access publications (discounts on publication fees), while including access to content. Conditions: be a researcher affiliated to ENS de Lyon and be a corresponding author, in charge of the entire publication process. https://www.bibliotheque-diderot.fr/chercheurs/publier-en-open-access

	44	Offer a comprehensive range of documentary services to research units	D	23. Research environment	X	X	X	BIB	Number of appointments booked/year	N	Presentation of a “service package” (open archives, digital identifiers, research data, etc.) through meetings specific to each laboratory and with the support of the documentation advisors.
Optimizing the security of research data	45	Applying the ENS de Lyon Information Systems Security Policy (PSSI) in research laboratories	D	23. Research environment	X	X	X	DSI	Average percentage of PSSI application in laboratories	N	The PSSI is a set of 64 security rules. Each laboratory is made aware of these rules and supported in their implementation.
	46	Implement a corporate strategy for research data management, codes and software	D	23. Research environment	X	X	X	BIB	Number of data management plans supported/year	N	The action is linked to the MESR “Data Workshop” Datalyst label awarded to the Lyon Saint-Étienne academic site.

AXIS 5: RESEARCHERS COMMITMENTS

Objectives	N°	Actions	Type	Principles	2025	2026	2027	Implementing Entity	KPIs	Status of action	Comments
Continuing our School's commitment to science	47	Involve researchers in mini conferences on their research work for administrative staff	D	9. Public engagement 23. Research environment	X	X	X	VPR	5 mini-conf organized/year	N	The aim of this initiative is to mobilize researchers in the organization of 30-minute mini-conferences, aimed at École Centrale Paris staff, with a view to popularizing science. The aim is not only to raise staff awareness of scientific activities, but also to federate the different communities and give meaning to collective work.
	48	Organize a day of conferences for newcomer researchers for the entire School	D	9. Public engagement 23. Research environment	X	X	X	VPR	A day organized every year	N	Objectives: Enable new researchers to make themselves better known. Disseminate scientific culture. Methods: in a short timeframe (such as "my thesis in 180 seconds"), ask newcomer researchers (SEE and SHS combined) to present their research themes and projects in lay terms.
	49	Raise awareness and train researchers in writing and producing podcasts	D	9. Public engagement 23. Research environment	X	X	X	COM	Number of researchers trained per year	N	The aim is to broaden the tools available for scientific dissemination, considering new media listening behaviors that show the rise of podcasts, and to enable researchers to become autonomous while integrating the writing constraints for podcasts.

popularization and social involvement	50	Intensify partnership with "The Conversation"	D	9. Public engagement 23. Research environment	X	X	X	COM	Number of articles published per year	N	<p>ENS de Lyon has joined The Conversation France.</p> <p>This independent online news and current affairs medium features articles written for the public by teachers, researchers and PhD students, in close collaboration with a team of experienced journalists. Some articles may be relayed on the international editions of The Conversation.</p> <p>The aim: to shed light on current affairs with reliable, research-based expertise.</p>
Involving researchers in the School's Sustainable Development and Corporate Social Responsibility approach	51	Implement the "DD & RSE" 2025-2030 master plan, specifically in its "research" context	D	23. Research environment 2. Ethical principles 3. Professional responsibility	X	X	X	MTE	Production of an annual balance sheet	N	<p>ENS de Lyon is committed to meeting the Ministry's objectives set out in its Plan Climat-Biodiversité (2023), through the adoption and implementation of a multi-year Sustainable Development and Social Responsibility Master Plan.</p> <p>To this end, the Sustainable Development and Social Responsibility Master Plan will include several objectives aimed at improving the way in which research activities take account of ecological transition issues:</p> <ul style="list-style-type: none"> - creating a training and research center dedicated to ecological transition issues. - supporting laboratories in the implementation of ecological transition measures in their practices. - strengthening scientific mediation actions linked to research on aspects of ecological transition. <p>It will be up to the Ecological Transition Mission to work with laboratories and research support services to implement these objectives.</p>

	52	Supporting researchers in assessing and reducing greenhouse gas emissions in their research activities	D	23. Research environment	X	X	X	MTE	<p>Number/year of laboratories having carried out a carbon assessment between N and N-2</p> <p>Number/year of laboratories having adopted plans to reduce their greenhouse gas emissions</p>	N	<p>By 2023, 12 laboratories had carried out at least one carbon assessment since 2021. The aim is to step up the assessment of the carbon footprint of research laboratories' activities by helping all laboratories to account for their greenhouse gas emissions, using the GES1.5 platform.</p> <p>Following the assessment, each laboratory will then be required to identify measures to reduce its greenhouse gas emissions. The Ecological Transition mission will support these initiatives, by setting up and coordinating a network of ecological transition referents within our School.</p>
--	----	--	---	--------------------------	---	---	---	-----	--	---	---

6. Appendices

Abbreviations and acronyms

AAP: *Appels à projets* - Calls for Projects

AGPR: *Agrégé préparateur* - (Senior Teaching Assistant)

ANR: *Agence nationale de la recherche* - National Research Agency

APC: Article Processing Charges

ASDESR: *Accélération des stratégies de développement des établissements d'enseignement supérieur et de recherche* - Acceleration of Development Strategies for Higher Education and Research Institutions

ATER: *Attaché temporaire d'enseignement et de recherche* - Junior lecturer

BDL: *Bibliothèque Diderot de Lyon* – ENS de Lyon Library

BIATSS: *Personnels des bibliothèques, ingénieurs, administratifs, techniques et sociaux et de santé* - Library, Engineering, Administrative, Technical, Social, and Health Staff

BIB: *Bibliothèque* - Library

CA: *Conseil d'administration* - Board of Directors

CAR: *Conseil d'administration restreint* - Restricted Board of Directors

CNRS: *Centre national de la recherche scientifique* - National Centre for Scientific Research

CNU: *Conseil national des universités* - National Council of Universities

COM: *Service communication* - Communications Department

COS: *Comité de sélection* - Selection Committee

CPJ: *Chaire de professeur junior* - Junior Professor Chair

CPP: *Congé pour projet pédagogique* - Leave for Pedagogical Project

CRCT: *Congés pour recherches ou conversions thématiques* - Thematic Research or Career Conversion Leave

CS: *Conseil scientifique* - Scientific Council

CSA: *Comité social d'administration* - Administrative Social Committee

CSI: *Comité de suivi individuel* - Individual Monitoring Committee

CSR: *Conseil scientifique restreint* - Restricted Scientific Council

DAF: *Direction des affaires financières* - Financial Affairs Office

DAI: *Direction des affaires internationales* - International Relations office

DDRS: *Développement durable et responsabilité sociétale* - Sustainable Development and Social Responsibility

DGS: *Direction générale des services ou directrice générale des services* - Chief Operations Officer

DGSA: *Directrice générale des services adjointe* - Deputy Chief Operations Officer

DMP: Data Management Plan

DOI: Digital Object Identifier

DPO: *Délégué à la protection des données* - Data Protection Officer

DRH: *Direction des ressources humaines ou directrice des ressources humaines* - Human Resources Office or Human Resources Director

DSI: *Direction des systèmes d'information* Information - Systems Department

DU: *Directeur d'unité* - Unit Director

DUNES: *Développement des usages du numérique pour l'enseignement et les savoirs* - Development of Digital Practices for Teaching and Knowledge

EARMA: European Association of Research Managers and Administrators

EC: *Enseignantes-chercheuses et enseignants-chercheurs* - Teacher-Researchers

EPSCP: *Établissement public à caractère scientifique, culturel et professionnel* - Public Scientific, Cultural and Professional Establishment

ERC: European Research Council

GT: *Groupe de travail* - Working Group

HAL: *Hyper article en ligne* - Online Open Access Repository

HCÉRES: *Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur* - High Council for the Evaluation of Research and Higher Education

HDR: *Habilitation à diriger des recherches* - Advanced PhD (a degree necessary in order to supervise a PhD research)

HRS4R: Human Resources Strategy for Researchers

IdHAL: *Identifiant HAL* - HAL Identifier

IFÉ: *Institut français de l'Éducation* - French Institute of Education

INRIA: *Institut national de recherche en informatique et en automatique* - National Institute for Research in Computer Science and Automation

INSERM: *Institut national de la santé et de la recherche médicale* - National Institute of Health and Medical Research

IUF: *Institut universitaire de France* - University Institute of France

LBMC: *Laboratoire de biologie et modélisation de la cellule* - Laboratory of Biology and Modeling of the Cell

LGBT: *Qui concerne les lesbiennes, les gays, les bisexuels et les transgenres* - Lesbian, Gay, Bisexual, and Transgender

LIP: *Laboratoire de l'informatique et du parallélisme* - Parallel Computation Laboratory

LLE: *Laboratoire de l'Éducation* – The Education Laboratory

LSH: *Lettres et sciences humaines* - Humanities and Social Sciences

MCF: *Maître de conférences* - Associate Professor

MESR: *Ministère de l'Enseignement supérieur et de la recherche* - Ministry of Higher Education and Research

MSCA: *Actions Marie Skłodowska-Curie* - Marie Skłodowska-Curie Actions

MTE: *Mission Transition écologique* - Sustainability office

OTM(-R): *(Recrutement) Ouvert, transparent et basé sur le mérite* - Open, Transparent and Merit-Based Recruitment

PAE: *Plan d'action égalité professionnelle femme-homme* - Gender Equality Action Plan

PGD: *Plan de gestion de données* - Data Management Plan

PRAG: *Professeur agrégé* - Senior Secondary School Teacher Seconded to University

PSSI: *Politiques de sécurité des systèmes d'information* - Information System Security Policies

PU: *Professeur des universités* - FullProfessor

QVCT: *Qualité de vie et des conditions de travail* - Quality of Life and Working Conditions

RDP: *Laboratoire de reproduction des plantes* - Plant Reproduction and Development Laboratory

RGPD: *Règlement général de protection des données* - General Data Protection Regulation (GDPR)

RH: *Ressources humaines* - Human Resources

ROC: *Référentes orientation et accompagnement de carrière* - Career Guidance and Support Advisors

ROR: Research Organization Registry

RPS: *Risques psycho-sociaux* - Psychosocial Risks

RSE: *Responsabilité sociétale des entreprises* - Corporate Social Responsibility

RSU: *Rapport social unique* - Unified Social Report

SEE: *Sciences expérimentales et exactes* - Experimental and Exact Sciences

SHS: *Sciences humaines et sociales* - Humanities and Social Sciences

SIP: *Service ingénierie de projets* - Project Engineering Department

SPST: *Service prévention et santé au travail* - Occupational Health and Safety Service

SV: *Service valorisation* – Technology Transfer Department

TEDS: *Transition Écologique pour un Développement Soutenable* - Ecological Transition for Sustainable Development

TRL: Technology Readiness Levels

UAR: *Unité d'appui à la recherche* - Research Support Unit

UMR: Unités mixtes de recherche - Joint Research Units

VPE: *Vice-présidence Études ou Vice-présidente Études* - Vice President for Academic Affairs

VPR: *Vice-présidence Recherche ou Vice-président Recherche* - Vice President for Research

VSS: *Violences sexistes et sexuelles* - Sexist and Sexual Violence

List of appointed committee members HRS4R 2025-2027

1. Project Committee:

- Administrative Staff:
 - Cécile O'Brien, Chief Operations Officer
 - Véronique Vial De Marchi, Deputy Chief Operations Officer in charge of simplifying and improving administrative procedures
 - Yasmina Chams, Deputy Chief Operations Officer in charge of Human Resources, Employee relations and Workplace well-being
 - Floriane Genest, Head of office of teaching and teacher-research staff
 - Aude Riom, Communications office Director
 - Karin Kim Lim, Head of International Cooperation & Partnerships
 - Émilie Sablon, Head of Project Engineering
 - Régine Matéossian, HRS4R project manager
- Research Staff:
 - Valérie Robert, Research associate INSERM at LBMC
 - Emmanuelle Picard, ENS de Lyon full Professor at the Triangle and LLE
 - Christine Détrez, ENS de Lyon full Professor, Vice-President of Research
 - François Roudier, ENS de Lyon full Professor, Vice-President of Research

2. Steering Committee:

- Administrative Staff:
 - Cécile O'Brien, Chief Operations Officer
 - Véronique Vial De Marchi, Deputy Chief Operations Officer in charge of simplifying and improving administrative procedures
 - Yasmina Chams, Deputy Chief Operations Office in charge of Human Resources, employee relations and workplace well-being
 - Isabelle Bonvin, Chief of staff
- Research Staff:
 - Léna Pamboutzoglou, PhD student at ENS de Lyon at the Max Weber Centre
 - Yehudi Simon, Associate professor (agrégé) and academic instructor in the Physics Department
 - Laure Mancini, Post-doctoral Researcher at the RDP
 - Isabelle Moreau, ENS de Lyon Associate Professor at IRHIM
 - Frédéric Vivien, INRIA senior Researcher at LIP
 - Emmanuelle Boulineau, ENS de Lyon full Professor, Vice-presidency for Academic Affairs
 - Christine Détrez, ENS de Lyon full Professor, Vice-presidency for Research
 - François Roudier, ENS de Lyon full Professor, Vice-presidency for Research
 - Vincent Michelot, Sciences Po Lyon full Professor, Vice-presidency for International Relations
 - Stéphane Parola, Université Claude Bernard full Professor, Vice-presidency for Strategy
 - Emmanuel Trizac, ENS de Lyon President

Open, Transparent and Merit-Based Recruitment Policy at ENS de Lyon

The École Normale Supérieure de Lyon (ENS de Lyon) is recognized by the European Commission for its commitment to a European Human Resources Strategy for Researchers (HRS4R). It has held the “HR Excellence in Research” label since March 2019. Since September 2024, it has also been a signatory of the *Agreement on Reforming Research Assessment* and is engaged in CoARA (Coalition for Advancing Research Assessment), the international coalition promoting action in support of this reform. At a broader level, ENS de Lyon also implements a Gender Equality Action Plan and a Disability Master Plan.

ENS de Lyon continues to build on these commitments through the implementation of a recruitment policy for teaching and research staff and researchers based on the principles of Openness, Transparency, and Merit (OTM-R).

The OTM-R policy at ENS de Lyon is intended to ensure fair and rigorous recruitment practices that promote academic and scientific excellence. These practices are aligned with the principles set out in the [Code of conduct for the recruitment of researchers](#) (2005).

Implementing Open, Transparent and Merit-Based Recruitment (OTM-R)

The recruitment process for teaching and research staff and researchers at ENS de Lyon follows a regulatory framework, which includes national legislation and internal procedures.

Recruitment covers a variety of positions, including both permanent staff (University Professors, Associate Professors) and contract staff (postdoctoral researchers on fixed-term contracts, junior lecturers – ATER, doctoral candidates on contracts, part-time associate professors – PAST, research engineers on fixed-term or permanent contracts).

The OTM-R policy of ENS de Lyon is based on three core principles:

- **Openness:** All stages of recruitment must be accessible to a broad audience, ensuring equal opportunities for all potential candidates, in line with the non-discrimination principle of the [Charter for Researcher](#) (2005).
- **Transparency:** The recruitment process must be clear and understandable for all candidates, with explicit criteria and procedures.
- **Merit:** Recruitment decisions must be based on candidates' skills, qualifications, and achievements.

ENS de Lyon is committed to applying these three principles throughout the recruitment process, which includes the following steps:

- **Step 1:** Definition of the job profile
- **Step 2:** Advertising and dissemination of information
- **Step 3:** Selection and recruitment
- **Step 4:** Appointment

- **Step 5:** Evaluation of the process

1. Definition of the Job Profile

In line with the "recruitment" and "transparency" principles of the Code:

1. Job profiles are defined collectively by stakeholders: the department, research laboratory, and governance.
2. Particular attention is paid to the wording of the job profile, which must clearly state the job title, the selection criteria, and include an English version.

2. Advertising and information

In line with the "recruitment" and "transparency" principles of the Code:

- Job openings are published on all relevant platforms: ministerial and internal (website, recruitment platform).
- They are also posted on EURAXESS. Written in both French and English, they include information on ENS de Lyon's commitment to gender equality and non-discrimination, as well as the HR Excellence in Research label and the OTM-R policy.
- Job postings and applications are digitalized.
- The recruitment schedule is displayed and accessible on dedicated platforms.
- Candidates are informed at each stage of the recruitment process about the status of their application.

3. Selection and Recruitment

In line with the "selection" principle of the Code:

- Recruitment committees comply with specific national regulations and ENS de Lyon's equality commitments.
- Selection panels respect gender balance and include external members.
- This dual requirement also applies to recruitment committees for ATER, PAST, etc.

In line with the principles "Judging merit", "Variations in the chronological order of CVs", "Recognition of mobility", and "Seniority" of the Code:

- Operating rules and impartiality are reiterated to committee members during a dedicated training session.
- Members are made aware of the need to assess candidates' backgrounds both qualitatively and quantitatively.
- They also receive specific training on equality and non-discrimination issues.

4. Appointment

In line with the "transparency" principle of the *Code*:

- Candidates are kept informed of the progress of their application, especially in case of rejection. They have the possibility to request further information on the reasons for acceptance or rejection.
- Selected candidates receive support with administrative procedures.
- Special attention is given to supporting internationally recruited researchers.

5. Evaluation of the Process

Where possible, recruitment committees and decision-making bodies are asked to review the current recruitment campaign. For selection committees, each chair is expected to present a report on the process to the relevant body.

Statistical data on the current and previous campaigns is shared with these bodies, including the proportion of international and female candidates recruited. This practice helps to identify areas for improvement.

The Open Transparent Merit-based-Recruitment policy of ENS de Lyon is part of a continuous improvement approach, aiming to attract and retain high-level researchers.

We are committed to:

- Integrating the OTM-R policy into the training of selection committees.
- Continuing to train our selection committees to recognize and manage biases to ensure fair and objective evaluation of candidates.
- Continuing to develop our selection committees' training by refining a grid of scientific merit criteria.
- Strengthening the formalization of OTM recruitment principles through:
 - The drafting of a Recruitment Charter for contract staff
 - The revision of the guide for selection committee members

Finally, we are committed to promoting high-quality integration of newly recruited researchers by offering and, if needed, personalizing support measures after recruitment:

- Organization of "welcome days"
- Delivery of a welcome guide
- Organization of specific training sessions
- Consideration of individual needs
- Etc.

Appendix: Principles of the Code of Conduct for the recruitment of researchers

Recruitment

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic..

Selection

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

Transparency

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Judging Merit

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Variations in the chronological order of CVs

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Recognition of Mobility Experience

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Recognition of Qualifications

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels

Seniority

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised..

Postdoctoral Appointments

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.

Overview of action plan 2021-2024

I. Ethic & Professionals Aspects

Principles	N°	Action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices Involved	KPIs	Status of the initiative end 2024	General Overview 2021-2024
1. Freedom of research	1	Communicate the <i>Charter and the Code</i> to new arrivals	C	X	X	X	X	X	X		COM	HR	Number of communications	Completed	<p>The Charter and the Code were not included in the welcome booklet, as initially planned in 2021: it was deemed inappropriate to print paper versions of the documents (due to our School's commitment to sustainable development).</p> <p>However, the visibility of the documents has been increased on the website.</p> <p>It seemed more relevant to continue the action by attempting to increase the visibility of the HRS4R strategy within our School:</p> <ul style="list-style-type: none"> • Since 2021, a specific sheet on HRS4R has been included in the welcome booklet for academic staff (EC) • The holding of the label is also mentioned in the introduction • On the institutional website, the visibility of the HR logo has been increased.

4. Professional Attitude	2	Reinforcement of awareness of researchers for calls for research projects	D	X	X	X	X	X	X		VPR	SIP	N° of awareness campaigns per year	Completed	<p>The Project Engineering Service (SIP) continued and sustained its actions of outreach, information, and awareness-raising among researchers.</p> <p>The services provided are highly appreciated.</p> <p>For 2021-2024 :</p> <ul style="list-style-type: none"> - An average of more than 60 research calls for proposals (AAP) were published annually on the intranet. - 6 to 7 information meetings were organized. - Participation in the welcome day for PhD students since 2023. <p>Additionally, the service has added 2 additional staff members under the ANR ASDESR ABILITY project: 1 officer responsible for European project training and facilitation; 1 European project manager.</p> <p>The ABILITY project site (7-year duration) aims to diversify the partners' resources by mobilizing European funds to intensify research and training activities.</p> <p>Finally, in partnership with Insavalor, ENS de Lyon hosted the European network BESTPRAC "The voice of research administrators - building a network of administrative excellence" during a conference held on October 14 and 15: 150 European project managers attended from across Europe.</p> <p>The BESTPRAC-EARMA conference is part of the effort to pool resources and establish networks promoted by the State to improve French participation in European programs. This event allowed for the establishment of new partnerships in European project engineering while increasing the visibility and attractiveness of ENS de Lyon on both national and European stages.</p> <p>Organized under the Ability and Easelyskills (ASDESR) projects With the support of the Auvergne Rhône-Alpes Region."</p>
--------------------------	---	---	---	---	---	---	---	---	---	--	-----	-----	------------------------------------	-----------	--

7. Good practices in the research sector	3	Develop promotion of research through the library	D					X	X		BIB	VPR, LABOS, DSI	N° of requests from bibliometric studies. N° of files along with writing of a PGD/DMP	Completed	<p>As this action depended on administrative constraints (recruitment campaigns), its deadline was set for the end of 2023.</p> <p>In the meantime, documentary contacts have been appointed in all laboratories, providing a first level of support.</p> <p>In autumn 2023, a Research Support Officer position (<i>ingénieur d'études</i>) was opened for recruitment within the Public Training and Research Support unit of the Public Services Department at the Bibliothèque Diderot de Lyon.</p> <p>The officer took up the position on February 12, 2024, with the following responsibilities:</p> <ul style="list-style-type: none"> • Training on the research environment (digital identifiers, open archives, scientific integrity, predatory publishers, etc.) and doctoral training. • Research support: tailored assistance for researchers (open archives, publication issues, etc.) and research data management, in coordination with ENS de Lyon services and across the Lyon–Saint-Étienne site (application for “Data Workshop” label). <p>Number of data management plans (DMP/PGD) supported in 2024: 4 files (3 Marie Skłodowska-Curie “MSCA Postdoctoral Fellowships” + 1 ANR project)."</p>
--	---	---	---	--	--	--	--	---	---	--	-----	-----------------	--	-----------	---

7. Good practices in the research sector	4	Pursue awareness campaigns concerning IT security	C	X	X	X	X	X	X		DSI	LABOS	N° of awareness campaigns	Completed	<p>Since 2021, the IT Department (DSI) has increased both the number and variety of awareness-raising actions on IT security:</p> <ul style="list-style-type: none"> • Awareness emails: 4 per year • Awareness conferences/interventions in departments and laboratories: 4 in 2021, 6 in 2022, 7 in 2023, 28 in 2024 • A campaign on cybersecurity issues in 2022 • Launch of the Terranova self-training platform for cybersecurity training in 2022 • 4 phishing simulations carried out in 2023, and 7 in 2024 • Publication of a detailed intranet awareness page on IT security in 2023 • In 2024, a Cyber questionnaire was sent to all users to assess awareness levels and highlight key security measures.
7. Good practices in the research sector	5	Continue supporting researchers to optimize and secure their data	D	X	X	X	X	X	X		DSI	LABOS, DPO	<p>Number of encrypted computers</p> <p>Number of actions carried out by the DPO</p>	Completed	<p>Since 2021, the number of encrypted computers has increased:</p> <p>2021: 37%</p> <p>2022: 44,5%</p> <p>2023: 60%</p> <p>2024: Data not available at this time of year.</p> <p>Since 2021, the Data Protection Officer (DPO) has continued and expanded actions related to the GDPR:</p> <ul style="list-style-type: none"> • Training sessions (on GDPR, image rights): 2 in 2021, 3 in 2022, 6 in 2023, and 4 in 2024 • Processing 3 to 4 GDPR-related cases per week regularly since 2021 • Handling around fifty contracts per year that include GDPR clauses • Drafting of standard documents, such as "consent form"

8. Publication and exploitation of results	6	Encourage researchers to publish more of their research work in open access, by making it available on appropriate open archive platforms.	C	X	X	X	X	X	X	1	BIB	VPR, LABOS, DSI	Number of indexed records Number of full-text publications on the HAL open archive	Comple ted	<p>Since 2021, the total number of records and files per year in HAL has increased.</p> <p>Total number of records:</p> <ul style="list-style-type: none"> • As of 31/12/2021: 51 249 • As of 31/12/2022: 54 237 • As of 31/12/2023: 58 001 • Au 31/12/2024: 64 983 <p>Total number of records:</p> <ul style="list-style-type: none"> • As of 31/12/2021: 18 493 • As of 31/12/2022: 20 864 • As of 31/12/2023: 23 587 • As of 31/12/2024: 28427 <p>The library has also taken part in various events and initiatives related to open science: Interfaces Day, Open Access Week, Welcome Day for PhD students.</p> <p>Furthermore, ENS de Lyon developed an Open Science roadmap in 2022 (see specific actions taken).</p>
--	---	--	---	---	---	---	---	---	---	---	-----	-----------------	---	---------------	---

8. Publication and exploitation of results	7	Enhance the visibility of research outputs in open access	C	X	X	X	X	X	X	X	BIB	VPR, LABOS, DAF, Accounting Agency, IT Department (for APCs)	Number of initiatives, number of participants	Comple ted	<p>Irrelevant and discontinued indicators: number of initiatives, number of participants.</p> <p>* Annual organization of Open Access Week by the BDL at the Descartes and Monod campuses of ENS de Lyon. Stands and discussions with research communities.</p> <ul style="list-style-type: none"> • Evaluation of APCs (Article Processing Charges) covered by ENS de Lyon in 2021, 2022, and 2023 (national COUPERIN survey). The data is published on the open platform OpenAPC: https://treemaps.openapc.net/apcdata/ens-lyon/ • Alignment of digital identifiers for researchers at ENS de Lyon (approximately 600 people) across the IdRef, IdHAL, and ORCID repositories. • Processing and updating of authority records for laboratories co-supervised by ENS de Lyon in the IdRef repository (around thirty UMRs and UARs). • Initial development of the Open Science Barometer at ENS de Lyon (tracking the evolution of open access publications based on DOIs from HAL, Lens, PubMed, Web of Science, & the APC-survey): https://barometredelascienceouverte.esr.gouv.fr/declinaisons/comment-realiser-bso-local (enter the institution identifier: 130008121). Data concerning the Humanities and Social Sciences will be consolidated during the creation of the 2024 barometer.
													Number of authority records for ENS research staff processed in IdRef and number of linked records		
													Evaluation of APCs in relation to acquired electronic resources		

8. Publication and exploitation of results	8	Enhance library services for researchers	D	1	1	1	1	1	1	BIB	VPR, LABOS	Number of training sessions	Comple ted	Since 2021, the Library and Documentation Department (BDL) has expanded its range of services for researchers.
												Number of people trained		This begins with a wide variety of training sessions and workshops offered: specialized training for PhD students, documentation workshops, personalized appointments, and introductions to the heritage collections.
												Number of training hours		Although the numbers remain stable in terms of people trained and training hours delivered, the range of services increases each year. For example, for the Isidoc't training sessions: the number of training hours rose from 36 hours in 2021 to 56.5 hours in 2024 (95 PhD students attended in 2024).
														In 2022, the Library and Documentation Department (BDL) also launched a survey on researchers' documentation and publishing practices with the aim of offering more targeted services. There were 94 respondents.
														Since 2023, the BDL has also participated in the PhD Student Day organized by the Vice President for Research, with two regular stands (Open Science, electronic thesis deposit).
														Finally, in 2022, the BDL website was enhanced with a "Researchers" section, expanding the range of services offered to researchers on the occasion of the launch of the new website: https://www.diderot-library.fr/researchers

9. Engagement with society	9	Periodically organize a public seminar led by a researcher	D	X	X	X	X	X	X		VPR	COM, ENS medias	Number of seminars organized	Completed	<p>For the reasons mentioned above, the implementation of this action has been less ambitious than initially planned in terms of its timeline.</p> <p>However, it has been carried out several times through public conferences, such as:</p> <p>2022 : https://www.ens-lyon.fr/actualite/recherche/dennis-meadows-a-day-of-Exchanges-on-the-limits-of-growth</p> <p>2024 : https://www.ens-lyon.fr/event/research/meeting-with-anne-lhuillier</p> <p>Furthermore, annual public science events are organized, involving researchers:</p> <ul style="list-style-type: none"> - Conferences on the Ecological Transition Mission: https://www.ens-lyon.fr/indexation/events-associates/conferences-on-the-ecological-transition-mission - International day of women and girls in Science: https://www.ens-lyon.fr/news/research/international-day-women-and-girls-in-science-2024 - Conference Days in Economics known as "JECO": https://www.ens-lyon.fr/savoirs/culture-sciences-and-society/public-events/conference-days-in-economics-jeco - Lunar New Year: https://www.ens-lyon.fr/event/knowledge/lunar-new-year-2024 - Science Festival: https://www.ens-lyon.fr/knowledge/culture-sciences-and-society/public-events/science-festival - Partnership with Mountains and Science Meetings: https://www.ens-lyon.fr/news/knowledge/meetings-mountains-and-sciences-events-in-lyon-10th-edition <p>Additionally, the Diderot Library in Lyon (BDL) organizes numerous meetings, seminars, and exhibitions in connection with researchers:</p> <p>2021: 7 ; 2022: 23 ; 2023: 27 ; 2024: 28</p>
----------------------------	---	--	---	---	---	---	---	---	---	--	-----	-----------------	------------------------------	-----------	---

10. Non-discrimination	10	Develop and formalize a gender equality plan in the workplace.	F		X						DRH		A formal professional equality plan was in place by the end of 2021	Completed	<p>The professional equality plan was approved on July 9, 2021. French and English versions are available online on the intranet: https://intranet.ens-lyon.fr/documentation/action-plan-for-equality-at-work-between-femmes-et-les-hommes-2021-2023 et sur le site internet: http://www.ens-lyon.fr/en/about-us/our-commitments/equality-at-work</p> <p>The implementation of the professional equality plan now falls under the responsibility of the Equality and Non-Discrimination Officer.</p>
10. Non-discrimination	11	Recruit an Equality and Non-Discrimination Officer.	D	X							DRH		Recruitment completed in the first half of 2021.	Completed	<p>The Equality and Non-Discrimination Officer was hired on November 11, 2021. She has a background in sociology and holds a master's degree in gender studies.</p> <p>Two gender equality officers were also appointed in July 2021 and October 2021. They have been given a formal mission statement and provide support to the Equality and Non-Discrimination Officer.</p>
10. Non-discrimination	12	"Train, inform, and raise awareness about harassment and discrimination."	C	X	X	X	X	X	X		DRH	COM	Number of actions per year	Completed	<p>Numerous actions have been carried out by the Equality Office since 2021:</p> <ul style="list-style-type: none"> • 2021: Approximately 1,600 people reached 2 awareness campaigns (posters, social media, emails, etc.) 9 awareness-raising actions 14 training sessions • 2022: Approximately 2,000 people reached 1 awareness campaign 13 awareness-raising actions 11 training sessions • 2023: Approximately 2,000 people reached 9 awareness-raising actions 8 training sessions • 2024: Approximately 2,000 people reached 12 training sessions + 7 awareness-raising events

10. Non-discrimination	13	Establish a reporting system to support and assist victims of sexist and sexual violence (SSV) or discrimination.	D		X									System implemented in 2021 Number of communications made about the system Number of reports processed	Completed	<p>Second semester 2021: implementation of the prevention and combat system against sexist and sexual violence, moral and sexual harassment, and discrimination. Two components: reporting and prevention.</p> <p>Communication on the system: 2 awareness campaigns (posters, social media, mailing, etc.) in September and November 2021. Anonymized data are included in the Annual Social Report each year.</p> <p>The data on reports are in the 2021, 2022, and 2023 RSU (at the end of the document). 2021 : https://www.ens-lyon.fr/sites/default/files/2023-03/RSU2021.pdf 2022 : https://www.ens-lyon.fr/sites/default/files/2024-01/RSU-2022-VF.pdf 2023 : https://www.ens-lyon.fr/sites/default/files/2024-10/unified_social_support_2023.pdf</p> <p>The reports are stable, about 15 per year.</p>
------------------------	----	---	---	--	---	--	--	--	--	--	--	--	--	---	-----------	--

10. Non-discrimination	14	Provide equality advisors and the equality officer with a tracking system for staff numbers and applications for various recruitment competitions.	F		X						DRH	Data provided by the end of 2021 Gender distribution of applications and gender distribution of recruitments	Completed	<p>The data (gender distribution, salary, etc.) have been included in the Annual Social Report since 2021, validated in the governing body, and to which the Equality Mission Officer contributes. This report is available online: https://www.ens-lyon.fr/IÉcole/nous-connaître/organisation/bilans-et-documents-institutionnels</p> <p>For example, the evolution of the women/men distribution in the recruitment of female and male researchers: 2021: 3 women / 6 men 2022: 1 woman / 7 men 2023: 9 women / 5 men 2024: 0 women / 5 men => recruitment campaign with few positions, and furthermore, 2 positions left unfilled.</p> <p>The data should be adjusted based on the number of positions to be filled for each campaign and the represented disciplines, which may have a male predominance.</p>
10. Non-discrimination	15	Continue to increase internal institutional communication in English.	C	X	X	X	X	X	X		COM	DGS, PRESIDENCE Number of communications in English.	Completed	<p>The indicator is not relevant.</p> <p>The action was ultimately implemented more from the perspective of diversifying the channels through which communication was delivered in English. It is therefore possible to account for:</p> <ul style="list-style-type: none"> • Presidential emails sent with an English version • Content displayed in French and English on campus digital screens • English-language pages on the intranet site

10. Non-discrimination	16	Continue increasing the availability of forms and administrative documents in English.	F	X	X	X	X	X	X	X		DRH	COM, DUNES, VPR	Number of forms and documents translated into English.	Completed	<p>The indicator has evolved since 2021: “number and types of documents translated into English.”</p> <p>The types of documents translated into English are diverse and have expanded over the years. The number increases in line with identified needs:</p> <ul style="list-style-type: none"> • Institutional website pages: notably in 2023, job opportunity pages for academic staff (EC), junior lecturers (ATER), language lecturers, CPJ, PhD and postdoctoral positions were published in English on the ENS de Lyon international website. • Forms: 3 forms translated since 2021 • Administrative email templates: an average of 6 emails translated per year since 2021 • Welcome documents for new academic and BIATSS staff: 2 information sheets, updated annually • Job title descriptions for Associate professors (MCF) and University Professor (PU) positions: translated since 2023
------------------------	----	--	---	---	---	---	---	---	---	---	--	-----	-----------------	--	-----------	---

10. Non-discrimination	17	Facilitate administrative support for international researchers arriving in France	D		X	X	X	X	X		DAI		Number of completed support cases / Number of requests	Completed	<p>Since 2021, the DAI has implemented various support measures for international researchers.</p> <p>2021: A partnership agreement was signed with the company LC Mobility (specialized in housing search and settling in France). A total of 76 international researchers benefited from this service.</p> <p>Since 2022:</p> <ul style="list-style-type: none"> • French as a Foreign Language courses offered: 41 researchers have taken these courses • Guided tours in English of the School's two campuses for new international researchers • Meetings with visiting professors (e.g. 22 out of 28 met in 2022) • Participation in the PAUSE program (national emergency hosting program for scientists and artists in exile, run by the Collège de France). Emergency hosting of two Russian researchers in 2022 and 2024 <p>Since 2023:</p> <ul style="list-style-type: none"> • Participation in the Doctoral Students' Day (information stand) 2024: • Publication of communication materials: <i>Welcome Booklet – Academics and HR Information</i> • Organization of two workshops on <i>Best Practices for Welcoming International Scholars</i>: 10 lab managers per session • Website: Creation of a "Welcoming International Scholars" section, centralizing practical information for incoming international researchers at the School <p>https://www.ens-lyon.fr/en/about-us/international-students-and-scholars/welcoming-international-scholars</p>
------------------------	----	--	---	--	---	---	---	---	---	--	-----	--	--	-----------	---

II. Recruitment & selection

Principles	N°	Name of the action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices involved	KPIs	Status of the action end 2024	General Overview 2021-2024
12. Recruitment	18	Continue offering employment scholarships for doctoral students with disabilities.	D	X		X		X			VPR	SPST, DRH, VPE	Number of scholarships awarded	Completed	<p>These scholarships are offered each year as part of a dedicated call for applications. The Disability Officer informs eligible individuals, and the Directors of Studies (DU) are also made aware of the availability of these scholarships.</p> <p>2021: One student from our School was awarded a doctoral contract specifically designated for students with disabilities but chose another doctoral contract instead. One "Presidency" scholarship was granted to a student with a disability.</p> <p>2022: Only one student applied for a designated doctoral contract for students with disabilities but was not selected. However, our School awarded them a "Presidency" scholarship.</p> <p>2023: The call for applications was held, but no candidates applied.</p> <p>2024: One scholarship was granted, but the candidate ultimately secured another source of funding.</p>

12. Recruitment	19	Continue individual support for doctoral students with disabilities in their professional development.	D	X	X	X	X	X	X	X	SPST	Number of doctoral students with disabilities who received support	Completed	<p>Support is provided at the beginning of the doctoral program and on an ongoing basis throughout.</p> <ul style="list-style-type: none"> 2021: 3 doctoral students supported 2022: 4 doctoral students supported 2023: 3 doctoral students supported 2024: 5 doctoral students supported <p>The support provided to doctoral students took various forms: regular meetings with the disability officer, participation of the officer in the thesis advisory committee upon request, discussions with supervisors, assistance with drafting letters and handling administrative documents. This support was particularly focused on cases involving Autism Spectrum Disorders and Attention Disorders.</p> <p>Continuation of the academic journey (from student to doctoral level).</p>
12. Recruitment	20	Add a mention in job offers for research contractors regarding the openness of positions to people with disabilities	F		X						VPR	DRH	Completed	<p>This action has been revised in its wording to emphasize the openness of recruitment: "Add the mention of the commitment to professional equality/non-discrimination in job offers for research contract employees."</p> <p>Indeed, mentioning individuals with disabilities may seem stigmatizing.</p> <p>In 2023, an introductory paragraph mentioning HRS4R and the commitment to professional equality was sent to laboratory managers for inclusion in job offers.</p>

13. Recruitment (Code) 14. Selection 16. Evaluation of merit 18. Recognition of mobility experience	21	Organize training for Vice-Presidents of the Selection Committee (COS)	D			X		X			DRH	VPR VPE	Training implemented by the end of the first semester of 2022 Number of Vice-Presidents trained per year	Completed	<p>The first session took place in 2022. Content: regulatory framework and requirements on the principles of impartiality and non-discrimination.</p> <ul style="list-style-type: none"> 2022 – Speakers: the HR Director, the Equality and Non-Discrimination Officer, and the President of the School. Number of participants: 6/6 people. 2023 – Speakers: the HR Director, the Head of the Teaching and Research Staff Service, the Equality and Non-Discrimination Officer, the Vice President for Studies, and the Interim Administrator. Number of participants: 14/14 people. 2024 – Speakers: the HR Director, the Head of the Teaching and Research Staff Service, the Equality and Non-Discrimination Officer, the Vice President for Studies, the Vice Presidents for Research, and the President. Number of participants: 5/7 people.
13. Recruitment (Code)	22	Systematize the publication of job offers in English on Euraxess	C	X	X	X	X	X	X		DRH	LABOS, VPR	Number of job offers published on Euraxess out of the total number of offers	Completed	<p>All MCF and PU positions are published in English on Euraxess.</p> <ul style="list-style-type: none"> - 2021: 9 job offers published (PU and MCF) and 23 ATER positions - 2022: 26 ATER positions and 8 job offers published (PU and MCF) - 2023: 14 EC positions published, 23 ATER positions, 1 CPJ position - 2024: 7 EC positions published, 14 ATER positions, 1 CPJ position <p>The directive to publish job offers on Euraxess as much as possible was given to laboratory managers by the research administration officer. The usage is therefore evolving positively.</p> <p>All recruitment webpages for teaching and research positions, as well as for teaching-researcher positions, are also published on the international ENS de Lyon website, with application instructions written in English.</p>

14. Selection	23	Create a guide for HR managers on OTM (open, transparent, and merit-based) recruitment procedures	F		X						DRH		Guide written by the end of 2021	Completed	<p>For simplification purposes, the action has been reformulated as: "Provide HR managers with procedural tools for open, transparent, and merit-based recruitment."</p> <p>The indicators are now as follows, with a 2023 deadline:</p> <ul style="list-style-type: none"> - Provide a framework for evaluating the acceptability of applications: Several support documents were provided to managers in 2023 to assess the acceptability of applications by profile. - Conduct an awareness campaign for managers led by the Equality Officer: All HR staff were trained in February 2023.
14. Selection	24	Translate the regulatory guide for selection committee members into English	F		X						DRH		Guide translated into English by the end of 2021	Completed	<p>The guide has been successfully translated.</p> <p>It has been available for consultation on the intranet site since early January 2022.</p>
17. Variations in the chronology of CVs	25	Implement training to highlight chronological variations in CVs	D					X	X		DRH		<p>Number of training sessions implemented</p> <p>Number of participants</p>	Completed	<p>A training on CV preparation and writing a cover letter has been implemented as part of the training plan.</p> <p>2021: 6 training sessions / 73 training days / 31 trainees</p> <p>2022: 14 training sessions / 92 days / 33 trainees</p> <p>2023: Training on "Preparing for Professional Development: Writing a CV and Cover Letter" – 1 session / 14 training days / 7 trainees</p> <p>2024: 1 session in November - 6 trainees</p> <p>The partnership idea with France Travail (formerly Pôle emploi) has been abandoned.</p>

18. Recognition of mobility experience	26	Continue uploading experience reports on our School's website (Erasmus+, Thematic Research or Career Conversion Leave (CRCT), etc.) and communicate about invited professors	C		X	X	X	X	X	X	COM	DAI DRH	Number of experience reports Number of profiles of invited professors	Completed	<p>Communication on these topics has continued since 2021.</p> <p>2021: (year of lockdowns) 5 profiles of Collège de Lyon guests (long stays 2021-2022) on FR/EN websites</p> <p>2022: 2 profiles of Collège de Lyon guests on the FR/EN websites (short stays 2022) ; 6 profiles of Collège de Lyon guests on the FR/EN websites (long and short stays 2022-2023) ; 4 profiles of invited researchers on the FR/EN websites (subject to confirmation of visit dates)</p> <p>No Erasmus+ or Career Conversion Leave (CRCT) experience reports in the newsletter</p> <p>2023: 12 profiles of invited researchers on the FR/EN websites ; 2 Erasmus+ experience reports on the FR website and in the newsletter</p> <p>2024: 3 profiles of invited researchers on the FR/EN websites ; 2 Erasmus+ experience reports on the FR website and in the newsletter</p>
18. Acknowledgment of international research experience	27	Continue raising awareness about the CRCT program, presented as an incentive for mobility (international, intersectoral, interdisciplinary) at the ENS de Lyon	C		X	X	X	X	X		DRH		Number of CRCT semesters granted	Completed	<p>Awareness has continued since 2021 through emails and dedicated intranet pages related to the Career Conversion Leave (CRCT) and Leave for Pedagogical Project (CPP) campaign schedules.</p> <p>Since 2023, communication has also extended to the "HR newsletter."</p> <p>Other mobility initiatives are also presented: CPP + CNRS Delegations + INRIA Delegations + IUF Delegations.</p> <p>Number of CRCT semesters granted: 2021/2022: 4 ; 2022/2023: 13 ; 2023/2024: 10</p> <p>Number of CPP semesters granted: 2021/2022: 2 ; 2022/2023: 3 ; 2023/2024: 2</p>

III. Working conditions and social security

Principles	N°	Name of action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices involved	KPIs	Status of the action end of 2024	General Overview 2021-2024
22. Recognition of the profession	28	Continue to highlight researchers who have received awards and to produce profile features	C	X	X	X	X	X	X	X	COM	VPR	Number of communications carried out on the subject	Completed	<p>As soon as a researcher receives an award or distinction, the Communications Department prepares a biographical profile, which it then regularly updates. An article about the award or distinction is also written and featured on the institutional and international websites, on social media, and in the newsletter.</p> <ul style="list-style-type: none"> 2021: 1 CNRS medal / 13 awards or distinctions / 3 student and early-career researcher awards 2022: 5 CNRS medals / 13 various awards or distinctions / 3 student and early-career researcher awards / 2 members of the IUF / 1 member of the Academy of Sciences 2023: 6 CNRS medals, including 1 for an alumnus/alumna / 17 various awards or distinctions, including 5 for alumni / 7 student and early-career researcher awards, including 3 for alumni / 4 members of the IUF 2024: (as of October 25): 7 CNRS medals, including 3 for alumni / 8 various awards or distinctions / 5 early-career researcher awards, including 2 for alumni <p>http://www.ens-lyon.fr/recherche/panorama-de-la-recherche/prix-et-distinctions</p> <p>https://www.ens-lyon.fr/en/research/honors-and-awards</p>

23. Research environment	29	Increase support for researchers in organizing events and conferences	D	X	X	X	X	X	X	X	X	VPR		Number of conferences organized per year Number of expected participants per event	Completed	<p>The conference unit was created at the end of 2019. Its aim was to support our School's researchers throughout all stages of organizing scientific events (organizational support, administrative and financial management, internal and external communication tasks, graphic design, logistical support, regulatory compliance checks, etc.).</p> <p>However, due to the increasing administrative and financial workload and a lack of staff, it was decided at the March 2024 CSA meeting to close this unit as of April 1, 2024, following a detailed review of the past few years.</p> <p>Events organized from 2021 to 2024:</p> <ul style="list-style-type: none"> • 2021: 3 events, totaling 390 participants • 2022: 5 events, totaling approximately 750 participants • 2023: 7 events, with over 3,000 participants • 2024: 2 events, totaling approximately 1,050 participants

24. Working Conditions	30	Continue communication on the disability policy	C	X	X	X	X	X	X	X	X	SPST	COM	Number of communications on the topic	Completed	<p>Since 2021, the disability project manager has increased awareness-raising events, for example:</p> <ul style="list-style-type: none"> • 1 DuoDay campaign per year • 1 pop culture café per year (around thirty participants on average) • Every year, a presentation of the disability mission during welcome days for new international staff, international students, and PhD candidates • 2023: 2 disability awareness days • Creation of a working group on digital accessibility in 2023 • Approval of a Disability Master Plan for 2025–2027 in 2024 <p>In 2024: Activities are shifting from a general awareness-raising approach (awareness days, disability cafés) to an increase in targeted training sessions.</p> <p>These events vary depending on the context (Language Centre, academic departments, training for new staff, training on inclusive teaching for instructors).</p>
24. Working Conditions	31	Improve the accessibility of the intranet page dedicated to researchers (English version)	C	X	X	X	X	X	X	X		COM		Creation of a researcher / teacher-researcher profile in English by 2023 Translation of department names by 2023	Extended	<p>Inadequate KPIs.</p> <p>No technical solutions available to carry out the action.</p> <p>The action has been revised in its title:</p> <p>Improve access to information in English for researchers and teaching staff.</p> <p>Proposed KPIs:</p> <ul style="list-style-type: none"> • Number of internal bilingual communications • Number of internal working documents translated into English.

26. Funding and salaries	32	Translate into English the guide on researchers' remuneration (salary, bonuses)	F		X						DRH		Guide translated into English by the end of 2021	Completed	The guide has been translated into English and is available on the intranet under the "Salaries and Bonuses for Teaching and Research Staff" page.
26. Funding and salaries	33	Increase the remuneration of doctoral candidates	F		X		X		X		VPR	DRH	Salary increases to be implemented by 2023	Completed	<p>Following a ministerial decree, the pay increase has been effective since September 2021.</p> <p>A 30% increase between 2020 and 2023: €1,866 gross monthly > €2,300 in 2023/2025.</p> <p>The decree: https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000044214369</p>
28. Career Development	34	Draft a Mentor Charter	F		X						VPR	LABOS	Charter to be drafted by the end of 2021	Completed	<p>Since May 19, 2021, the ENS of Lyon has been offering a mentoring program, supported by a charter: http://www.ens-lyon.fr/sites/default/files/2021-06/Charte%20du%20mentorat_VersionFinale210519.pdf</p> <p>The charter has been distributed to all unit directors.</p>
28. Career Development	35	Establish an informal framework for discussion and exchange for young researchers	D			X	X	X	X		VPR	COM	<p>Number of informal meetings organized</p> <p>Number of young researchers participating in them</p>	Completed	<p>This action was initially conceived in the post-lockdown context related to COVID-19, with the aim of combating the isolation of young researchers.</p> <p>In fact, it was not necessary to implement it as originally planned, as most research units have established support and guidance systems for young researchers.</p> <p>Therefore, the action was carried out in a decentralized manner within the research units.</p> <p>However, it is not possible to count the number of meetings organized by each unit.</p>

28. Career Development	36	Schedule interviews for Associate professors (MCF) and University Professors (PU) with the VP of Research and VP for Academic Affairs (VPE) 18 months after their arrival	D	X		X		X			VPR	VPE	Number of new MCF and PU interviews organized at N+18 months	On-going	<p>Due to the reasons outlined in section 1.2.2, this action could not be completed on time and has been rescheduled for 2025–2027 to address the accumulated delay. The action's title and procedures have been revised accordingly.</p> <p>"Schedule discussion sessions between Associate Professors and University Professors (MCF/PU) and the Vice President of Research 18 months after recruitment."</p> <p>A set of questions will accompany and guide these discussions.</p>
28. Career Development	37	Schedule interviews for MCFs with the VPR and VPE 7 years after recruitment, with the aim of discussing their career development, particularly supervisory duties	D	X	X	X	X	X	X		VPR	VPE	Number of MCF interviews organized 7 years after recruitment	On-going	<p>For the reasons mentioned above (1.2.2), the implementation of this action could not be completed on time and is therefore extended to 2025-2027, with the goal of catching up on the accumulated delay. The title of the action and its modalities have been modified:</p> <p>"Schedule exchange sessions between MCFs and the VPR 5 years after recruitment."</p> <p>A set of questions will accompany and guide these sessions. The objective remains to discuss career development and supervisory duties.</p>
28. Career Development	38	Promote guidance on career orientation and development for researchers	D				X				VPR	VPE DRH	Appointment of a lead researcher by the end of 2022	Completed	<p>For the reasons mentioned above (1.2.2), this action took time to be implemented.</p> <p>In October 2024, two emeritus researchers (SHS and SEE) accepted the mission, formalized by an assignment letter.</p>
28. Career Development	39	Encourage an informal discussion framework between researchers for sharing experiences and exchanging	D	X	X	X	X	X	X		VPR		Number of informal meetings organized	Extended	<p>For the reasons mentioned above, this action could not be implemented.</p> <p>The new VPR and the new VPR wish to continue this action, revising its format, as a "coffee" event organized twice a year.</p>

		professional practices														
31. Intellectual property rights	40	Continue the awareness-raising activities of the Valorization department	D	X	X	X	X	X	X		VPR	VALO	Number of awareness-raising activities organized	Completed	<p>Since 2021, the Technology Transfer department has continued its awareness-raising activities on a regular annual basis, according to the requests from the laboratories:</p> <ul style="list-style-type: none"> - 5 to 8 awareness sessions per year during laboratory general assemblies, and/or with the DU (link with the SIP) - 1 to 2 Incubator networking events per year - 5 to 8 awareness-raising activities per year conducted by the external service provider PULSALYS - Starting in 2023: participation in the welcome day for doctoral students and the launch of a series of videos featuring researchers. 	
33. Teaching	41	Implement pedagogy training for all teacher-researchers who wish to participate (including doctoral students)	D		X		X		X		DRH		<p>Percentage of pedagogy / research training courses attended by teacher-researchers among all the training courses offered</p> <p>And/or</p> <p>Number of participants in the training courses</p>	Completed	<p>The planned survey was ultimately not conducted.</p> <p>For trainee Associate Professors (MCF), a program consisting of a mandatory training course, the MOOC "Training to Teach in Higher Education" (24 hours), and 8 additional hours of optional training to choose from, is offered in the training catalog (general pedagogical skills or discipline-specific skills).</p> <p>Teacher training is coordinated by the DUNES service and IFé, which has expanded its in-person and webinar offerings since 2021:</p> <p>2021: A "syllabus" workshop created with DUNES: 15 teacher-researchers</p> <p>2022: A summer school for doctoral students over 2 days: 5 doctoral students and 2 teacher-researchers; 1 webinar on inclusion (collaboration with INSPE)</p> <p>2023: 7 webinars on inclusion: an awareness workshop on inclusive pedagogy: 8 new Associate Professors + 1 teacher-researcher</p> <p>2024: 3 workshops for new Associate Professors: 23 teacher-researchers in total; 1 inclusive pedagogy training: 20 participants; 2 national training sessions on "Competency-Based Approach / Program Approach": 2 x 30 participants</p>	

35. Participation in decision-making bodies	42	Continue raising awareness about the importance of the involvement of teacher-researchers in the institution's governing bodies	C		X		X		X		DRH	VPR	Number of teacher-researchers involved in the governing bodies	Completed	<p>Among the elected members, the research community is involved in the institution's governing bodies.</p> <ul style="list-style-type: none"> Board of Directors: 2021: 2 Professors (PU), 2 Research Directors (DR), and 4 Associate Professors (MCF) 2022 and 2023: 3 Professors (men), 2 Research Directors (1 man, 1 woman), 4 Associate Professors (2 women and 2 men) 2024: 3 Professors (2 men and 3 women), 3 Associate Professors (3 women), 1 Research Director (1 man), 1 PRAG (1 man) Scientific Council: 2021: 10 Professors (PU), 8 Research Directors (DR), 5 Associate Professors (MCF) 2022: 8 Professors (PU), 11 Research Directors (DR), 5 Associate Professors (MCF) 2023: 8 Professors (PR), 11 Research Directors (DR), 4 Associate Professors (MCF), 1 Researcher (CR) 2024: 11 Professors (PU), 5 Associate Professors (MCF), 8 Research Directors (DR), 1 Researcher (CR) Council of Studies and Student Life: 2 Professors (1 woman and 1 man) for 2022 and 2023. 2024: Hygiene, Safety, and Working Conditions Committee: 2021: 3 researchers or teacher-researchers among the 8 staff representatives, and 4 among their 8 regular members. 2022: 2 Associate Professors (MCF) Social Administration Committee (formerly CT): 2023: 2 Researchers (CR) and 1 Associate Professor (MCF) 2024: 2 Researchers (CR) Specialized Training: 1 Associate Professor (MCF) 2023: 2 Researchers (CR) and 1 Associate Professor (MCF) 2024: 1 Researcher (CR), 1 Associate Professor (MCF), 1 PRAG
---	----	---	---	--	---	--	---	--	---	--	-----	-----	--	-----------	---

IV. Training and career development

Principles	N°	Name of action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices involved	KPIs	Status of action end 2024	General Overview 2021-2024
36. Interactions with thesis and internship supervisors	43	Implement a training program for researchers supervising a doctoral student for the first time.	D				X				VPR	VPE DRH	Training implemented by the end of 2022.	Extended	For the reasons mentioned above (1.2.2), this action could not be implemented. It will therefore be carried over to 2025-2027, but its implementation will be overseen by the HR department, in collaboration with the Vice-Presidency for Research. It should be noted that the Lyon-based training catalog also offers 3 training sessions of this type, which ENS Lyon researchers could participate in.
38. Continuing professional development	44	Develop and refine the training offer for female and male teacher-researchers	D	X	X	X	X	X	X		DRH		Number of new training sessions for teacher-researchers	Completed	<p>Since 2019 and the awarding of the label, a dedicated training program for teachers and researchers has been offered and expanded annually to address needs in teaching practices, administrative topics, and career development.</p> <p>Since 2023, the HR department has been offering a webinar on the careers of female teacher-researchers and male teacher-researchers (see action 47).</p> <p>Additionally, three training sessions from the Lyon-based training catalog (Convergence) are dedicated to doctoral supervision.</p> <p>Our School also focuses on training thesis supervisors on issues related to gender equality and the well-being of their doctoral students.</p> <p>Change in the number of training sessions for researchers/lecturers: 2021: 29 2022: 26 2023: 27 2024: 30</p>

38. Continuing professional development	45	Better promote the annual campaign for collecting individual training needs from researchers	C				X	X			DRH		Number of emails sent to the “all.teachers” list Number of responses to the survey questionnaire Number of participants in the training sessions	Completed	Communication around the Cueillette tool, and more generally about the dedicated training offers, has continued to develop since 2021. 2021: • Number of emails sent to the “all.teachers” list: 9 emails, one per month • Number of participants in the training sessions: 33 teachers; 21 doctoral students 2022: • Number of emails sent to the “all.teachers” list: 21 emails • Number of participants in the training sessions: 47 trainees 2023: • Number of emails sent to the “all.teachers” list: 35 emails • Number of participants in the training sessions: 96 trainees 2024: • Number of emails sent to the “all.teachers” list: 33 emails • Number of participants in the training sessions: 131 trainees The survey initially planned was not conducted.
39. Access to research and continuous development training	46	Continue offering training for researchers in intellectual property, project management, and fundraising.	D	X		X	X			VPR	DRH	Number of training sessions provided	Completed	2021 and 2022: 1 training on Technological Transfer (3 hours) / 1 training on research project calls (3 hours) per year. New from 2023: 1 joint training session lasting one day, provided by the Project Engineering Department and the Technology Transfer Department, open to the Convergence network. 2024: 14 people attended the 6-hour training session. The training is a great success with participants every year.	

All areas

Principles	N°	Name of action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices involved	KPIs	Status of action end 2024	General Overview 2021-2024
Action linked to multiple principles, across the 4 areas.	47	Formalize a document summarizing the career support measures implemented for researchers.	F				X				DRH	VPR VPE DAI	Document formalized by the end of 2022.	On-going	<p>At the beginning of 2022, almost the entire team of the Human Resources department was renewed.</p> <p>Moreover, the School went through a period of more than a year without a president starting from the summer of 2022.</p> <p>A new governance structure has been in place since October 2023.</p> <p>All these factors explain why the completion of this action has not yet been realized.</p> <p>In this context, the HR department's objective was to consider the implementation in stages.</p> <p>Stage 1 (completed): since 2023, a training course (online) has been introduced on the careers of teacher-researchers (dynamic and interactive format).</p> <p>Content: "Recruitment of professors and associate professors, nature of duties, working hours, framework for duties and execution modalities, activity accumulation, career progression (remuneration, promotion, monitoring), social rights (leave and absence authorizations), and career termination (resignation, dismissal, retirement)."</p> <p>2023: 13 trainees</p> <p>2024: 8 trainees</p> <p>For 2025-2027:</p> <p>Stage 2: Recording and making the training available on the intranet</p> <p>Stage 3: Drafting a charter for HR support for teacher-researchers.</p>

Non-planned Actions

Principles	N°	Name of Action	Type	S1 2021	S2 2021	S1 2022	S2 2022	S1 2023	S2 2023	2024	Responsible offices	Other offices involved	KPIs	Status of action end 2024	General Overview 2021-2024
23. Environment of Research	48	Development of an Open Science Roadmap for ENS de Lyon	F						X		BIB		Document formalized in 2023	Completed	<p>A working group titled "Open Science Roadmap at ENS Lyon" was formed in 2022. It brought together representatives from laboratories, the Vice-Presidency for Research, and research support services, with the aim of drafting a framework document defining the institution's open science strategy.</p> <p>The ENS de Lyon Open Science roadmap was unanimously approved by the Scientific Council in June 2023. This document addresses the concrete action proposed by ENS Lyon as part of its HCÉRES evaluation in 2021.</p> <p>Based on national Open Science Plans, the roadmap is structured around four main pillars (for open access publications / for open scientific publishing and heritage / for new practices in research data management / for a culture of open science) and two key focuses (strengthening the links between science and society / rethinking the evaluation practices of researchers and scientific research).</p>
13. Recruitment	49	Restructuring of the 'Working at ENS' pages on both the institutional and international websites.	D					X			DRH		Restructuring effective from the beginning of 2023.	Completed	<p>This action was led by the HR department, with technical support from the communication services and ENS media.</p> <p>The objective was to make the recruitment pages more visible and attractive, in line with the employment campaigns.</p> <p>The restructuring focused on both the layout and the content.</p> <p>The HR Excellence in Research label was also highlighted on all pages dedicated to recruiting researchers.</p> <p>https://www.ens-lyon.fr/l'Ecole/travailler-lens-de-lyon</p>

24. Working Conditions	50	Formalization of a memo on doctoral candidates' leave policy	F							X	DRH		Memo formalized in 2024	Completed	Following the adoption and presentation of the leave policy for doctoral candidates at ENS de Lyon in May 2024 (Social Administration Committee on 13 May 2024 and Board of Directors on 21 May 2024), a memo outlining the implementation of this policy was drafted in June 2024 for the attention of unit directors.
24. Working Conditions	51	Creation in 2024, on the institutional and international websites, of a page to welcome international researchers	F							X	COM		Pages went live in 2024	Completed	<p>A page titled "Welcoming International Scholars" has been created within the "International" section of ENS de Lyon's institutional website. It outlines the procedures for hosting international researchers and provides practical information to help them prepare for their stay. The page also highlights the School's human resources strategy, including its HRS4R (Human Resources Strategy for Researchers) certification.</p> <p>A similar page, also titled "Welcoming International Scholars", has been published on the international website. https://www.ens-lyon.fr/IÉcole/international/accueil-des-internationaux/accueil-des-scientifiques-internationaux https://www.ens-lyon.fr/en/about-us/international-students-and-scholars/welcoming-international-scholars</p>
10. Non-discrimination	52	Formalization of a French-English glossary of professional terms used at ENS de Lyon	F							X	COM		Effective formalization by the end of 2024	Completed	The objective is to harmonize English-language documents by standardizing the professional terminology used at ENS de Lyon. This glossary will be made available to departments and will be updated periodically.

** Papier issu des forêts européennes*

ENS DE LYON
November 2024

15 parvis René-Descartes
BP 7000, 69342 Lyon cedex 07
Tél. +33 (0)4 37 37 60 00
Fax +33 (0)4 37 37 60 60
www.ens-lyon.fr