

HR Excellence in Research (HRS4R) Label **HR Strategy for Research 2022–2029** **Université de Lorraine**

Review of actions carried out from 2022 to 2025
Action outlook for the 2026–2029 renewal of the label

<https://www.univ-lorraine.fr/en/research-innovation/hrs4r-hr-excellence-for-researchers/>

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Introduction

The Université de Lorraine is committed to a strategy of excellence in human resources for researchers through the *HR Excellence in Research* label (formerly *Human Resources Strategy for Researchers*, HRS4R). A key factor in attracting talent, particularly internationally, this label also guarantees the quality of working conditions for researchers at our institution. This strategy is aimed at research staff at all levels, from doctoral studies to the post-doctoral period and throughout the course of a university lecturer-researcher's career. This report reviews the actions planned for 2022 across the six areas identified as priorities:

1. Status and support for PhD and post-doctoral students
2. Recruitment and careers of researchers
3. Quality of life at work
4. International mobility
5. Support for researchers in project development and the promotion of research
6. Ethics, scientific integrity and open science

Thus, between 2022 and 2025, the *HR Excellence in Research* label supported the development of the postdoctoral researcher status, including its [management regulations](#), a 100% training allowance and the introduction of a specific training programme. Doctoral preparation has been enhanced with a welcome guide for doctoral students, a harassment prevention plan, as well as a dedicated training programme and spaces reserved for doctoral students in social sciences and humanities. Recruitment and career development benefit from the roll-out of [the CoARA commitment plan](#), closely linked to our [OTM-R policy](#), with merit-based recruitment promoted through a recruitment guide and training for selection committees on recruitment biases. The open and transparent career assessment process includes joint training for assessors and candidates on the expectations outlined in the assessment criteria. The *HR Excellence* label also ensures the improvement of quality of life at work in an environment conducive to international exchange, project development and the promotion of research, whilst upholding ethical standards and scientific integrity. Thus, the UL has adopted its second **Gender Equality Action Plan** (PAEFH [21-23](#) and [24-27](#)), whilst launching the [Bien-Être & Co](#) initiative and expanding its sporting and cultural offerings each year ([JACES](#), [SAPS](#), University [Life Projects](#), etc.). Career internationalisation benefits from programmes (Dream, Widen Horizon, Future Leader) under **the Lorraine Initiative of Excellence** (I-SITE Lorraine, France 2030), not to mention the **Europe strategy (supported by the REIL project) aimed at** supporting European projects from application to completion, whilst identifying and nurturing talent (training in project management, incentives (bonuses and reduced teaching loads) for certain project leaders). The promotion and transfer of research benefit from [the POLARIS university innovation cluster](#) (structuring and sustainable

strengthening of the relationship between academic research and socio-economic stakeholders), and an open environment for the dissemination of scientific output, in accordance with scientific ethics and integrity, as demonstrated by the creation of a research ethics committee coordinated with the committee for the protection of human subjects and scientific integrity.

As part of the application to renew the *HR Excellence* label (to be submitted in July 2026), we have worked with the community to develop a completely revised 2026–2029 action plan structured around the four pillars of the new European Charter for Researchers ([C/2023/1640-Annex II](#)), the main guidelines of which are as follows:

Pillar 1. Ethics, integrity, gender and open science

- Transparent research, with ethics committees and training on scientific integrity.
- The promotion of open and responsible science through open access to publications and research data *via* a dedicated editorial hub
- Equal opportunities, including the implementation of action plans for gender equality (24–27), the fight against discrimination, and the inclusion of people with disabilities.
- The free circulation of international researchers: Dedicated programmes (PAUSE, SAFE) and a network of correspondents to facilitate the integration of foreign researchers.

Pillar 2. Evaluation, recruitment and career progression for researchers

- Fair recruitment: Transparent procedures (OTM-R Policy, CoARA), training on recruitment biases and best practice guides for selection committees.
- Support for PhD students: Digital tools (ADUM), online training and an alumni network to support their transition into the workforce.
- Support for postdoctoral researchers: Personalised pathways with training in innovation and discussions on a joint induction guide with the public scientific and technological institutions (EPSTs).

Pillar 3. Working conditions and methods

- The development of the “Bien-Être & Co” initiative
- Continuous improvement of sports and cultural provision
- Psychological support for all staff.

Pillar 4. Scientific careers and talent development

- Promoting research: the POLARIS Centre for technology transfer and raising awareness of intellectual property.
- The European strategy: Enhanced support for European projects (REIL)
- Promoting international mobility for all researchers

REVIEW OF ACTIONS CARRIED OUT DURING THE 2022–2025 PERIOD: some key examples

HRS4R Axis I – Status and Support for PhD and Postdoctoral Researchers

ITEM No.	Actions	Responsible	Operational Lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
1.1.	Supporting PhD and post-doctoral students in relation to their career plans								
1.1.3	Revise the PhD charter in accordance with the decree of May 26, 2026 (PhD charter) by incorporating HR-related elements and ensuring its widespread application	VP Doctoral Strategy	Research and Valorisation Department	Doctoral Charter		Jul-16	Jun-17	Extended	Continuous improvement
1.1.4	Organise and implement cross-disciplinary training initiatives to support the preparation and development of the PhD student's career plan	VP Doctoral Strategy	Research and Valorisation Department	a) Updating the training programme b) Individual training agreement	Number of training initiatives Participation rate of doctoral students --> target: 100% of PhD students who confirm they have obtained 5 credits in the post-thesis preparation module.	Jul. 05	a) Dec. 2018 b) Dec. 2018	Extended	Doctorate website for course details: Tutorial: https://youtu.be/GO2n1NxpHsM Continuous improvement
1.1.5	Improve the professional supervision of PhD students throughout their studies within the framework of the thesis supervision committee, enabling the supervision of the PhD student and their scientific work to be addressed jointly	VP Doctoral Strategy	Research and Valorisation Department			Jan-18	Dec 2020	Completed	Action (indicator) amended since the decree making the Individual Monitoring Committee mandatory
1.1.6	Promoting doctoral student mobility	VP Doctoral Strategy	Research and Valorisation Department	List of partner universities and companies	Number of mobility periods during the PhD under the DREAM programme (≥ 2 months) Number of months of mobility (≥ 2 months) allocated/funded --> target: 100% of funds used for mobility	Jan-18	Feb-19	Extended	DREAM Indicators File Continuous improvement
1.1.8	Define the status of postdoctoral researchers and provide each postdoctoral researcher with a training account	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department	a) Status of postdoctoral researchers at the Université de Lorraine b) Postdoctoral training account	Number of training accounts opened per year or number of requests to use the training account or usage rate % of postdocs aware of the training provision --> target: 100% of postdocs informed	March-18	a) June 2018 b) Dec. 2018 c) Dec. 2021	Completed	Application of the Research Act (LPR) and its implementing decrees HR training catalogue
1.1.9	Increase the number of spaces dedicated to accommodating doctoral students in the social sciences and humanities	VP Doctoral Strategy	Research and Valorisation Department	Inventory of dedicated rooms/spaces	Percentage of PhD students aware of the existence of these dedicated spaces for the social sciences and humanities --> target: 100% of PhD students informed	Jan-18	Dec. 21	Completed	Over 350 m ² : -Libération Building, 3 rd floor: room 326, 35 m ² (4 workstations) -Maison de la Recherche, Rue Baron Louis, 3 rd floor: 75 m ² open-space, 12 workstations for CEREFIGE PhD students -Espace Rabelais –2 nd floor: 4 co-working spaces ranging from 36 to 80 m ² , 28 workstations, communal seating, lockers

1.1.10	Develop a 'PhD Student Guide' bringing together all the information and tools needed for the smooth running of the PhD programme, and distribute a printed version of the guide in 2025	VP Doctoral Strategy	Research and Valorisation Department Doctoral house	Guide – Production of supplementary documents for the website (Dec 2024)	Number of guides distributed at the start of the academic year Number of site visits per month over a year --> target: increase in the number of visits following the implementation and distribution of the supplementary paper document	Jan-22	Dec. 2024	Completed	The PhD website: http://doctorat.univ-lorraine.fr is a permanent resource. Printed fact sheets supplement the existing information
1.1.11	Develop the range of cross-disciplinary e-learning courses, particularly for employed PhD students	VP for Doctoral Strategy	Research and Valorisation Department Doctoral house	E-learning modules	Number of modules published online --> target: Each section must have at least one online course (one module) Enrolment rate --> target: 100% of places filled for modules with limited places	Jan-23	Dec. 26	Extended	Specifically aimed at employed PhD students and those outside Lorraine
1.1.12	Generalise the use of the PhD portfolio by raising awareness and supporting PhD students – working in conjunction with the RNCP skills to be demonstrated – raising awareness among thesis supervisors	VP Doctoral Strategy	Research and Valorisation Department Doctoral house	Awareness-raising initiatives/Training	Number of PhD students actually using the portfolio (with completed 'key' sections) --> target: 35% Participation rate in training sessions dedicated to the use of portfolios --> target: +10% per year from 2023 to 2026	Jan-22	Dec. 26	In progress	See CoARA commitment plan Portfolio published online, training programmes implemented Continuation of Action 1.1.7 Awareness-raising to encourage wider adoption among PhD students
1.1.13	Analysing and adopting the mapping of postdoctoral research at UL	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department	CS/G10/LUE Action Plan	Percentage of Europeans and French --> target: 10% Europeans by 2026 Postdocs: By contract type (postdoc, ATER, senior researchers), by funding type and geographical origin --> target: increase the number of postdoctoral positions relative to all positions	Jan-22	Dec. 2023	In progress	
1.1.14	Establish a postdoctoral researcher status in accordance with the LPR	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department	Post-Doc Management Regulations (Board of Governors, 13 March 2022) + Guide to Best Practices for the Recruitment of Contract Researchers	Number of training accounts opened per year or Number of requests to use the training account or usage rate --> target: to be defined at a later date Percentage of postdoctoral researchers informed of the training provision --> target: 100% of postdocs informed	Jan-22	Dec. 23	In progress	Continuation of Action 1.1.8
1.1.15	Consolidating the policy for welcoming and integration policy for postdoctoral researchers at the Lorraine site in collaboration with the public scientific and technological institutions, particularly for international PhD graduates	VP Research VP Human Resources VP International Relations CCOSL	Research and Valorisation Department Human Resources Department International and European Relations Department HARMOLOR/CORIS	Action Plan for the Lorraine site Joint Welcome Guide with the public scientific and technological institutions		Jan-24	Dec. 26	To be done	Action abandoned
1.1.16	Offer a range of cross-disciplinary training courses to postdoctoral researchers	VP Research VP Human Resources VP Doctoral Strategy	Research and Valorisation Department Human Resources Department	Training modules delivered, research-oriented training programme for postdocs in English (competitive examinations, research projects, careers...)	Number of postdocs who have completed the modules	Jan-24	Dec. 26	To be done	In addition to the UL training catalogue => View Offer post-docs pending/LPR

1.1.17	Supporting post-doctoral researchers in their transition into academic or non-academic careers during their post-doctoral contract	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department	Management regulations approved Training programmes UL schemes (for innovation, business creation and Polaris)	Number of postdoctoral researchers supported	Jan-23	Dec. 2026	In Progress	
1.2 Best practices in recruitment									
1.2.1	Identify and establish existing best practices to be maintained in line with the specific characteristics of each discipline, and implement a long-term quality assurance approach for recruitment (including job postings)	VP Doctoral Strategy	Research and Valorisation Department	Guide to best practices Video on implicit bias (included in the guide)	Recruitment procedure for institutional fixed-term contracts only ==> Recruitment process to be extended to other doctoral contracts. Initially, % of funded fixed-term contracts following the procedure --> target: 80% within 3 years	June-15	Dec. 2021	Extended	Survey and reporting of doctoral school practices in Lorraine College of Doctoral Schools (CLED). Continuous improvement
1.2.2	Systematise open international recruitment calls for PhD students and postdoctoral researchers (where relevant to the research unit)	VP Doctoral Strategy	Research and Valorisation Department	Digital platform for publishing thesis topics	Percentage of publications on ADUM with extended publication on ABG-Euraxess and Campus France --> target: 100% of publications on ADUM with extension on ABG-Euraxess and Campus France	June-16	June-20	Extended	PhD student section: thesis opportunities at UL, Campus France (facilitated + recommended) and Euraxess (recommended) Provided for by the LPR for postdocs Continuous improvement
1.2.3	Inform candidates about employment opportunities and procedures within the institution as well as at partner institutions	VP Doctoral Strategy	Research and Valorisation Department	Guide to Academic Employment at UL Systematically send recruitment campaigns for university lecturers-researchers, ATER and administrative and technical staff positions to PhD students via mailing list	Number of PhD students taking the "PhD Skills" course --> target: 90 PhD students participating in "PhD Skills"	Sept-19	Sept-20	Extended	PhD student = PhD-level skills (within the academic system) Engineer and university lecturers-researchers position vacancies on the UL website + HR Newsletter Continuous improvement
1.2.4	Increase the use of the PhD contract when recruiting PhD students	VP Doctoral Strategy	Research and Valorisation Department	Doctoral contract	% of doctoral contracts signed per year --> target: 90% of PhD students funded by the University	2015	Dec-21	Extended	Regulations governing researcher contracts, HR procedures agreed with the HR Director for PhD contracts (assignments/temporary posts, dismissal) Continuous improvement
1.2.5	Map of funding sources (existing and potential) in the social sciences and humanities to facilitate the transition required by the LPR to address the precarious situation of PhD students in the social sciences and humanities	VP Doctoral Strategy	Doctoral house/Lorraine College of Doctoral Schools (CLED)/Scientific council (CS)	Action plan to be coordinated with DEPAS (CIFRE, Regional Call for Applications for PhDs in Industry, private-law PhD contracts)	Percentage of doctoral students funded by a contract dedicated to research and initial training --> target: +20% over 3 years (from 2023)	Jan-23	Dec-26	To be done	Actions to be taken subject to available resources: outreach to companies (e.g. CIFRE day)
1.2.6	Consolidate the host policy at the Lorraine site in collaboration with the public scientific and technological institutions, particularly at an international level	VP Doctoral Strategy VP Research	Doctoral house International and European Relations Department HARMOLOR	Action plan to be approved by the Lorraine site (CORIS), launch of the Feel Français platform for international PhD students	Number of joint initiatives carried out after 3 years --> target: at least one initiative per year	Jan-24	Dec-26		Abandoned action

			International Working Group/CORIS						
1.3	Training supervisors / thesis supervisors								
1.3.1	Enhance the supervisory capacity for PhD students by encouraging young researchers to pursue the qualification to supervise research (HDR)	VP Research	Research and Valorisation Department	Training plan	Number of HDR defended per year --> target: 70 HDRs per year Number of ACTs per year --> target: 160 ACTs per year	Jan-15	Dec-21	Extended	Amendment to the ACT Regulations encouraging a move towards HDR (CS 2019 May, 28) SDAR Indicators File Continuous improvement
1.3.2	Improve the quality of doctoral supervision by thesis supervisors by prioritising joint training initiatives with public scientific and technological institutions and promoting this participation	VP Doctoral Strategy	Research and Valorisation Department	Training in doctoral supervision	Number of people trained each year --> target: 100% of ACTs trained	Sept-16	Dec-21	Extended	Supervisor training report to be submitted Systematic information on doctoral supervision training during the 1st ACT Work still to be done on promotion Continuous improvement
1.3.3	Develop a 'Supervisor's Guide' bringing together the information and tools necessary for the smooth progress of the thesis	VP Doctoral Strategy	Doctoral house Lorraine Council of Doctoral Schools	Updated Supervisor's Guide (printed and online)	Number of guides distributed Number of trained supervisors receiving the guide, --> target: 100% of trained supervisors receive the guide	Jan-24	Dec-25	In progress	In line with the PhD action plan "Supervisors" section on the PhD website: Printed leaflets will supplement the existing information
1.3.4	Improving information and training for supervisors as part of the coordination of a PhD Network established within labs	VP Research VP Doctoral Strategy	Doctoral house Scientific clusters	Establishment of a network of PhD coordinators within labs	Number of PhD coordinators --> target: at least one advisor per laboratory	Jan-23	Dec-26	In progress	In line with the PhD action plan: pilot Doc Tour interviews in labs (14 units), dispatch of the Bid'UL Training on ARCHE, available resources
1.3.5	Supporting supervisors in the prevention and detection of potential psychosocial risks among PhD students	VP Human Resources VP Doctoral Strategy	Doctoral house Human Resources Department		Number of supervisors trained --> target: 100% of annual authorization to supervise a PhD (ACT) and qualification to supervise research (HDR)	Jan-22	Dec-26	To be done	In conjunction with the PhD action plan, a MOOC on Arche
1.4	Promoting the PhD								
1.4.1	Promoting post-doctoral employment surveys and the ALUMNI PhD graduate network	VP Doctoral Strategy	Doctoral house Delegation for Support, Management, Evaluation and Quality	Surveys at 1 and 3 years, with analysis of situations	Number of doctoral schools reporting employment outcomes after thesis completion --> target: 100% of doctoral schools report post-thesis employment	Jan-22	Dec-26	Completed	Coordinate with the quality department Implementation of Doctostat
1.4.2	Develop activities to support PhD students, enabling them to 'make the most of their PhD'	VP Doctoral Strategy	Doctoral house CLED	List of activities organised	Number of activities and PhD students participating in the activities --> target: 100% of requests met	Jan-22	Dec-26	In progress	Organisation of an introductory visit, management of a social media page dedicated to PhD students
1.4.3	Promoting and recognising PhD students' involvement in research in the context of uncompleted theses	VP Research VP Doctoral Strategy	Doctoral house Department of Education	Establishment of a University Diploma (DU) in research involvement to valorize the experience gained during doctoral studies.	Number of undefended theses validating the DU --> target: To be defined based on our progress on the matter (particularly when the University Diploma is launched)	Jan-24	Dec-26	To be done	Action Abandoned

- **Support PhD students and post-doctoral researchers with a view to their career plans**

Regarding PhD students

In March 2022, in Nancy, a fully equipped room dedicated to social sciences and humanities PhD students was set up on the Letters and Humanities campus. However, due to renovation work at this site, it is no longer accessible. As a temporary replacement, a 51 m² room has been made available at the Libération administration building (3rd floor). In addition, it is also worth mentioning the creation of a 75 m² open-space for CEREFIGE PhD students at the Maison de la Recherche and four co-working spaces ranging from 36 to 80 m² with 28 workstations, as well as communal seating areas within the Espace Rabelais in Metz.

In addition to the [PhD website](#), a permanent and constantly updated resource available in English and French, a welcome pack is distributed during the joint Doctoral Schools' orientation day. This pack contains a PhD welcome booklet as well as information leaflets on the various services and schemes offered by UL (sexual and gender-based violence and harassment reporting unit, PhD career development, preparation of life after the thesis...). A digital version of this [welcome pack](#) is available online for PhD students who were unable to attend the orientation day.

Regarding postdoctoral researchers

The public-law contract known as the "postdoctoral contract" has been established for the recruitment of researchers holding a PhD and enables research activity within the framework of a project funded at international or national level, or defined by the institution. This new status offers to newly qualified researchers the opportunity to gain professional experience, deepen their research practice, facilitate their career transition to permanent positions in public or private research, and, where appropriate, take on scientific responsibilities within the institution. The [regulations governing postdoctoral researchers](#) describe the specific support provided to postdoctoral researchers, with a [personalised pathway](#) designed to meet their professional and academic needs. A meeting with the line manager is also scheduled to develop the most suitable training pathway. This pathway, accessible *via* the staff training website, includes a dedicated training account covering the preparation for life after PhD, career integration, as well as modules on teaching, innovation, project management and more. **Like all UL staff, postdoctoral researchers receive the monthly newsletter** detailing training opportunities.

In addition to this dedicated programme, and to strengthen the policy for welcoming and integrating postdoctoral researchers and international researchers at the Lorraine site, the Department of International and European Relations offers, through the [Welcome@Lorraine](#) programme, a welcome scheme with specific services for international researchers staying for more than three months at the Université de Lorraine or at I-SITE Lorraine partner institutions. These researchers and their families

also have access to the services of the DRIE's Euraxess centres, which publish a [guide to settling in Lorraine](#), provide information and support them at every stage of their stay, from entry and residence formalities in France, through to finding accommodation, registering for health insurance and opening a bank account, to information on schooling for children and all aspects of daily life. The Euraxess centres also organise themed workshops in person or *via* videoconference (changing health insurance provider, tax returns), as well as events (city tours and welcome sessions), an online FAQ...

Finally, the Université de Lorraine supports postdoctoral researchers in their transition into academic or non-academic careers during their postdoctoral contract. At the end of their contract, it informs them about the formalities regarding their right of residence depending on their future plans and directs them to job search sites dedicated to researchers, notably the Euraxess Jobs portal, training initiatives run by the Bernard Gregory Association, and tools such as DocPro.

HRS4R Axis II – Recruitment and support for university lecturer-researchers

ITEM No.	Actions	Responsible	Operational Manager	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
2.1	Career path								
2.1.1	Establish a career monitoring system for academic staff	VP Human Resources	Human Resources Department	Procedure		Jan 2017	Jun-17	Extended	Continuous improvement
2.1.2	Define and develop support measures for university lecturer-researchers following the return of the CNU's feedback on their applications	VP Human Resources	Human Resources Department	Support Plan Review	Proportion of applicants seen by the VP HR in response to requests for an interview --> 100% of those wishing to be seen are seen by the VP HR	June 2017	a) Dec 2018 b) Dec-19	Extended	See CoARA Engagement Plan Continuous improvement
2.1.3	Strengthen the training plan for researchers in fields related to their activities and align it with needs	VP Human Resources	Human Resources Department	Training plan SU2IP review	Satisfaction rate --> target 80%	Jan-15	Nov. 2017	Extended	Related areas: management, languages, project management... Continuous improvement
2.1.4	Improve the practices of selection committees and recruitment panels, in particular by raising their awareness of the importance of geographical and professional mobility	VP Human Resources	Human Resources Department	Updated guide Presentation at the meeting of chairs and vice-chairs of selection committees Guide to best practice for recruitment panels for contract-based teachers and/or researchers Film on combating all forms of bias CoARA Commitment Plan	Internal recruitment rate Proportion of women --> National Targets	June 2015	June 2019	Extended	Guide to best practice for recruitment committees for contract-based higher education staff Continuous Improvement
2.1.5	Process for preparing for the recruitment of foreign staff, assistance with compiling applications	VP Human Resources	Human Resources Department	Guide to the recruitment of foreign nationals at the UL Post-recruitment satisfaction questionnaire sent with the permanent appointment file and after 3 years	Number of people supported Number of guide downloads	June 2019	Dec-23	Extended	
2.1.6	Open, Transparent and Merit-Based Recruitment Policy	VP Human Resources	Human Resources Department	OTM-R Policy incorporating CoARA Communication: Factual Article + email and letter to members of the central councils	Not applicable	Jan-19	Dec-20	Extended	CoARA integrated into the OTM-R policy and applied beyond research staff Continuous improvement
2.1.7	Adaptation of recruitment criteria for academic staff during the local phase in line with CoARA commitments	VP Human Resources VP Research VP Open Science	Human Resources Department	Inclusion of specific qualifications in job descriptions Training of Selection Committees at CoARA	Proportion of job descriptions indicating DORA compliance. Selection Committee training rate	Dec-21	Dec-25	In progress	
2.1.8	Changes to the criteria for assessing applications from university lecturer-researchers for recruitment and promotion in relation to CoARA	VP Human Resources VP Research VP Open Science	Human Resources Department	Inclusion of specific references in job descriptions Training of Selection Committees at CoARA Post-recruitment satisfaction questionnaire sent with the permanent appointment file and after three years. CoARA Commitment Plan	Training accessibility rate Training rates for rapporteurs, Selection Committee Chairs and candidates Satisfaction rate --> Target 80%	Jan-23	Dec. 2025	In progress	

2.2 Supporting researchers in the conduct of their scientific work									
2.2.1	Supporting and encouraging research throughout a researcher's career	VP Human Resources VP Research	Research and Valorisation Department Human Resources Department	Support plan (to prevent and combat dropout)	Number of cases monitored --> target: 10% increase between 2023 and 2026	Jan-23	Dec. 25	To be done	See CoARA Engagement Plan
2.2.2	Promoting scientific autonomy	VP Research VP for Doctoral Strategy	Research and Valorisation Department	Information document (ACT, HDR, funding opportunities, CRCT, public scientific and technological institutions delegation) Training (project development, scientific coordination)	Annual number of HDRs, ACTs, CRCTs and public scientific and technological institutions delegations --> targets: CRCT: Award 100% of CRCT ACT: max. 2 per person simultaneously and max. 3 per person prior to the HDR HDR: 10% increase Number of people trained Number of ANR 'young researchers' projects submitted annually	Jan-22	Dec. 2023	In progress	See CoARA Commitment Plan
2.3 Identifying and Supporting Talent									
2.3.1	Identify talent (in research but also in governance/leadership)	VP Human Resources	Human Resources Department	Talent identification and development plan	Number of people supported and trained in project management and European projects --> target: 10% increase over 3 years in the number of people supported and trained	Jan-22	Dec. 2024	To be done	
2.3.2	Improve support from HR services through better understanding of existing schemes (scholarships, junior professorships)	VP Human Resources	Human Resources Department	Training for HR staff	Number of staff trained --> target: 100% to be trained	Jan 2022	March 2023	Completed	Link to the LPR
2.3.3	Define a consistent policy for repyramiding (MCF to Professors) over the next five years (LPR)	VP Human Resources	Human Resources Department	Repyramiding policy: Procedure and tables	Number of university lecturer-researchers promoted in the targeted CNU sections --> target: 100% of the sections targeted by the Ministry and UL	Jan-22	Dec. 23	Completed	Link to the LPR
2.3.4	Use all channels for recruiting research support staff or researchers permitted by regulatory changes	VP Human Resources	Human Resources Department	CPI Management Regulations	Number of Junior Professorial Chairs --> target: 4 Junior Professorial Chairs per year Number of permanent scientific contracts --> no target as this depends on the project	June 2021	Dec. 2025	In progress	Link to the LPR
2.3.5	Prepare for the appointment and departure of key personnel (training or research staff, vice-presidents) and support researchers at the end of their contract or career	VP Human Resources	Human Resources Department	Dedicated training	Number of participants --> target: 80% of leavers trained	June 2021	Dec. 2023	End of role Completed	Remaining support for end-of-contract and end-of-career situations OTM-R seniority

- **Career path**

Career support for UL lecturer-researchers is now provided *through* the implementation of the dedicated procedure of the National Council of Universities (CNU).

Recruitment from abroad is now facilitated by the translation (*via* the Department of International and European Relations) of the guide for selection committees and the welcome guide (['-welcome- -guide'](#)).

The roll-out of the CoARA action plan helps to support and encourage research throughout one's career, whilst also evolving the criteria for evaluating applications from university lecturer-researchers in line with [the OTM-R policy](#).

The end of vice-presidents' terms of office is now better anticipated and supported.

- **Identifying and supporting talent**

In order to better identify talent, bonuses and teaching load reduction for project management were the subject of a deliberation, and specific training on project management was also rolled out.

Candidates and selection committees have been trained in in the French "repyramidage" scheme (a temporary promotion pathway from associate professor/lecturer level to full professor positions). The selection of CNU sections was made in accordance with the government's recommendations on priority sections, taking into account the proportion of professors in the various sections and the pool of potential candidates. This selection was made whilst considering the posts advertised in the annual synchronised recruitment campaign, in order to gain an overall view of the prospects for entry into the professorial corps.

New channels for recruiting research support staff and researchers, made possible by regulatory changes, have been experimented, notably junior professorships (CPJ). Four CPJ posts per year have thus been secured, and a recruitment and mid-term evaluation procedure has been put in place. Project contracts and scientific mission contracts are also being implemented.

HRS4R AXIS III – Quality of life at work

ITEM No.	Actions	Responsible	Operational Lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
3.1	Improving quality of life at work								
3.1.1	Defining and implementing measures to prevent psychosocial risks	VP Human Resources	Human Resources Department	Psychosocial Risk Training Job survey Psychosocial Risks Working Group Internal Violence Reporting System	People trained/made aware Number of reports received by the Internal Violence Liaison Group Number of reports involving at least one research lecturer Number of disciplinary sanctions, mediations and support measures resulting from these reports --> target: increase in the number of cases in the first few years (to raise awareness of the system within the community)	Jan 17	Dec. 21	Extended	Continuous improvement
3.1.1.bis	Develop internal and external professional mediation as part of a plan to change the relationship to work	VP Human Resources	Human Resources Department	- Mediation request procedure - Service offering	Number of mediations Number of staff trained	Dec. 21	Dec. 23	In progress	Mediator in the management support team
3.1.2	Improve support mechanisms for staff in their professional and personal projects and establish support services to provide a listening plan in case of difficulties.	VP Human Resources	Human Resources Department	UL Staff Support and Assistance Brochure Sexual Harassment and Discrimination Leaflet Disability Brochure On-site display of reporting procedures Occupational Health Brochure Recruitment of an occupational psychologist since January 2018	Workplace well-being survey --> target 30% of respondents (every 2 years)	Jan 17	Dec. 17	Extended	Continuous improvement
3.1.3.	Promote cultural and sporting activities for staff, whether dedicated or not	VP University Life	Department of University Life and Culture	List of cultural and sporting activities offered annually to staff University Life Project QR code included in the welcome booklet Implement a satisfaction survey	Number of hours dedicated to sports instruction --> target: maintain the current number Number of cultural events per sector --> target: Balance the range of events across the region Number of new cultural activities over the 3-year period --> target: as many activities created as discontinued Staff participation rate in sporting activities (once a year) --> target: 5% increase in annual participation in cultural and sporting activities among UL staff	Jan 18	Dec. 19	Extended	Change to the title of the action, the deliverable and the indicator – Approved by the COS on 5 Nov 2018 A satisfaction survey could be carried out to identify needs Continuous improvement
3.1.4	Respect the different levels of information required to streamline and simplify access to information. Clarify the internal flow of information	VP Human Resources	Human Resources Department	HR Information Flow Plan	Number of HR cafés Number of articles in Factual Number of themed workshops Attendance rate based on the guest list --> target: 50% attendance (as HR managers and directors are often invited to attend just once)	Jul.16	Dec. 21	Extended	Continuous improvement

3.1.6	Launch of the 'staff life' programme, sports challenges and university life projects for PhD students on campus	VP University Life	University Life and Culture Department		Number of PhD students participating in "staff life" activities --> target: at least 50% of PhD students having participated in at least one staff life activity during the academic year	Apr. 24	Dec-25	Completed	RMN2PAM, End-of-Year Party, InterCEA... PhD students on contract have access to all activities. Communication campaigns have been launched for sporting events.
3.2	Develop initiatives to promote equality, diversity and inclusion at the Université de Lorraine, and strengthen tools to combat discrimination								
3.2.1	Implement communication and promotional initiatives for equality, diversity and inclusion	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Communication plan Communication materials	Communication plan implementation rate --> target: 80% completion Number of people trained per year	Jan 16	Dec 19	Extended	Continuous improvement
3.2.2	Raising awareness, communicating and providing training on different forms of discrimination	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Training plan – video on implicit bias	Number of training initiatives on combating discrimination --> target: 20 training sessions per year Number of people trained per year	Jan 16	Dec. 19	Extended	Continuous improvement
3.2.4	Implementation of the Gender Equality Plan, including a gender-based approach to human resources management	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Annual document of analyses and recommendations (single social report, RSU) --> Extract the gender-specific data section 10 th -anniversary supplement to the RSU Gender equality plan (PAEFH, 21-24, 24-27) PAEFH review every 3 years (21-24, 24-27) EDI Master Plan	Indicators and targets identified under HRS4R actions in the PAEFH	March 2021	Dec-24	Ongoing	In line with European policy on the subject PAEFH Review of the PAEFH every 3 years
3.2.5	Implementation of the harassment prevention plan for PhD students	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Annual report on analyses and recommendations	Indicators and targets for the review of EDI actions for PhD students	Jan 22	Dec. 23	COMPLETED	Part of the PhD Action Plan, as well as the PAEFH and the EDI Master Plan
3.2.6	Develop the university community's commitment to equality, diversity and inclusion	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	EDI Master Plan	EDI unit coverage rate --> Target: all teaching units to have a unit by 2027 and 50% of research units by 2026 Number of people involved	Jan 22	Dec 26	In progress	Continuation of Action 3.2.3
3.3	Improving working conditions for people with disabilities								
3.3.1	Implement the UL's disability master plan	VP University Life VP Equality, Diversity and Inclusion	Project Manager Disability	Master plan included in EDI master plan	Indicators and targets identified relating to actions that may be included in HRS4R and in the inclusive university action plan Percentage of recognised researchers with disabilities -> target: 1.5% by 2026	Jan 17	Dec. 19	Extended	End-of-V2 progress report in December 2022 – Continued roll-out, including version 3 for the period 2023–2026 Continuous improvement

Université de Lorraine is committed to improving the prevention of psychosocial risks (PSRs) and supporting people with disabilities, as well as enhancing its sports and cultural offers. Finally, emphasis has been placed on structuring the equality, diversity and inclusion (EDI) mission, which is integrated into the institution's corporate social and environmental responsibility (CSR).

- **Improving quality of life at work**

The recruitment of a coordinator, a legal officer and an additional psychologist has helped to improve the prevention of psychosocial risks, whilst the work of the Human Resources Support and Development Department (DADRH) on supporting people with disabilities continues. These initiatives form part of the wider action plan developed following the 'Well-being at Work' survey and within the framework of the disability master plan. A Charter for EDI units and a handbook are now available. An audit of the process for handling reports has been carried out, and a reporting platform has been set up. In terms of communication, the HR website has been revamped to make information more easily accessible.

As for physical and sporting activities, staff have access to the 72 activities offered by the University Department of Physical Activity and Sports (SUAPS), with some classes specifically reserved for staff (fitball, weight training, cardio training, tennis). Recent years have seen a significant increase in the number of hours dedicated to sports instruction, as well as a real rise in membership: 549 staff members plus 39 spouses in 2022/2023, rising to 715 staff members plus 71 spouses in 2023–2024. The range of events (the Saint Nicolas Run in Nancy, the Colour Run in Metz, the bike rally from Nancy and Metz to Pont-à-Mousson (RMN2PAM), the Dance Arts show in Nancy, and, from 2026, in Metz) remains extremely popular.

Finally, cultural activities for staff remain highly popular, as evidenced by visitor numbers at a number of the University's iconic venues: Espace Bernard Marie Koltès, Galerie Le Préau, Galerie 0.15 Essais Dynamiques, MAUL, the Museum of Health, the Greater Nancy Metropolitan Area's scientific museums, etc. The range of events is also highly appreciated: Pink October, End-of-Year Parties for staff children, JACES, SAPS (Science and Society Programme, Research Week, Science Festival, Science Night, A votre Santé, MT180'), and the 'Staff Culture and Leisure' programme. Notable recent initiatives include the launch of the Staff Choir in 2024 and, for theatre, the UL Staff Theatre Troupe in 2025. It should be noted that staff also have the opportunity to create and secure funding for a participatory project *via* the "University Life Project" scheme.

- **Developing initiatives to promote equality, diversity and inclusion at Université de Lorraine, and strengthening tools to combat discrimination**

The 2022–2025 period marked a key stage in the structuring of the EDI mission within Université de Lorraine. Integrated into the CSR department, the mission was strengthened by the creation of an EDI Officer post and the drafting of the first EDI Master Plan 2024–2027. This strategic document, structured around six key areas, incorporates the Disability Master Plan and the Gender Equality Action Plan, thereby consolidating a comprehensive and cross-cutting approach.

An initial phase of regional roll-out of the EDI units has been launched, creating a network of 46 EDI units across 51 teaching and research departments. To provide a framework for this network, a Charter for EDI units has been formalised, accompanied by a *handbook* of best practices (approved by the Board of Directors on 16 December 2025). These tools aim to ensure the commitment of the units and their members to promoting social cohesion, equality and respect for diversity.

Prevention and support measures have been strengthened with the implementation of the “STOP-violence” scheme, a unique tool for listening to and addressing situations of internal violence, thereby enhancing the protection and well-being of the university community.

HRS4R AXIS IV - INTERNATIONAL MOBILITY

ITEM NO.	Actions	Responsible	Operational Lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
4.1	Promoting international mobility for early-career and experienced research staff								
4.1.1	Expand and balance geographical mobility schemes to fund incoming and outgoing mobility (including with the European University) – i.e. a minimum of 2 months	VP European and International Strategy	Department of International and European Relations	Dashboard	Percentage of PhD students participating in mobility schemes (DREAM and others) --> target: 20% increase over 3 years (2023–2026) Percentage of academic staff going on CRCT, CPP or delegation assignments --> target: 15% increase for lecturers and researchers over 3 years (2023–2026)	Oct. 2016	Dec. 2019	Extended	Continuous improvement
4.1.2	Develop funding mechanisms for international mobility, in coordination with the public scientific and technological institutions	VP European and International Strategy	Department of International and European Relations	Widen Horizons Programme DrEAM Programme	Budget allocated to Widen Horizons, DREAM, ERASMUS+ and Eurecapro --> target: 20% increase in the budget spent over the 3-year period (2023–2026)	Apr. 2017	Dec 20	Extended	Continuous improvement
4.1.4	Promote the recruitment of PhD students internationally across all doctoral schools (linked to Action 1.2.2)	VP Doctoral Strategy	Research and Valorisation Department	Process	Same indicators as 1.2.2: Percentage of publications on ADUM with extended publication on ABG-Euraxess and Campus France --> target: 100% of publications on ADUM, with additional publication on ABG-Euraxess and Campus France	June 2016	June 20	Extended	Continuous improvement
4.2	Building on our Euraxess scheme and in collaboration with the public scientific and technological institutions, develop a reception and support service for all researchers in terms of logistics and administration								
4.2.1	Develop personalised onboarding services for incoming researchers	VP European and International Strategy	Department of International and European Relations Research and Valorisation Department	Welcome@Lorraine Programme Euraxess activities	Proportion of incoming researchers who have benefited from the welcome service out of the total number of incoming foreign researchers --> target: percentage equal to or higher than that of 2023 Number of Euraxess activities developed for researchers and PhD students (link to MDD, which has complementary initiatives) per year and participation rate --> target: 10–15% increase in participation in activities and 10–15% increase in the range of activities offered over 3 years.	Apr. 2017	Dec-18	Extended	Also include PhD students: not covered by welcome@lorraine => see MDD Continuous improvement
4.3	International welcome – focus on international PhD students								
4.3.1	Establish a network of ‘international welcome’ liaisons in the laboratories	VP International Affairs VP Research	Department of International and European Relations Research and Valorisation Department	Network roadmap List of International Welcome Liaisons in the laboratories	Number of laboratories represented in the network --> target 70% within 3 years Number of international liaisons trained in international reception for laboratories --> target: 100% of internal coordinators trained	Jan-22	Dec. 2025	In progress	Long-term task
4.3.2	Internationalising central services and the services of the schools and laboratories	VP International strategy	Department of International and European Relations and Departments.	Training and information modules (language courses, subject-specific modules), appoint a specialist / DO who speaks at least English	Number of departments adequately covered --> target: 100% of departments able to communicate in English within 3 years Percentage of Erasmus+ mobility for administrative and technical staff --> target: 10% increase in Erasmus+ mobility for administrative and technical staff	Jan-22	Dec. 2025	To be done	Long-term task.

4.3.3	International Researcher Welcome Guide	VP International strategy	International and European Relations Department	Guide	Publication of the welcome guide for international researchers at UL	Jan-22	Dec. 23	Extended	Introduction of a practical guide to settling in (2021): https://www.univ-lorraine.fr/welcome/guide-dinstallation-en-lorraine/ (DRIE) Continuous improvement
4.4 Developing a status for visiting professors									
4.4.1	Formalise the appointment of a visiting professor by means of an official letter	VP Human Resources	Human Resources Department Research and Valorisation Department Education Department	Official invitation letter	Draw up a standard letter and a detailed job description	Jan-22	Dec. 23	In progress	Job description deemed irrelevant and therefore discontinued
4.4.2	Tailoring the welcome for visiting professors	VP International strategy	Department of International and European Relations	Welcome@Lorraine welcome package for visiting professors	Number of beneficiaries and type of service used (see above) --> target: 100% of visiting lecturers for stays of more than 3 months	Jan-23	Dec. 24	Extended	"Follow-up to Welcome@Lorraine On-site welcome, support and information on administrative procedures + implementation of themed workshops for international ECs (DRIE) Continuous improvement
4.4.3	Involving visiting professors in the internationalisation of the university	VP Research VP Education	Department of Education International and European Relations Department	Rights and duties of visiting lecturers	Percentage of visiting lecturers contributing to internationalisation; define internationalisation initiatives in advance (courses taught in a foreign language, leading workshops or practical sessions, promoting their home institution at the University of Limoges, etc.) --> target: to be defined	Jan-22	Dec. 2025	In progress	Long-term task carried out in some laboratories.
4.5 Outgoing mobility									
4.5.1	Increase the percentage of CRCT and CPP grants dedicated to mobility	VP Research	Research and Valorisation Department Human Resources Department		Percentage of CRCT and CPP grants awarded with a request for international mobility --> target: +20% over 3 years for CRCTs and CPPs	Jan-22	Dec. 2025	In progress	Long-term task
4.5.2	Aligning mobility with key career stages	VP Human Resources	Human Resources Department	Best practices	Percentage of researcher mobility by key career stages	Jan-22	Dec. 25	Completed	Key periods difficult to define Action discontinued
4.5.3	Proactive policy on staff mobility, including administrative and technical staff	VP Human Resources VP International strategy	Human Resources Department International and European Relations Department	Best practices	Monitoring the percentage of EC and administrative and technical staff participating in mobility schemes	Jan-22	Dec. 25	In progress	Long-term project Continuing professional development with a dedicated workshop – Eureka Pro

In recent years, Université de Lorraine has demonstrated a strong commitment to incoming and outgoing international mobility, strengthening its support and hosting arrangements for international researchers, whilst boosting career opportunities for its staff.

- **Promoting international mobility for early-career and experienced research staff and Outgoing mobility**

Outgoing mobility among university lecturer-researchers has increased by 2.9%, thanks to schemes such as the research leave for thematic transition (CRCT), the leave for educational projects (CPP) and delegations, with the aim of reaching 15% mobility. To this end, targeted incentives have been strengthened, particularly for administrative staff. An Erasmus+ mobility training course has been added to the continuing professional development programme, making it easier for staff to access Erasmus+ Staff funding for teaching, training or educational partnership assignments in Europe.

More broadly, funding allocated to the Erasmus+ programmes (incoming and outgoing mobility for staff and students), Eiffel for PhD students, Widen Horizons (outgoing mobility for researchers) and DREAM (outgoing mobility for PhD students) increased by 48%, exceeding the initial target of 20%. Mobility for administrative staff (administrative and technical staff) and university lecturer-researchers increased by 127% and 62%, respectively, with the average duration remaining stable. To further enhance attractiveness, a tutorial was created to facilitate the publication of PhD vacancies on Euraxess Jobs, improving the visibility of doctoral schools.

- **Building on our Euraxess platform and in collaboration with public scientific and technological institutions (EPSTs), we are developing a reception and support service for all researchers in terms of logistics and administration, and International Reception – focus on international PhD students**

Welcome@Lorraine, the welcome and support programme for international researchers new to France and their families, who are staying for more than three months at one of the member institutions of I-SITE Lorraine, has continued to develop with:

- Initial contact, temporary accommodation (1 month), a Welcome Pack and orientation on arrival.
- Support from Euraxess centres to all units (departments, laboratories, central administration) for administrative procedures and integration.
- A tripartite charter (university, researcher, host laboratory) setting out the commitments of each party.
- Integration activities (cultural visits, introduction to university services).

As a result, the number of international beneficiaries of the Welcome@Lorraine programme has increased by 125% since 2023, the year it was launched. The satisfaction survey, conducted among the researchers hosted, proved very positive, and suggestions for improvement have already been taken on board. In collaboration with the Research Department, this programme is activated and extended where necessary (extension of temporary accommodation whilst awaiting permanent housing) to support researchers in exile under the PAUSE programme. Some EPSTs are not sufficiently familiar with this programme and do not make full use of it. An awareness-raising campaign will be carried out in March 2026 to raise awareness of the programme among the relevant EPSTs.

To improve and enhance the quality of support for international researchers, Université de Lorraine has also developed:

- Practical tools: the [Welcome!](#) website and [Settling-in Guide](#)
- UL Prep'days webinars to prepare for the stay (budget, social security, taxation)
- Euraxess Cafés (6 times a year) to inform and train laboratory managers in supporting PhD students and researchers

HRS4R AXIS V – SUPPORTING RESEARCHERS IN PROJECT DEVELOPMENT AND RESEARCH Valorisation

ITEM NO.	Actions	Responsible	Operational lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
5.1 Develop a culture of project support, from submission to completion									
5.1.1	Produce practical guides on the various schemes available within UL to support project management and the submission of applications	VP European Strategy	Project Engineering and European Strategy Division (DIPRO-SE)	Fact sheets	Number of projects selected (as supported) per year --> target: +10% from 2023 to 2026	Apr. 17	Mar-18	Completed	Continuous improvement until 2023, then taken over by the REIL Programme (France 2030)
5.1.2	Enhance project monitoring mechanisms by enabling the mobilisation of additional expertise as the project progresses and in line with requirements	VP European Strategy	Project Engineering and European Strategy Department	Deployment plan for the Europe Unit's services	number of requests/number of projects supported by DIPRO-SE --> +10% over the period 2023 to 2026	June 2016	June 2018	Completed	
5.1.3	Organise training on project monitoring	VP European Strategy	Project Engineering and European Strategy Department	Training plan	Number of academic staff participating in training activities --> +10% over the period 2023–2026	Oct. 2016	Jun-18	Completed	
5.1.4	Improve visibility to facilitate access to project support	VP Research	Project Engineering and European Strategy Department Research and Valorisation Department International and European Relations Department	Common tool and single point of entry	see Action Indicator 5.1.1	Jan-22	Dec. 23	Completed	
5.1.5	Adaptation of the criteria used in the management of internal calls for projects in line with the commitments made upon signing the San Francisco Declaration (DORA) and CoARA.	VP Research VP Open Science	Research and Valorisation Department	CoARA-compliant calls for proposals CoARA Commitment Plan	Proportion of internal calls for proposals assessed using qualitative criteria --> Achieve 100%	Jan-23	Dec. 2025	In progress	
5.2 Develop a culture of knowledge sharing and transfer									
5.2.1	Offer training courses on the management and protection of scientific and technical heritage tailored to different groups of researchers	VP Research	Research and Valorisation Department	PPST Training Plan	Number of researchers participating in training initiatives --> target: 10% increase per year over 3 years Number of PhD students participating in training activities --> target: 30% increase per year over 3 years.	Jan-17	Dec. 20	Extended	Continuous improvement
5.2.2	Expansion of the research partnership policy	VP Valorisation VP Partnerships	Research and Valorisation Department Department of Socio-Economic Partnerships	Implementation of a policy with Valorisation partners and the Partnership department	Number of partnerships (partnerships and evaluation + institutional partners) established 19/04/21: List of schemes created --> targets: 30% increase between 2023 and 2026 85% increase in licensing agreements for intellectual property	Jan-18	Dec. 2027	In progress	Tools: University Innovation Hub - Polaris, Plug In Labs, Filiale, ..., Sirius, Peel, SME Booster
5.2.4	Promote and recognise individual involvement in initiatives to transfer knowledge to the socio-economic sector in collaboration with CoARA.	VP Valorisation VP Human Resources	Research and Valorisation Department	CoARA Engagement Plan	Percentage of researchers and university lecturer-researchers who have set up a start-up and been promoted --> target: 10% Percentage of PhD students who set up a start-up --> target: 1% of PhD graduates	Sept. 24	Dec. 26	In progress	New initiative building on the completed one (5.2.3) with a link to CoARA Contract for PhD student consultancy work
5.2.5	Promoting mobility from public to private sector	VP Valorisation	Research and Valorisation Department	Memorandum/guidance letter on public-to-private mobility	Number of public-to-private mobility cases for start-up creation --> target: 40% increase over 3 years	March 2021	Jan-23	Extended	PACTE Act = Ethics Committee organises assessment of researchers' public/private sector mobility applications Continuous improvement

Since 2023, Université de Lorraine has strengthened its support for project management through a reorganisation of departments (consolidation of project engineering, alignment of activities across departments), a service offering structured by project phases, with targeted deployment of departments (Research Support Unit, Delegation for Management Support and Quality (DAPEQ), Department of Project Engineering and European Strategy), and annual training courses (coordination of European projects, project management), some of which are specifically designed for new staff and laboratory directors. Finally, the University Innovation Cluster (PUI) POLARIS (Unys) promotes innovation through Valorisation and training initiatives with a focus on start-ups

- **Developing a culture of project support, from application submission to completion**

Since 2023, Université de Lorraine has structured its project management support to make support services more accessible to project leaders through:

- The reorganisation of services (consolidation of ANR/European project engineering, alignment of activities between the unit responsible for justifying funded projects and project engineering).
- A functional approach to clarify roles and to optimise support for project leaders

The Université de Lorraine's project management team is mobilised according to the key phases of a project's lifecycle, complementing the support offered to project leaders with services provided by other departments based on specific needs:

- The Research Support Unit assists ERC project leaders with their online visibility (management of ORCID identifiers) and helps ANR/Horizon Europe grant recipients to implement their data management plans.
- The DAPEQ focuses on quality aspects, particularly for the development of Erasmus Mundus projects.

This structure enables optimal project management, tailored to the specific needs of project leaders and the requirements of various funding programmes.

Over the past few years, the internal Wiki has been redesigned for European project leaders, offering a chronological structure (funding opportunities, project set-up, monitoring) and practical guides (methodological advice, guides and administrative information).

Finally, several annual training courses are offered to university lecturer-researchers and researchers at the Lorraine site:

- European project coordination (2 days, also available for PhD students)

- Fundamentals of project management (25 h). As the latter is more comprehensive and time-consuming, it is less appealing to our researchers (participants are mainly administrative staff).
 - o Targeted training courses linked to the site's European strategy: Familiarisation with European policies and funding for new arrivals
 - o European positioning, feedback sessions and workshops for laboratory directors

As part of the publication of its CoARA commitment plan in 2025, UL is harmonising the evaluation of research projects, and I-SITE Lorraine is launching a doctoral contract in 2026 to:

- Study the organisational dynamics facilitating the roll-out of CoARA
- Analysing uptake by the scientific community (diverse evaluation practices)
- Capitalise on the Lorraine pilot to advance research on scientific evaluation

- **Develop a culture of Valorisation and knowledge transfer**

The POLARIS University Innovation Cluster (Unys) brings together academic, university hospital and national research bodies from the region, as well as organisations involved in knowledge transfer and valorisation in Lorraine, to drive innovation through three key areas:

- Strengthened partnerships (services, industry chairs, active prospecting).
- Economic valorisation (technology identification, IP protection, creation of deep-tech start-ups).
- Training (intellectual property, Valorisation, entrepreneurship) to build skills.

These initiatives help to structure and sustainably strengthen the relationship between academic research and socio-economic stakeholders, making the POLARIS University-Industry Partnership a key driver for regional revitalisation and the academic institution's influence.

Within POLARIS, a working group on awareness-raising and training has been set up to pool and develop training tools on intellectual property and entrepreneurship. These training courses will be open to as many researchers, PhD students and staff as possible. Furthermore, POLARIS is conducting a needs assessment and mapping exercise (characteristics, needs, how to address this audience, etc.) to tailor its training tools to the target audience. The *Valo Kit*, which already exists at UL, will be expanded with practical guides covering a variety of topics (software, contract negotiation, cost calculations, CIFRE theses, copyright, etc.). Drop-in sessions in laboratories and individualised training during unit meetings, for example, will be offered. A new tool in the form of an Escape Game, currently in the testing phase, will be rolled out to PhD students and researchers in early 2026. This participatory training will raise awareness of IP, research valorisation and entrepreneurship through a game-based

journey that begins with the invention disclosure and extends to technology transfer. The Escape Game will be added to the staff training catalogue from 2026. Other participatory training formats are under consideration, such as a 'Valo Fair' with a summary booklet of the topics covered during the game, which would be given to participants at the end.

Finally, Polaris also aims to accelerate the momentum for start-up creation.

Initiatives are being implemented with this in mind, such as the distribution of a flyer to PhD students during the joint doctoral schools' start-of-term day on 2025 December, 1. Plans are in place to have this document translated. Training courses are offered, such as a *Massive Open Online Course* (MOOC) entitled 'Women and Entrepreneurship', and a course on software and patents for PhD students and researchers.

HRS4R AXIS VI – ETHICS, SCIENTIFIC INTEGRITY AND OPEN SCIENCE

ITEM NO.	Actions	Responsible	Operational Lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Comments
6.1 Supporting researchers in making science more open									
6.1.1	Create an environment conducive to the open access dissemination of researchers' publications and works	VP Open Science	Operational Committee for Open Publications Documentation Department Université de Lorraine Press	Continuity of the training plan Maintaining EDUL in Operational Condition Establishment of a support scheme for Diamond journals	Via the Open Science Barometer: Open access rate of publications --> target: at least equal to the national average Number of open access books published by EDULs Number of supported journals --> Meet at least 75% of requests	Jan-17	Dec. 2027	Extended	Continuous improvement. Only the formalisation of the support mechanism remains to be done.
6.1.2	Sustaining an environment conducive to sound research data management and ensuring the availability of the necessary infrastructure	VP Open Science	ADOC Lorraine Data Workshop UMS Research Data Platform Data Gouv	Continuity of the training plan Maintaining the electronic laboratory notebook in operational condition Maintaining the national research data platform in operational condition	Proportion of data deposited in trusted repositories --> target: to be calculated based on current figures Proportion of articles mentioning the deposit of a dataset --> target: at least the national average Number of active laboratories (more than 50% of members are active) in the electronic laboratory logbook --> target: continuous increase with no reversal	Jan-17	Dec. 2024	Extended	Continuous improvement Ongoing action except for the DOREL/RDG merger (2024) and publication of the data policy (2023)
6.1.3	As part of the National Plan for Open Science, develop a policy and support framework for the promotion of software produced by researchers	VP Open Science	Operational Committee for Software and Source Codes	Establishment of an OSPO	Proportion of articles mentioning the deposit of open-source software --> target at least the national average	Jan-23	Dec 25	In progress	Initial deadline extended to Dec. 27. Following the creation of the OSPO, ongoing support measures will be put in place.
6.2 Raising awareness among early-career and established researchers regarding responsibility, ethics and scientific integrity									
6.2.1	Building a culture of scientific integrity within UL through the organisation of conferences and seminars within the research communities	VP Research	Research and Valorisation Department Documentation Department	Seminars / conferences	Number of seminars/conferences on integrity (or referring to it) organised annually --> 1 seminar every 3 years Number of seminar participants --> overall representative breakdown of the different types of participants (administrative and technical staff, EC...)	June 2017	Dec. 20	In progress	Regular updates for PhD students Upcoming intra-community symposia Scientific integrity factsheets currently being translated (March 2023)
6.2.3	Establishing an ethics committee within UL	VP Partnerships VP Research Integrity Officer VP Valorisation	Office	Ethics Committee + operating regulations	Number of cases submitted (and therefore processed) per year --> targets: 100% submitted/processed and + 25% increase in cases submitted by 2026 (compared to 2023, when 8 cases were submitted)	Sept. 2016	Dec. 23	Completed	Implementation of the Nagoya Protocol: Responsible research Ethics Committee established in 2020 Ethics Committee for Non-Interventional Health Research (Jardé Law) and also in the Social Sciences and Humanities
6.2.4	Establish operational support for ethics and scientific integrity in research	VP Research	General Department for Services (DGS) Research and Valorisation Department Legal Affairs Department		Number of projects supported/number of projects submitted --> Target: +25% over 3 years Number of cases processed per year that have received support- --> Target: 100% and maintain at 100%	Jan-23	Dec-24	Completed	

6.2.5	Ethics, establishment of an ethics committee	VP Research	Research and Valorisation Department Legal Affairs Department	Ethics Committee	Number of cases handled / number of cases filed --> target: 100%	Jan-22	Jan-23	Completed	
6.3 Establish a charter on scientific integrity and set out the procedures for its implementation at the Université de Lorraine									
6.3.1	Define the scope of scientific integrity at Université de Lorraine and draft a charter setting out the procedures for investigating cases of breaches of scientific responsibility and integrity.	VP Research	Integrity Officer	Implementation of formalised procedures for the Scientific Integrity Committee	Target: 100% traceability of all stages of the procedure	Sept. 2017	Dec. 2019	Extended	Integrity Committee: VP CS, 2 elected members + Dir. DAJ, ... monthly meeting Continuous improvement Addition of procedure or best practice document
6.3.2	Systematically include the names of PhD students in publications, reiterate this in the PhD charter and establish rules for publication and co-authorship across all academic disciplines.	VP Research	Integrity Officer		Number of incoming PhD students attending awareness-raising training per year --> target: 100%	Sept. 2017	Dec. 20	Extended	List of doctoral students' obligations within the doctoral schools (publications, seminars, conferences prior to defence, etc.). Continuous improvement

- **Supporting researchers in making science more accessible**

The Université de Lorraine provides comprehensive support for open science to all stakeholders in the Lorraine region, as part of an established regional collaboration. This initiative covers the three types of scientific output (publications, data and software) by providing the necessary infrastructure and personalised support *via* specialised support networks. The effectiveness of these actions is measured by the set of indicators [in the Lorraine Open Science Barometer](#), which we have created, aligned with the [French Open Science Barometer](#)—in which we are heavily involved—and within the framework of OSMI, [the Open Science Monitoring Initiative](#), which we are leading with our partners.

The infrastructure required for open access publishing consists primarily of an open repository enabling pre- or post-publication deposit, and editorial infrastructure. The Lorraine portal, which has been operational since 2016 on the nationally shared HAL open repository, has been modernised: [In 2023, it hosted 52% of published articles](#). We have not created our own editorial infrastructure, preferring instead to support shared infrastructures in order to contribute to their sustainability and thus enable our researchers to access them ([€100k/year](#)). This fund is also used to assist journals in Lorraine wishing to operate on the diamond open access model ([€50k/year](#)). At the same time, we have clarified our open access policy [by advising our researchers against paying publication fees](#), whilst encouraging and supporting them to [retain their rights over the articles they write](#). For books, [the Université de Lorraine Press has been established on a dedicated platform, operating under the paradigm of immediate open access for academic books](#).

With regard to data generated by research activities, we have focused our efforts on the entire data lifecycle, including data not intended for open access. Université de Lorraine has developed a national infrastructure for research data management, in collaboration with INRAE and three other universities, supported by the Ministry of Higher Education and Research. This [national research data platform](#) is at the heart of a [French ecosystem](#) that brings together all the support mechanisms for researchers in managing their data, including [the Lorraine-based initiative](#). The entire initiative encompasses nearly 80 institutions and will feature on the national roadmap for research infrastructures. UL has a [dedicated space](#) on the platform, currently hosting [128 datasets from 51 laboratories](#).

As for software and source code produced by research, the Lorraine site has a software forge, the national open archive which manages software typology, and Software Heritage, which it supports ([€15k/year](#)). Support is still in its infancy and is beginning to take shape in the form of an Open Source Program Office (OSPO) project.

Finally, we needed to acknowledge the extra work required of our researchers to make their research open access. That is why we have become involved in CoARA, the international coalition whose aim is to secure wider recognition of the diversity of research outputs, including, precisely, their open access status.

- **Raising awareness among early-career and established researchers regarding responsibility, ethics and scientific integrity**

In terms of research ethics, the most significant development was the creation of the Université de Lorraine Research Ethics Committee (CER-UL) on 2023 May, 3. Its office is responsible for assessing applications and directing them either to a Committee for the Protection of Persons (CPP) for applications falling under the Jardé law, or to the CER-UL if this is not the case. Since the creation of the CER-UL, more than 90 ethical opinions have been issued (48 by the CER-UL and 44 by CPPs). By the way, the CER-UL is a member of the CER Federation since 2024 and was granted with an Institutional Review Board (IRB) status in the same year. The CER-UL has also carried out awareness-raising initiatives and developed tools aimed at fostering a culture of research ethics, notably through the creation of a “toolkit” (Ethics Guide for Research Projects, various documents on research classification and procedures to follow...) and the dissemination of the “UL Recommendations” on research ethics (2025), available on UL’s digital workspace. Finally, exchanges of best practice have been organised with several partners: CPP Est III, COERLE, INRS, and other university CERs (Bordeaux, Nantes, etc.)

In the area of scientific integrity, the Scientific Integrity Officer, drawing as necessary on a Scientific Integrity Committee which meets approximately eight times a year, has been able to handle a flow of requests or reports amounting to more than 30 new enquiries in 2024 and 2025 alone. These requests cover issues as diverse as plagiarism, data suspected of being erroneous, authorship, data ownership... Not all requests lead to a formal investigation, as some can be resolved either through the dissemination of information or through mediation between the parties concerned. In addition to this ongoing work, the Scientific Integrity Committee has also helped raise awareness of integrity issues, notably by organising initiatives for PhD students and laboratories, or by producing and disseminating guidelines (on authorship rules, data deposit, etc.).

As issues of ethics and integrity are partly interlinked, coordination was established through the creation in 2023 of a Steering Committee on Ethics, Professional Conduct and Scientific Integrity (COPIL E.D.IS). A staff member has been specifically assigned to these issues and appointed to the role of E.D.IS Coordinator. Their role involves raising awareness and supporting researchers and research teams, managing requests for ethical advice, and providing support to the Scientific Integrity Officer and the IS Committee. The E.D.IS Steering Committee addresses issues that cut across all three domains and

facilitates collective reflection on issues that are most often dealt with in a 'siloed' manner. It has encouraged the sharing of experiences with various partners (RESINT, the Federation of Ethics Committees, COERLE, other bodies), and has facilitated communication regarding the innovative organisational model at UL, leading to a rethinking of how the relevant fields are structured whilst respecting the specific characteristics of each. It has also organised a one-day event on the potential impact of Artificial Intelligence on the fields of research ethics and scientific integrity.

Outlook: Actions to be undertaken *via* the future 2026–2029 action plan

The application for renewal of the HR Excellence in Research label includes a 2026–2029 action plan which consists, on the one hand, of the continuous improvement of actions carried out to date and, on the other hand, of new actions proposed by a panel of teaching and research staff and PhD students, and operational management teams through workshops, funded by the i-site Lorraine and organised during the seminar-workshops on November, 19. This collaborative process was carried out *through* four workshops, addressing the four pillars and 20 principles constituting the European Charter for Researchers, renewed in 2023 December:

Pillar 1. Ethics, integrity, gender and open science

Pillar 2. Evaluation, recruitment and career progression of researchers

Pillar 3. Working conditions and methods

Pillar 4. Research careers and talent development

These workshops have therefore enabled us to identify new priority actions that form part of our 2026–2029 action plan and to ensure that this label of excellence in human resources for researchers (from the doctoral stage through to the university lecturer-researcher career) is effectively translated into concrete actions. The actions comprising this 2026–2029 action plan are proposed in coordination with the action plan for the Bien-Être (well-being) & Co initiative, as well as the UL master plan for ecological transition and social and environmental responsibility, notably through the implementation of actions centred on the principle of research sustainability, specific training initiatives such as a series of ‘scientific ethics and integrity’ webinars, and a plan to combat sedentary lifestyles in collaboration with the SUAPS. The monitoring of teaching and research staff career trajectories will benefit from the integration of CoARA commitments into recruitment, promotion and bonus application files. Career support, going beyond the procedure organised by the CNU, will be a priority, resulting in proposals to introduce dedicated meetings at different career stages and the establishment of mentoring schemes. These measures will help to improve professional integration. On the research side, a training programme targeting three specific groups (newly recruited researchers, researchers with 5–6 years of scientific experience, and laboratory directors) is currently being set up to help build the skills of future European project leaders and encourage them to develop their research within the European higher education and research. These training programmes, alongside others already in place or under development, aim to

contribute more broadly to develop a project-oriented culture within our community. Contract staff will also be supported through the development of a 'PhD integration' platform and the continued development of continuing professional development for postdoctoral staff.

Pillar 1. ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Principles

1. Ethics and Research Integrity
2. Freedom of Scientific Research
3. Open Science
4. Gender Equality

5. Embracing Diversity
6. The Researcher
7. Free Circulation of Researchers
8. Sustainability of Research

ITEM NO.	Actions	Responsible	Operational Lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Principle
1.1.	Develop initiatives to promote equality, diversity and inclusion at the Université de Lorraine, and strengthen tools to combat discrimination								
1.1.1	Implement communication and promotional initiatives for equality, diversity and inclusion	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Communication plan Communication materials	Communication plan implementation rate --> target: 80% completion Number of people trained per year	Jan-16	Dec-19	Extended	Embracing Diversity Gender Equality
1.1.2	Raising awareness, communicating and providing training on different forms of discrimination	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Training plan – video on implicit bias	Number of training initiatives on combating discrimination --> target: 20 training sessions per year Number of people trained per year	Jan-16	Dec-19	Extended	
1.1.3	Implementation of the Gender Equality Plan, including a gender-based approach to human resources management	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Gender data in the Single Social Report (RSU) 10-year supplement to the RSU PAEFH and PAEFH Review (21-24, 24-27) EDI Master Plan	Indicators and targets identified under HRS4R actions in the PAEFH	21 March	Dec 24	In progress	Gender Equality
1.1.4	Prevention of harassment among PhD students	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	Report from the Delegation for the Improvement of Relations and Conflict Resolution (DARRC) EDI Unit, Doctoral House	Indicators and targets for the DARRC review	Jan-24	Dec-29	Extended	Embracing Diversity Gender Equality
1.1.5	Developing the university community's commitment to equality, diversity and inclusion	VP Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Officer	EDI Master Plan	EDI unit coverage rate --> Target: all teaching units to have a unit by 2027 and 50% of research units by 2026 Number of people involved	Jan-22	Dec-26	In progress	Embracing Diversity
1.1.6	Implementing the UL's Disability Master Plan	VP University Life VP Equality, Diversity and Inclusion	Disability Officer	Master plan included in the EDI master plan	Indicators and targets identified relating to actions in the Inclusive University Action Plan Percentage of recognised researchers with disabilities -> target: 1.5% by 2026	Jan-17	Dec 19	Extended	
1.2	Develop support and assistance for international researchers								
1.2.1	Develop personalised reception services for incoming researchers	VP International Strategy	International and European Relations Department	Welcome@Lorraine Programme Euraxess activities	Proportion of incoming researchers benefiting from the welcome service --> target: percentage equal to or higher than that of 2025 Number of Euraxess activities developed for researchers and PhD students per year and number of participants --> target: 10–15% increase in participation in activities and 5–10% renewal of the programme offered over 3 years.	Apr-17	Dec-18	Extended	Free Circulation of Researchers

1.2.2	Establish a network of 'international reception' liaisons in the laboratories	VP International Strategy VP Research	Department of International and European Relations Research and Valorisation Department	Network roadmap (define the roles of administrative and research liaisons if an international strategy has been formalised within the Research Units) List of International Welcome Liaisons in the laboratories Dedicated international welcome training for international researcher coordinators	Number of laboratories represented in the network --> target 80% within 3 years Number of international liaisons trained in international reception for laboratories --> target: 100% of internal administrative liaisons and 50% of researcher liaisons trained	Jan 22	Dec 25	In progress	
1.2.3	Internationalising central services and the services of schools and laboratories	VP International Strategy VP European Strategy VP Research	Department-General for Services Human Resources Department Department for International and European Relations (DRIE)	Roadmap for the internationalisation of services (identifying and acclimatising specialist staff / DO and those speaking at least English) ==> DGS, HR Training and information modules (language courses, professional modules) ==> DRIE	Number of departments adequately covered --> target: 30% of departments able to respond in English within 3 years (DGS and HR) Percentage of administrative and technical staff who have completed the training or benefited from an Erasmus+ mobility programme --> target: 10% increase in Erasmus+ mobility and 10% increase in training for administrative and technical staff	Jan-22	Dec-25	To be done	
1.2.4	International Researcher Welcome Guide	VP International Strategy	International and European Relations Department	Welcome Guide HR Information Guide	Publication of the Welcome Guide and HR Guide for International Researchers at UL	Jan-22	Dec-23	Extended	
1.2.5	Activate all funding mechanisms of the Refugee Fund and improve reception conditions for researchers and PhD students in exile	VP International Strategy VP Research VP University Life	Department of International and European Relations Research and Valorisation Department	Communication Plan for Programmes and Partnerships Adaptation of the Welcome@Lorraine programme	Number of researchers in exile hosted per year Number of schemes implemented over the 3-year period	Jan-26	Dec-29	New	
1.2.6	Formalise the appointment of a visiting professor by means of an official letter	VP Human Resources	Human Resources Department Research and Valorisation Department Training Department	Official invitation letter	Draw up a standard letter and a detailed job description	Jan-22	Dec-23	In progress	Free Circulation of Researchers
1.2.7	Tailoring the reception of visiting professors	VP International Strategy	Department of International and European Relations	Welcome@Lorraine welcome package for visiting professors	Number of beneficiaries and type of service used (see above) --> target: 100% of visiting professors for stays of more than 3 months	Jan-23	Dec-24	Extended	

1.2.8	Involving visiting professors in the internationalisation of the university	VP Research VP Education	Education Department International and European Relations Department	Rights and duties of visiting professors Definition of internationalisation initiatives (courses in a foreign language, leading workshops or practical sessions, promoting their institution at Université de Lorraine...)	Percentage of visiting professors contributing to internationalisation	Jan-22	25 Dec	In progress	
1.3	Support researchers in making science more accessible								
1.3.1	Create an environment conducive to the open access dissemination of researchers' publications and works.	VP Open Science	Operational Committee for Open Publications & Publishing at the Université de Lorraine	Continuity of the training plan Maintaining EDUL in operational condition Establishment of a support mechanism for Diamond journals	Via the Open Science Barometer: Open access rate of publications --> target: at least equal to the national average Number of open access books published by EDULs Number of supported journals --> Meet at least 75% of requests	Jan-17	Dec. 2027	Extended	Open Science Freedom of Scientific Research Sustainability of research
1.3.2	Sustaining support, developing the network of data ambassadors, ensuring the development of the Lorraine DOREL repository in conjunction with the national Recherche Data Gouv platform	VP Open Science	Operational Committee for Research Data	Continuity of the training plan Maintaining the electronic laboratory notebook in operational condition Maintaining the national research data platform in operational condition	Proportion of data deposited in trusted repositories --> target: to be calculated based on current figures Proportion of articles mentioning the deposit of a dataset --> target: at least the national average Number of laboratories active in the electronic laboratory notebook (> 50% of members are active) --> target: continuous increase	Jan-17	Dec. 2024	Extended	
1.4	Develop Research Ethics, Professional Conduct and Scientific Integrity (E.D.IS)								
1.4.1	Building a culture of scientific integrity within the UL through the organisation of conferences and seminars within the communities	VP Research	Research and Valorisation Department Documentation Department	Seminars / conferences	Number of seminars/conferences on integrity (or referring to it) organised annually --> 1 seminar every 3 years Number of seminar participants ---> overall representative breakdown of the different types of participants (administrative and technical staff, EC, etc.)	June 2017	Dec-20	In progress	Ethics and Research Integrity Freedom of Scientific Research The researcher
1.4.2	Chairing the UL Research Ethics Committee	VP Partnerships, VP Research, Integrity Officer VP Valorisation	Office	Ethics Committee + operating regulations	Number of applications submitted per year --> targets: 100% submitted/processed + 25% increase in cases submitted by 2026 (compared to 2023, when 8 cases were submitted)	May-23	Feb-29	In progress	Freedom of Scientific Research Ethics and Research Integrity Sustainability of Research
1.4.3	Provide operational support for matters relating to ethics and scientific integrity in research	VP Research	General Department for Services Research and	Production of recommendations	Number of projects supported/number of projects submitted --> Target: +25% over 3 years	Jan-26	Dec-29	In progress	

			Valorisation Department Legal Affairs Department		Number of cases processed per year that received support --> Target: 100% and maintain at 100%				
1.4.4	Chairing the Ethics Committee	VP Research	Research and Valorisation Department Legal Affairs Department	Issuing of opinions	Number of cases processed / number of cases filed --> target: 100%	Jan-26	Dec-29	In progress	The researcher Sustainability of Research
1.4.6	Systematically include the names of PhD students in publications.	VP Research	E.D.IS Coordination Officer	PhD Charter. Establish publication and co-authorship guidelines for all academic disciplines	Number of incoming PhD students attending training sessions to raise awareness per year --> target: 100%	Sept. 2017	Dec-29	In progress	The researcher Ethics and Research Integrity
1.4.5	Produce recommendations for best practice to complement the charter on scientific integrity at the Université de Lorraine	VP Research	E.D.IS Coordination Officer	Implementation of formalised procedures for the Scientific Integrity Committee Recommendations for best practice	Target: 100% traceability of all stages of the procedure	Jan-26	Dec-29	New	Ethics and Research Integrity Freedom of Scientific Research The researcher
1.4.7	Improve the dissemination of good practices in integrity and ethics	VP Research	E.D.IS Coordination Officer	Webinars	Number of participants per webinar	2026	2029	New	Ethics and Research Integrity
1.4.8	Promot Interconnections Integrity, Ethics and AI	VP Research	E.D.IS Coordination Officer	Seminars	Number of participants per seminar	2026	2029	New	Research Sustainability The researcher

UL is committed to ensuring a responsible research environment, based on ethics, scientific integrity, gender equality, diversity and inclusion, open access to knowledge and the free circulation of researchers. The measures implemented – dedicated bodies, consolidation of equality policies, strengthening of open science and the development of preventive measures – have gradually embedded these values in the institution’s practices.

In terms of equality, diversity and inclusion (EDI), the development of the EDI network will continue within the research units (including the Doctoral House) and central departments. The regional network will also aim to strengthen external partnerships by organising joint events, building on regional university deployment schemes. The training provision will be enhanced, including through the in-house development of two new resources: a MOOC on addressing internal violence and a specific training course on preventing and combating racism and antisemitism. The creation of an ‘inclusion’ community will also aim to identify and monitor research carried out on EDI at UL. Finally, support for researchers with disabilities will be improved by building on the key areas of our EDI policy. These various initiatives contribute in particular to the implementation of the various action plans rolled out internally (EDI master plan, Disability master plan, gender equality action plan...).

UL also plans to further enhance its international appeal by improving the reception and working conditions for international researchers. This will involve better structuring the international reception process within central services and academic departments, by establishing a network of dedicated contact persons in labs. A formal framework will be developed for visiting professors to clarify their status and involve them more closely in the university’s internationalisation efforts during their stay through conferences, exchange and collaboration initiatives with host departments. Our international activities also aim to uphold our values of inclusion, responsibility and solidarity; particular attention will therefore be paid to researchers and PhD students in exile through the institution’s Refuge programme, *via* the PAUSE (national) and SAFE (European) schemes. To ensure a high-quality welcome for all international visitors and to complement the support provided by the Department of International and European Relations (DRIE), a training programme will be offered to colleagues in labs hosting international researchers, to help them better understand researchers’ backgrounds (EU and non-EU) and the challenges they face, so that they can act as genuine ambassadors and local representatives. Finally, coordination between the institution’s internal departments will be improved to better structure the support provided to international students and staff.

Making research outputs accessible and open to as many people as possible is also a fundamental mission of our university. Developing this requires ongoing support for researchers in making their research open. Consequently, support for publication and open access will be organised into a

formalised editorial unit, which will establish a national network. Research data is also covered. Their proper management and controlled, efficient sharing are also major challenges in order to avoid the loss of essential resources. Finally, and in the longer term, the institution must define a policy regarding the risks and opportunities associated with research outputs, data sources and software: the risks of dependence on potentially volatile sources, and the opportunities for exploiting data and source codes produced in an overly confidential manner.

Ensuring a welcoming, inclusive, international and open research environment is not enough, particularly if the basic rules governing research production are not guaranteed. This observation leads us to strengthen and disseminate more widely the culture of ethics, professional conduct and scientific integrity (E.D.IS) through the adoption of guidelines within the UL. Building on the existing organisational structure and tools, this will involve, in particular, continuing to widely disseminate recommendations and open guides to raise awareness of and promote best practices. To this end, the work carried out with the national bodies responsible for E.D.IS issues (OFIS, Federation of Ethics Committees, Committees for the Protection of Human Subjects, etc.) will serve as a foundation, supplemented by webinars on ethics and integrity organised to reach a wide audience, including a seminar on the links between AI, ethics and scientific integrity.

Pillar 2. RESEARCHERS' ASSESSMENT, RECRUITMENT AND PROGRESSION

Principles

1. Researchers' Assessment

2. Recruitment

3. Selection

4. Career Progression

Item No.	Actions	Manager	Operations Manager	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Principle
2.1	Recruitment and career development of PhD students (R1) and postdoctoral researchers (R2)								
2.1.1	Identify and establish existing best practices in recruitment to be maintained in line with the specific characteristics of each discipline, and eventually implement a quality assurance approach for recruitment (including job postings)	VP Doctoral Strategy	Research and Valorisation Department	Good Practice Guide Video on implicit bias (included in the guide)	Recruitment procedure for institutional fixed-term contracts only ==> Recruitment process to be extended to other doctoral contracts. Initially, % of funded fixed-term contracts following the procedure --> target: 80% within 3 years	June-15	Dec-21	Extended	Selection
2.1.2	Systematise open international recruitment calls for PhD students and postdoctoral researchers (when relevant to the research unit)	VP Doctoral Strategy	Research and Valorisation Department	Digital platform for publishing thesis topics	Percentage of publications on ADUM with extended publication on ABG-Euraxess and Campus France --> target: 100% of publications on ADUM with extended publication on ABG-Euraxess and Campus France	June-16	June-20	Extended	Recruitment
2.2.3	Inform PhD students about employment opportunities and procedures within the institution and at partner institutions	VP Doctoral Strategy	Research and Valorisation Department	Guide to Academic Employment at UL Systematise the distribution of EC, ATER and administrative and technical staff recruitment campaigns to PhD students via a mailing list	Number of PhD students taking the "PhD Skills" course --> target: 90 PhD students participating in "PhD Skills" (70 in 2023)	Sept 19	Sept-20	Extended	Career Progression
2.2	Recruitment, tenure and promotion of lecturers and researchers (R3 and R4)								
2.2.1	Adaptation of the recruitment criteria for university lecturer-researchers during the local phase in line with the University's overall commitments	VP Human Resources VP Research VP Open Science	Human Resources Department	Inclusion of specific references in job descriptions Training of Selection Committees on CoARA, CSR and disability Post-recruitment satisfaction questionnaire sent with the permanent appointment file and after three years.	Proportion of job descriptions indicating alignment with commitments Training rate for Selection Committees	Dec-21	Dec-25	In progress	Recruitment
2.2.2	Changes to the criteria for assessing applications from academic staff for promotion in line with the University's overall commitments	VP Human Resources VP Research VP Open Science	Human Resources Department	Training for assessors on CoARA, CSR and disability CoARA Engagement Plan	Training accessibility rate Training rates for reviewers, Selection Committee Chairs and candidates Satisfaction rate --> Target 80%	Jan-23	Dec-25	In progress	Researchers' Assessment Career Progression
2.2.3	Improve the practices of selection committees and recruitment panels, in particular by raising their awareness of the importance of geographical and professional mobility	VP Human Resources	Human Resources Department	Updated guide Presentation distributed at the meeting for chairs and vice-chairs of selection committees Guide to best practice for recruitment panels for contract-based teachers and/or researchers Film on combating all forms of bias CoARA Engagement Plan	Internal recruitment rate Proportion of women --> National Targets	June-15	June-19	Extended	Recruitment Selection

2.2.4	Process for preparing for overseas recruitment, assistance with compiling applications	VP Human Resources	Human Resources Department	Guide to the recruitment of foreign nationals at UL, linked on the recruitment form Post-recruitment satisfaction questionnaire sent with the permanent appointment file and after three years	Number of people supported Number of guide downloads	June-19	Dec-23	Extended	Recruitment Selection
2.2.5	Open, Transparent and Merit-Based Recruitment Policy	VP Human Resources	Human Resources Department	OTM-R Policy incorporating CoARA Communication: Factual Article + email and letter to members of the central councils	Not applicable	Jan-19	Dec-20	Extended	Recruitment Selection
2.2.6	Use all channels for recruiting research support staff or researchers permitted by regulatory changes	VP Human Resources	Human Resources Department	Repyramiding policy: Procedure and tables CPJ Management Regulations	Number of university lecturer-researchers promoted in the targeted CNU sections --> target: 100% of sections targeted by the Ministry and UL Number of Junior Professorships --> target: 4 CPJs per year Number of permanent scientific research contracts --> no target as this depends on the project	June-21	Dec-25	In progress	Recruitment
2.2.7	Encouraging individual involvement in initiatives to promote knowledge within the socio-economic sphere	VP Valorisation VP Human Resources	Research and Valorisation Department	CoARA Commitment Plan for the recognition of involvement	Percentage of researchers and research-teaching staff who have set up a start-up and been promoted --> target: 10% Percentage of those who have set up a start-up --> target: 1% of PhD holders	Sept-24	Dec-26	In progress	Researchers' Assessment Career Progression

The HR Excellence in Research label, through our OTM-R policy and our overall action plan, has enabled us to establish a principle of open and transparent recruitment based on merit, as well as shared criteria for career progression. This approach now underpins our selection and professional development practices.

With regard to recruitment, compliance with procedures and the fulfilment of our commitments are ensured through communication channels with those involved in the recruitment process. This takes the form of regularly updated recruitment guides (for different staff categories) and training, particularly for chairs of selection committees (for the recruitment of university lecturer-researchers). These best practices are applied to recruitment at all levels. For example, a guide (including a video on implicit bias) on best practices for recruiting contract researchers has been introduced. We plan to roll this out more actively within doctoral schools and research units for the recruitment of PhD students and postdoctoral researchers. To this end, a working group has been set up at the Doctoral House, bringing together directors of doctoral schools and PhD students. The aim is to define the various key stages to be followed.

Other initiatives will be pursued, such as opening up recruitment to international candidates by publishing PhD opportunities on the Doctorate websites of Université de Lorraine, Campus France and Euraxess. A tutorial supports and encourages supervisors throughout this process.

With regard to career progression, training provided to assessors (on the promotion of university lecturer-researchers and a service bonus (component C3 of the remuneration scheme)) will continue. The changes already observed in the assessment of applications, thanks to the gradual integration of CoARA commitments and increased awareness of a more qualitative approach to evaluating applications, will be encouraged. However, further work will be required to incorporate the evaluation criteria as set out in the CoARA commitment plan. In parallel, the career plan for university lecturer-researchers is one of the priority projects to be led by the Department for the Modernisation of Human Resources Management (DMGRH) in 2026.

A 'well-being at work' survey, conducted in 2025 within the institution, confirms a decline in the well-being of academic staff, a trend also observed at national level, which leads us to address the causes over which we have influence (measures to restore meaning to work and enable a refocusing on the core activities of academic staff). Better career support and dedicated guidance for those taking on managerial roles are measures we wish to implement or strengthen in the future. For example, the individual interviews offered by the Vice-President for Human Resources or her policy officer to staff following unsuccessful applications will continue, in order to provide support in analysing areas for improvement in applications and in implementing procedures, with a view to transparency.

Finally, we plan to place greater emphasis on the values and priorities upheld by the institution, as set out in our strategic plans regarding the institution's social and environmental responsibility, disability, equality, diversity and inclusion, both during recruitment and throughout career development (valuing and recognising individual commitment that reinforces and gives concrete expression to collective commitment).

Pillar 3. WORKING CONDITIONS AND PRACTICES

Principles

1. Working conditions, funding and salaries

2. Stability of employment

3. Contractual and legal obligations

4. Dissemination and exploitation of results

Item No.	Actions	Responsible	Operational lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Principle
3.1	Improving quality of life at work								
3.1.1	Improving support for social sciences and humanities PhD students	VP Doctoral Strategy	Research and Valorisation Department	Inventory of dedicated rooms/spaces Equipment in rooms/spaces	Percentage of doctoral students aware of the existence of these dedicated spaces for the Humanities and Social Sciences --> target: 100% of doctoral students informed (survey to be conducted in late 2024, following the opening of the Rabelais space)	Jan-18	Dec-21	Extended	Working conditions, funding and salaries
3.1.2	Improving support for PhD students	VP Doctoral Strategy	Research and Valorisation Department Doctoral house	Dedicated PhD website Guide – Production of supplementary documents for the website (Dec 2024)	Number of guides distributed at the start of the academic year Number of monthly visits to the website over the course of a year --> target: increase in the number of visits following the implementation and distribution of the supplementary paper document	Jan-22	Dec-24	Extended	
3.1.3	Increase the use of the Doctoral Contract when recruiting PhD students	VP Doctoral Strategy	Research and Valorisation Department	Doctoral contract	% of doctoral contracts signed per year --> target: 90% of PhD students funded by the University	2015	Dec-21	Extended	Working conditions, funding and salaries Stability of employment
3.1.4	Ensure the existence of a funding source for doctoral students in the social sciences and humanities that enables the transition recommended by the LPR to alleviate the precarious situation of doctoral students in the social sciences and humanities	VP Doctoral Strategy	Doctoral house/College of Doctoral Schools (CLED)/Scientific council (CS)	Enrolment procedure (documents and attachments)	Percentage of PhD students funded by a dedicated contract and engaged in full-time research --> target: +20% over 3 years (from 2023)	Jan-23	Dec-26	In progress	
3.1.5	Supporting PhD supervisors in the prevention and detection of potential psychosocial risks among PhD students	VP Human Resources VP Doctoral Strategy	Doctoral house Human Resources Department	psychosocial risk training to be offered to PhD supervisors	Number of supervisors trained --> target: 100% of authorization to co-supervise a PhD (ACTs) and annual qualification to supervise research (HDR) assessments	Jan-22	Dec-26	To be done	Contractual and legal obligations Working conditions, funding and salaries
3.1.6	Develop activities to support doctoral students, enabling them to 'make the most of their PhD'	VP Doctoral Strategy	Doctoral house CLED	List of activities organised	Number of activities and PhD students participating in the activities --> target: 100% of requests met	Jan-22	Dec-26	In progress	Working conditions, funding and salaries
3.1.7	Defining and implementing measures to prevent psychosocial risks	VP Human Resources	Human Resources Department	Psychosocial Risk Training Job survey Psychosocial Risks Working Group Internal Violence Reporting System	People trained/made aware Number of reports received by the GLSVI (Internal Violence Liaison Group) Number of reports involving at least one research lecturer Number of disciplinary sanctions, mediations and support measures resulting from these reports --> target: increase in the number of cases in the first	Jan-17	Dec-21	Extended	Contractual and legal obligations Working conditions, funding and salaries

					few years (to raise awareness of the system within the community)				
3.1.8	Develop internal and external professional mediation as part of a plan to change the relationship to work	VP Human Resources	Human Resources Department	- Mediation request procedure - Service provision	Number of mediations Number of staff trained	Dec 21	Dec-23	In progress	Working conditions, funding and salaries
3.1.9	Improve support mechanisms for staff in their professional and personal projects and establish support services to provide assistance in the event of difficulties.	VP Human Resources	Human Resources Department	Brochure on support and guidance for UL staff Flyer on sexual harassment and discrimination Disability brochure On-site display of reporting procedures Workplace health leaflet Recruitment of an occupational psychologist (see job description) since January 2018 Career development scheme	Workplace well-being survey --> target 30% of respondents (every 2 years)	Jan-17	Dec-17	Extended	Contractual and legal obligations Working conditions, funding and salaries
3.1.10	Promote cultural and sporting activities for staff, whether dedicated or not	VP University Life	Department of University Life and Culture	List of cultural and sporting activities offered annually to staff University Life Project QR code included in the welcome booklet Implement a satisfaction survey	Number of hours dedicated to sports teaching --> target: keep stable Number of cultural events per sector --> target: Balance event range across the region Number of new cultural activities over the 3-year period --> target: as many activities created as discontinued Staff participation rate in sporting activities (once a year) --> target: 5% increase in annual participation in cultural and sporting activities among UL staff	Jan-18	Dec-19	Extended	Working conditions, funding and salaries
3.1.11	Respect the different levels of information required to streamline and simplify access to information. Clarify the internal flow of information	VP Human Resources	Human Resources Department	HR Information Flow Plan	Number of HR Department coffee mornings Number of publications in Factual Number of thematic workshops Attendance rate based on the guest list --> target: 50% attendance (as HR managers and directors are often invited to attend only once)	Jul-16	Dec-21	Extended	Contractual and legal obligations Working conditions, funding and salaries
3.1.12	Promoting the 'staff life' package, sporting challenges and university life projects to PhD students	VP University Life	Department of University Life and Culture		Number of PhD students participating in "staff life" activities --> target: at least 50% of PhD students having taken part in at least one staff life activity during the academic year	Apr-24	Dec-25	Extended	Working conditions, funding and salaries
3.2	Promoting working methods								
3.2.1	Revise the PhD charter in line with regulatory changes	VP for Doctoral Strategy	Research and Valorisation Department	Doctoral Charter		Jul-16	June-17	Extended	Contractual and legal obligations

3.2.2	Improve the quality of doctoral supervision provided by thesis supervisors, including by highlighting the training initiatives of public scientific and technological institutions	VP Doctoral Strategy	Research and Valorisation Department	Training in doctoral supervision	Number of people trained each year --> target: 100% of ACTs trained	Sept-16	Dec-21	Extended	Working conditions, funding and salaries
3.2.3	Develop a 'Supervisor's Guide' bringing together the information and tools necessary for the smooth running of the PhD	VP Doctoral Strategy	Doctoral house Lorraine Council of Doctoral Schools	Updated Supervisor's Guide (in print and online)	Number of guides distributed Number of trained supervisors receiving the guide, --> target: 100% of trained supervisors receive the guide	Jan-24	Dec-25	In progress	Working conditions, funding and salaries
3.2.4	Improving information and training for PhD supervisors as part of the coordination of a PhD Network established within the laboratories	VP Research VP Doctoral Strategy	Doctoral house Scientific clusters	Establishment of a network of PhD coordinators within UR	Number of PhD coordinators --> target: at least one advisor per laboratory	Jan-23	Dec-26	In progress	Working conditions, funding and salaries
3.2.5	Develop a data and source code policy associated with these resources, at institutional level.	VP Open Science Data and algorithms administrator	Operational Committee for Research Data	Published data policy		Jan-28	Dec 30	New	Dissemination and exploitation of results
3.2.6	As part of the National Plan for Open Science, develop a policy and support framework for the promotion of software produced by researchers	VP Open Science Operational Committee for Software and Source Codes	Operational Committee for Software and Source Codes	Establishment of an Open Source Programme Office (OSPO)	Proportion of articles mentioning the deposit of open-source software --> target at least the national average	Jan-23	Dec-27	In progress	Dissemination and exploitation of results

Improving working conditions is at the heart of the Université de Lorraine's strategy, driven by the 'Bien-Être (well-being) & Co' initiative, an expanding range of sporting and cultural activities, and enhanced support for PhD students. These initiatives converge towards a common goal: to ensure a balanced, secure working environment that fosters the professional development of all staff and PhD students.

As for physical and cultural activities, the initiatives already underway will be continued whilst increasing the number of participants, including PhD students, and ensuring a better balance of provision across different areas. In terms of sport, the focus could be on combating a sedentary lifestyle in conjunction with the SUAPS, a project to be linked to the 'Bien-Être & Co' initiative. Regarding the End-of-Year Celebrations for staff children – a very well-attended half-day event – we will now engage local companies to offer live performances, instead of a film screening, designed to showcase the talents of our students, particularly those with student-artist status. Finally, it would be advisable to implement more targeted communication so that the schemes put in place are better known to staff who may be interested.

Activities to support PhD students are organised through a number of initiatives (moderating a WhatsApp group and a Facebook group for PhD students, after-work events in Metz and Nancy, guided tours of Nancy and Metz, sporting and cultural activities...). Each year, two PhD students are recruited to welcome new PhD students and organise activities. The main aim is to help new PhD students, particularly international students, to settle in and strengthen cohesion, whilst also reducing stress and isolation. These activities play a key role in the well-being of PhD students. They provide a setting for meeting new people, discovering new places and interacting with peers... The prevention and detection of psychosocial risks among PhD students is also addressed in the training of supervising academic staff (4 to 6 sessions per year, with around 60 people trained, totalling 123 people since September 2023), which will continue. Furthermore, just as for PhD students, the PhD website is a permanent resource for supervisors, featuring the 'Being a Supervisor' tab.

With regard to university lecturer-researchers, discussions on mentoring are ongoing, notably by exploring the possibility of in-house training and drawing on the expertise of the newly recruited management support team. To raise awareness of existing schemes, a new communication campaign on mediation is also being considered, aimed at various stakeholders: departments, laboratories, staff, students and PhD students. More generally, access to information will be facilitated by a major HR communication project to be launched and led by the DMGRH, aimed at developing various communication materials (including clarifying information on the Digital Workspace) and refining the strategy and approach to HR communication.

In terms of promoting research outputs, the focus will be on introducing support in the field of source codes and software, through the creation of an Open Source Program Office (OSPO).

Pillar 4. RESEARCH CAREERS AND TALENT DEVELOPMENT

Principles

1. Valuing diverse research careers
2. Career development and advice

3. Continuous professional development
4. Supervision and mentoring

Item No.	Actions	Responsible	Operational lead	Deliverables	Indicators	Start date	Initial deadline	Status of the action	Principle
4.1	Supporting PhD and postdoctoral students in relation to their career plans								
4.1.1	Organise and implement cross-disciplinary training initiatives to support PhD students in preparing and developing their career plans	VP Doctoral Strategy	Research and Valorisation Department	a) Updating the training programme b) Individual training agreement	Number of training initiatives Participation rate of doctoral students --> target: 100% of PhD students who confirm they have obtained 5 credits in the post-thesis preparation module.	Jul-15	a) Dec-18 b) Dec-18	Extended	Continuous professional development
4.1.2	Promoting doctoral student mobility	VP Doctoral Strategy	Research and Valorisation Department	List of partner universities and companies	Number of mobility placements during the PhD under the DREAM scheme (≥ 2 months) Number of months of mobility (≥ 2 months) allocated/funded --> target: 100% of funds used for mobility	Jan-18	Feb-19	Extended	Valuing diverse research careers
4.1.3	Develop the range of cross-disciplinary e-learning courses, particularly for employed PhD students	VP Doctoral Strategy	Research and Valorisation Department Doctoral house	E-learning modules	Number of modules available online --> target: Each section must have at least one online course (one module) Enrolment rate --> Target: 100% of places offered filled (for modules with limited places)	Jan-23	Dec-26	Extended	Continuous professional development
4.1	Widen the use of the PhD student portfolio by raising awareness and supporting PhD students – work in conjunction with the RNCP competencies to be demonstrated – raise awareness among thesis supervisors	VP Doctoral Strategy	Research and Valorisation Department Doctoral house	Awareness-raising initiatives/Training	Number of PhD students actually using the portfolio (where the identified 'key' sections are completed) --> target: 35% Participation rate in training sessions dedicated to the use of portfolios --> target: +10% per year from 2023 to 2026	Jan-22	Dec-26	In progress	Career development and advice Continuous professional development
4.1.5	Analysing and understanding the postdoctoral pathway at UL	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department	CS/G10/I-SITE Lorraine Action Plan	Percentage of Europeans Percentage of French nationals --> target: aim for 10% Europeans by 2026 Postdoctoral researchers: By contract type (postdoc, ATER, senior researchers), by funding type and geographical origin --> target: increase the number of postdoctoral positions relative to all positions	Jan-22	Dec-23	In progress	Valuing diverse research careers
4.1.6	Developing support for postdoctoral researchers to facilitate their entry into the workforce	VP Research VP Human Resources VP Doctoral Strategy	Research and Valorisation Department Human Resources Department	Contracts and Management Regulations Support for career integration: - Cross-disciplinary training modules - Research-oriented training programme for postdoctoral researchers in English (competitive examinations, research projects, post-postdoc career paths, etc.) - UL schemes (innovation and business creation, and Polaris)	Number of training accounts opened per year or Number of requests to use the training account or usage rate --> target: to be defined at a later date Percentage of postdoctoral researchers aware of the training provision --> target: 100% of postdoctoral researchers informed Number of postdocs who have completed the training modules Number of postdoctoral researchers supported	Jan-24	Dec-26	In progress	Career development and advice Continuous professional development

4.2 Identifying and nurturing talent									
4.2.1	Enhancing the supervisory potential of PhD students by encouraging young researchers to pursue the HDR	VP Research	Research and Valorisation Department	Training Plan	Number of HDR theses defended at the University per year --> target: 70 HDRs/year (in 2023, 60 HDRs) Number of ACTs per year --> target: 160 ACTs per year (in 2023, 173 ACTs)	Jan-15	Dec-21	Extended	Career development and advice Continuous professional development Supervision and mentoring
4.2.2	Promoting post-doctoral employment surveys and the ALUMNI Docteurs network	VP Doctoral Strategy	Doctoral house Delegation for Support, Evaluation and Quality Assurance Partnerships Department	1-year and 3-year surveys, with analysis of circumstances Doctostat	Number of doctoral schools reporting graduate employment --> target: 100% of doctoral schools report post-thesis employment	Jan-22	Dec-26	Extended	Career development and advice
4.2.3	Defining and developing support measures for the careers of research-active teachers	VP Human Resources	Human Resources Department	Procedure for career monitoring, promotion and remuneration Support Plan Summary	Number of people seen by the VP HR / Number of people wishing to be seen x 100 --> 100% of those wishing to be seen are seen by the HR VP	June-17	a) Dec-18 b) Dec-19	Extended	Career development and advice Supervision and mentoring
4.2.4	Strengthen the training plan for researchers in fields related to their activities and align it with needs	VP Human Resources	Human Resources Department	Training plan SU2IP review	Satisfaction rate --> target 80%	Jan-15	Nov-17	Extended	Career development and advice Continuous professional development
4.2.5	Promoting the academic autonomy of higher education institutions	VP Research VP Doctoral strategy	Research and Valorisation Department	Information document (ACT, HDR, funding opportunities, CRCT, public scientific and technological institutions delegation) Training (project development, scientific coordination)	Annual number of HDRs, ACTs, CRCTs (applications, priorities), and public scientific and technological institutions delegations --> targets: CRCT: Award 100% of CRCT ACT: max. 2 per person simultaneously and max. 3 per person prior to the HDR HDR: 10% increase Number of people trained Number of 'young researchers' projects submitted to ANR/year	Jan-22	Dec-23	In progress	Career development and advice
4.2.6	Identifying talent in governance/facilitation	VP Human Resources	Human Resources Department	Manager training plan	Number of people supported and trained in management (senior managers and new managers) --> target: 10% increase over 3 years in the number of people supported and trained Participation of academic staff in open forums	Jan-22	Dec-24	In progress	Career development and advice Supervision and mentoring

4.2.7	Improving support from HR services through a better understanding of existing schemes	VP Human Resources	Human Resources Department	Training for HR staff	Number of people trained --> target: 100% in training	Jan-22	Mar-23	Extended	
4.2.8	Prepare for key appointments and departures (training or research roles, vice-presidency) and support researchers at the end of their contract or career	VP Human Resources	Human Resources Department	Dedicated training	Number of participants --> target: 80% of leavers trained	June-21	Dec-23	Extended	
4.3	Encouraging and supporting the mobility of early-career and experienced research staff								
4.3.1	Promote international mobility through geographical mobility schemes funded by the Université de Lorraine in conjunction with the public scientific and technological institutions	VP HR VP Research VP European and International Strategy	Research and Valorisation Department International and European Relations Department	Dashboard Criteria for awarding CRCT, CPP and public scientific and technological institutions delegations to promote international mobility Continuation of the DREAM and Widen Horizon schemes run by I-SITE Lorraine	Percentage of PhD students participating in exchange programmes (DREAM and others) --> target: 20% increase over 3 years (2023–2026) Percentage of academic staff participating in exchange programmes under CRCT, CPP or delegations --> target: 15% increase for lecturers and researchers over 3 years (2023–2026) Budget allocated to Widen Horizons, DREAM, ERASMUS+ and Eurecapro --> target: 20% increase in the budget spent over 3 years (2023–2026)	Oct-16	Dec-19	Extended	Career development and advice Continuous professional development Valuing diverse research careers
4.3.2	Increase the proportion of CRCT and CPP grants dedicated to mobility (thematic, international...)	VP Research VP Human Resources	Research and Valorisation Department Human Resources Department		Percentage of CRCT and CPP grants awarded to applicants requesting mobility (thematic, international, etc.) --> target: +20% over 3 years for CRCTs and CPPs	Jan-22	Dec-25	Extended	
4.3.3	Proactive policy on staff mobility, including administrative and technical staff	VP Human Resources VP International strategy	Human Resources Department International and European Relations Department	Best practices	Monitoring the percentage of EC and administrative and technical staff participating in mobility schemes	Jan-22	Dec-25	Extended	
4.3.4	Encouraging mobility from the public to the private sector	VP Valorisation	Research and Valorisation Department	UL's guidance note/letter on public-to-private mobility	Number of public-to-private mobility cases for start-up creation --> target: 40% increase over 3 years	March-21	Jan-23	Extended	

4.4 Developing a culture of project support, promotion and knowledge transfer									
4.4.1	Improving support for European project leaders by making the complementary expertise of the various central departments available to strategic project leaders and by offering tools to assist with project set-up	VP European Strategy	Project Engineering and European Strategy Department	Coordination of the 'project support' business line Integration of other relevant central departments into the service offering for project leaders Management of all European projects by the Documentation Unit Specific support for Mundus, MSCA DN/PF and ERC projects	Number of European projects submitted --> Target: 85 for the 2027–2028 academic year	Sept. 25	Dec-28	New	Continuous professional development Career development and advice
4.4.2	Develop additional training courses to support the preparation of ANR and European projects, and to develop project management skills tailored to the context of calls for proposals	VP European Strategy VP Research	Project Engineering and European Strategy Department	Training on the fundamentals of responding to a call for proposals ANR training European training courses targeting: 1. New researchers, 2. Researchers with 5–6 years of scientific experience, 3. University Diploma (DU) students	Number of university lecturer-researchers participating in training initiatives --> Target: 100 in total	Sept. 23	Dec-27	In progress	
4.4.3	Adaptation of the criteria used in the management of internal calls for projects in line with the commitments made upon signing the San Francisco Declaration (DORA) and CoARA.	VP Research VP Open Science	Research and Valorisation Department	CoARA-compliant calls for proposals CoARA Commitment Plan	Proportion of internal calls for proposals assessed using qualitative criteria --> Target: 100%	Jan-23	Dec-29	In progress	Career development and advice Valuing diverse research careers
4.4.4	Offering training in the management and protection of scientific and technical heritage tailored to different groups of researchers	VP Research	Research and Development Department	Training Plan for protection of scientific and technical heritage	Number of researchers who have participated in training initiatives --> target: 10% increase per year over 3 years (65 researchers by 2023) Number of PhD students who took part in training initiatives --> target: a 30% increase per year over 3 years (based on PUI figures for entrepreneurship training; in 2023, this amounted to 143 PhD students).	Jan-17	Dec -20	Extended	Career development and advice Continuous professional development
4.4.5	Expansion of the partnership policy in research	VP Valorisation VP Partnerships	Research and Valorisation Department of Socio-Economic Partnerships	Implementation of a policy with Valorisation partners and the Department of Socio-Economic Partnerships	Number of partnerships (partnership and Valorisation + institutional partners) established 19/04/21: List of schemes created --> targets: 30% increase between 2023 and 2026; 85% increase in exploitation contracts for intellectual property rights	Jan-18	Dec -27	In progress	Career development and advice Valuing diverse research careers

Université de Lorraine supports scientific careers at every stage, through internationalisation programmes, support for setting up European projects, continuing professional development and structured career support. Identifying talent, as well as supporting career development, is a key priority for strengthening the attractiveness and vitality of the research community.

As regards PhD students, the doctoral house has made a portfolio tool available to them *via* the ADUM platform. However, with a view to promoting wider adoption and raising awareness of portfolio use, a working group has been set up to explore this issue. This working group has carried out a benchmarking exercise and a review of existing guides, and has recommended that the competence identified by the National Directory of Professional Certifications (RNCP) entry be highlighted in each doctoral programme description on ADUM. This working group is now focusing on producing a 'Competency-Based Approach' guide (incorporating reference texts, definitions of competencies (transversal, transferable), illustrations, possible tools and frameworks, and training courses dedicated to competencies). Furthermore, currently, around 40 training courses per year are organised online to meet the needs of PhD students who are in employment and/or do not reside in Lorraine. Among these online modules, several are MOOCs (Ethics, Scientific Integrity, Project Management, Career Development, Research Quality) and allow PhD students to undertake the training at their own pace. The doctoral house is actively working to offer online and evening modules that are more easily accessible to employed students. This is already the case for webinars on 'career opportunities after the PhD' and certain English language modules.

The professional integration of PhD students is also a key focus, with the creation of a '[PhD Alumni](#)' [network](#) bringing together over 1,000 PhD graduates and students, as well as a [LinkedIn group](#). Furthermore, a platform called [Doctostat](#) has been developed to facilitate the analysis of various indicators (survey response rates, doctoral pathways, situation three years after their defence, employment characteristics: type of contract, location, income, satisfaction) has been developed. This is a new interactive tool with new features (filtering by cohort, discipline, doctoral school, dynamic visualisation of results, option to export graphs and pages)

With regard to postdoctoral researchers, the introduction of the public-law contract known as the "postdoctoral contract" has enabled the development of a personalised pathway designed to meet the professional and academic needs of this category. To support postdoctoral researchers in their transition into the workforce and as part of the PUI POLARIS programme, new training courses will be made available to them on the themes of innovation and business creation. Furthermore, discussions will begin on developing a training programme focused on academic research and the private sector, specifically for postdoctoral researchers and delivered in English (topics: competitive examinations,

research projects, life after post-doc, etc.). Finally, improvements to HR tools to enable the sending of personalised emails to postdoctoral researchers are planned and form part of the 'simplification' strand of the 'Bien-être & Co' initiative. Finally, discussions will be held with the public scientific and technological institutions (EPSTs) to harmonise practices and possibly establish a joint induction guide with the EPSTs.

In terms of career development, the Université de Lorraine will continue its efforts to encourage mobility and talent development. It aims to increase the number of CRCT and CPP positions abroad and will review the award criteria to promote international mobility. The aim is also to ensure that mobility is better integrated into career plans, in line with the recommendations of the Vice-President for International Strategy. End-of-contract meetings have already been set up by the Euraxess centres and the DRIE to help researchers prepare for their departure or search for a new post, whether for administrative formalities or guidance towards sites dedicated to teaching and research posts (Euraxess Jobs, for example), or even support with this process (SOIP, training courses organised by the ABG, etc.), synergies between the University's internal services will be strengthened to optimise support for international staff.

Support for university lecturer-researchers in their academic careers, going beyond the career monitoring system established by the CNU and always in line with the CoARA commitment plan, is a priority, which will result in the implementation of career monitoring at certain key stages of the career: upon tenure after one year, then at 3 and 5 years. Reflection and experimentation will be carried out in this regard as part of the upcoming HRS4R action plan, in coordination with the teaching and research units, which will enable all types of academic careers and scientific activities to be better recognised, beyond publications. In addition, training initiatives on the ecological transition and Corporate Social Responsibility (CSR)/University Social Responsibility (USR) will be rolled out for university lecturer-researchers, modelled on what is currently offered to students. Following the model of what is currently offered to Vice-Presidents, the end of directors' terms of office will be better prepared for, in particular through training initiatives on the subject.

Finally, talent identification and development will benefit from continued support for project development, the 'Marche +' scheme to assist with project submissions to the national research agency, and through the European and international strategies of Université de Lorraine. With regard to the international strategy, closer ties with research units will be strengthened, notably by organising visits. To encourage international mobility among research staff and facilitate funding for incoming and outgoing mobility, presentations to various laboratories will be organised, building on previous experience. As part of the European strategy, enhanced communication will be implemented to

highlight the continuum of support, encompassing both the European influence aspect (ensuring our scientists' voices are heard in Brussels) and support for project submission and monitoring. As part of the REIL project and, more broadly, the Europe & Projects Strategy masterplan, in addition to the training courses already scheduled, a more in-depth Europe-focused training course aimed at researchers and university lecturer-researchers with 5–6 years' experience will be offered. Finally, a training course on the 'fundamentals of responding to a call for proposals' is planned to provide the golden rules and key principles for ensuring the best possible response to a call for proposals, whether national or European. Research Valorisation and transfer will benefit from the activities of the PUI POLARIS, including the development of training tools on intellectual property and entrepreneurship, shared among partners at the Lorraine site and aimed at researchers, PhD students and staff. An Escape Game will be rolled out for PhD students and researchers to raise awareness of intellectual property, research Valorisation and entrepreneurship. Other participatory training formats are currently being considered, such as a 'Valorisation Fair' featuring a booklet summarising the topics covered during the game, which would be handed out to participants at the end. Initiatives will also be put in place to accelerate the creation of start-ups, such as distributing a flyer to PhD students during the joint doctoral schools' start-of-term day and offering training courses such as a MOOC entitled "Women and Entrepreneurship", and a course on software and patents for PhD students and researchers. A MOOC is also being developed with PEEL, dedicated to entrepreneurship. It will take the form of a series of 18 short videos featuring testimonials from entrepreneurs in 2026 (each video addressing a common misconception to be debunked).