Curie: HR Excellence In research

Summary Report 2023
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A RESPONSIBLE, INCLUSIVE & COMMITTED HR POLICY
HRS4R: a significant recognition

The Institut Curie Research Center (ICRC) was given the HR Excellence in Research label in February 2018. This label, awarded by the European Commission, recognizes scientific institutions that are devoted to the European Human Resources strategy for researchers, known as HRS4R (Human Resources Strategy For Researchers). Since then, the ICRC has embarked on a process of continuous improvement aimed at better implementation of the recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

In the space of five years, we have applied a large number of HRS4R principles from which our research teams and the Institut Curie as a whole can benefit, in terms of ethics, recruiting, working conditions, and training. The implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, together with the preservation of its exceptional research quality, has already made a substantial contribution to the development of the European Research Area.

We are delighted to continue our efforts to establish a more favorable research environment as part of the HRS4R approach’s renewal.

Pr. Alain PUISIEUX, Director of the ICRC
AMBITION

Building a future free of incurable cancers

In 2021, the Curie Foundation celebrated the centenary of its birth. 100 years of scientific genius in the fight against cancer. Since then, the Institute has fully embraced the mission bequeathed to it by its illustrious founder, Marie CURIE. Treatment, research and knowledge transfer are key to successfully meet the challenges posed by cancer.

The IRCR and its hospital Group are located at three locations (Paris, Saint-Cloud, and Orsay) and share the same goal: to advance knowledge and the fight against cancer. The former is conducting outstanding fundamental research to address key scientific and technological concerns. The latter two conducts cutting-edge research and treats all cancers, including the most uncommon. Institut Curie is a recognized charity foundation (FRUP) and is authorized to accept donations and legacies, which are administered by its head office, which is in charge of creating relationships with its donors and ensuring that these resources are appropriately deployed. This financing helps to ensure our freedom of action and independence, as well as our ability to experiment and innovate.

As you read these words, the process of reflection that will propel Institut Curie into the next decade has begun. The Curie 2030 Strategic Plan has been developed with input from all staff. An ambitious effort that commits us to creating a future free of cancer.
Institut Curie
The HRS4R Approach

The European Commission has launched the Human Resources Strategy for Researchers (HRS4R) in order to build an effective European Research Area. Its aim is to make researchers’ careers more attractive, guarantee equal access to employment and facilitate employee mobility.

4 Principles
The assessment criteria for the HRS4R label are based on the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. They cover the following aspects: Ethics & Scientific Integrity; Recruitment & Induction Policy; Working Conditions & Employment; Training & Professional Development.

HRS4R Strategy
Institut Curie was one of the first European organizations to sign up for the European Charter and Code of Conduct for Researcher Recruitment. By joining the HR Excellence in Research program, the Institute commits to establishing its priorities in terms of social policy and the research environment.

Governance
A strategic committee led by the Director of the ICRC, assisted by the Deputy Director and the HR Director, as well as the HR Development Manager in her function as Referent for the label, ensures the coherence of the HRS4R strategy and the monitoring of improvement initiatives. This group meets on a regular basis to monitor the progress of the action plan and the overall approach.

A FOUR-STAGE PROCEDURE

<table>
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<th>Internal Examination</th>
<th>Strategy Development</th>
<th>Action Plan &amp; Implementation</th>
<th>Continuous Improvement</th>
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<td>In-depth examination of the Institut Curie’s human resources policy and identification of areas for improvement.</td>
<td>Concentration on career advancement, work-life balance, diversity and inclusion, as well as recognition and reward.</td>
<td>Training and mentoring, international mobility, inclusion, and internal communication are all actions that help researchers advance their careers.</td>
<td>Assessing the success of the implemented measures: diagnostics with researchers and data analysis on recruitment and retention.</td>
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The ICRC is committed to effectively renewing its HRS4R label in a collaborative spirit by implementing this action plan.

**ACTION 1.**
**HR strategy for Researchers**
The ICRC is undertaking a detailed strategy to improve HR management for researchers, in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

**ACTION 2.**
**Ongoing Training & Professional Development**
The ICRC enhances the skills of its researchers and helps them to progress in their careers. Partnerships with a number of organizations enable us to offer a rich catalogue of training courses and tailored management paths.

**ACTION 3.**
**Internal Communication**
The ICRC increases transparency and clarity in information about HR policy, recruitment processes, and working conditions.

**ACTION 4.**
**Diversity & Inclusion**
The ICRC creates programs and activities to attract and advance researchers from diverse geographical and professional backgrounds.

**ACTION 5.**
**On-site Diagnostics**
The ICRC analyzes recruitment and retention statistics by conducting field diagnostics and identifying areas for improvement.

**ACTION 6.**
**Monitoring Results**
The ICRC monitors the outcomes of its HR policy, ensuring that the goals are met and makes modifications as needed.
Institut Curie aspires to become extensively involved in executing initiatives to enhance the integrity and ethics of scientific research as a committed and recognized player in French research.

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<th>PRINCIPLE 1. ETHICS &amp; DEONTOLOGY</th>
<th>PRINCIPLE 2. BEST PRACTICES IN THE FIELD OF RESEARCH</th>
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<tr>
<td><strong>KEY OBJECTIVES</strong></td>
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<tr>
<td>• To adhere to <strong>recognized ethical norms</strong> and basic <strong>ethical concepts</strong> in our fields;</td>
<td>• To use <strong>safe working procedures</strong> that are compliant with national legislation;</td>
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<td>• To keep up to date with the <strong>legislation and regulations governing</strong> our professional activities and to comply with them;</td>
<td>• To take the necessary precautions to ensure health and safety;</td>
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<td>• To incorporate <strong>research integrity norms</strong> into teaching programs, particularly those for Masters and Doctorate degrees</td>
<td>• To be aware of current <strong>national legal requirements</strong> concerning data protection and confidentiality.</td>
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<td><strong>KEY ACTIONS</strong></td>
<td><strong>KEY ACTIONS</strong></td>
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<td>• <strong>Scientific integrity officers</strong> who help to raise awareness among all staff of scientific integrity issues;</td>
<td>• <strong>Anyone utilizing a computer must sign a charter to utilize the information system</strong>;</td>
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<td>• <strong>Two training sessions a year</strong>, based on case studies, compulsory for doctoral students and highly encouraged for newcomers.</td>
<td>• A division devoted to <strong>organizing, improving, and making available data</strong> valuable for research purposes;</td>
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<td>• A method for dealing with <strong>threats or substantial harm</strong> to the public interest.</td>
<td>• <strong>Webinars</strong> on data protection and training on <strong>Open Science</strong>.</td>
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<td>• <strong>Researcher prizes and distinctions</strong> are listed and conveyed by the Institute’s Communications Department: <strong>Ruban Rose Prize</strong>, <strong>CNRS Medals</strong>, <strong>INSERM Grand Prize</strong>.</td>
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17,128
Patients under treatment in 2022

1,035
Publications by Institut Curie in 2022

Institut Curie’s 3-minute video on scientific integrity

Institut Curie Journal #134 - May 2023
INTERACTIVE RESOURCES

99-seconds video to understand biology of development (Science Festival)

Research open to the world

36 Prizes won in 2022

77 Ethnicities at the ICRC in 2022
PRINCIPLE 3. COMMITMENT TO THE SOCIETY

KEY OBJECTIVES
- To ensure that research activities are brought to the notice of the general public;
- To increase society's comprehension of science.

KEY ACTIONS
- Participation in major events in the world of research: Fête de la Science, Fresque du climat; Semaine de la jonquille, Course des Lumières.
- Curie Museum: a free museum open to the public that shares the Institute's history and principles (guided tours are organized in-house for our staff).
- Arbre des connaissances: an association run by researchers who want to involve the general public and future generations in their love for research and their scientific knowledge.
- Participation of the Institute’s researchers in Native Scientist’s humanitarian programmes by running workshops to raise raising awareness of science.
- Seminars and international courses organised in the areas covered by the medical-scientific programme.

PRINCIPLE 4. NON-DISCRIMINATION

KEY OBJECTIVES
- To not discriminate people based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition, or any other factor;
- To take concrete steps to advance equality, diversity, and accessibility.

KEY ACTIONS
- Collective agreements on people with disabilities and professional equality.
- French language course is available for researchers who want to study the language;
- An annual conference on International Women’s Rights Day, March 8, to discuss and converse on sexist behavior and discrimination, as well as the role of gender stereotypes and their reproduction in the workplace.
- Participation in SEEPH, the European Week for the Employment of People with disabilities.
- Excellent result in the Professional Equality Index (84/100) and certification Gender Equality Plan label.
Recruitment & induction policy

The HR approach at Institut Curie reflects a common commitment to open, transparent, and merit-based recruitment, while also valuing the unique features of each individual.

PRINCIPLE 1. CODE OF ETHICS

KEY OBJECTIVES
- To encourage fair recruiting;
- To establish entry and admission criteria for researchers;
- To make access easier for disadvantaged populations, such as teachers returning to a research career.

KEY ACTIONS
- A structured procedure for each type of recruitment, with criteria, processes, and resources indicated in the job ad;
- A Human Resources Development Officer to assist with these recruitment processes;
  > Effort completed by the creation of a guide detailing how to follow a structured recruitment process.
- Implementation of a technology that provides an application management platform to assist recruitment activities such as distribution, selection, reporting, and traceability;
- Inclusive recruitment: to ensure equal possibilities, career options are made available to those with disabilities.

PRINCIPLE 2. PRACTICE TRANSPARENCY

KEY OBJECTIVES
- Before the selection process, to inform candidates about the recruitment process, the selection criteria, the number of positions available, and career growth opportunities;
- At the end of the selection process, to inform them of their application’s strengths and faults.

KEY ACTIONS
- Job offers that explain the stages of the recruitment process, the primary selection criteria, and the number of positions offered. Prospects for career advancement are highlighted on a dedicated website, the link to which is included in the workplan;
- A member of the selection committee contacts successful candidates to confirm their application and to inform them of their strengths and areas for improvement;
- All employees have access to the recruitment charter and handbook.
New ICRC employees by 2022

Dedicated job posting website

Research teams
The Gender Equality, Diversity, & Inclusion Plan (PDF)
**Recruitment & induction policy**

**PRINCIPLE 3. SELECTION PROCESS**

**KEY OBJECTIVES**
- To bring together varied skills and knowledge together;
- To represent an appropriate balance between men and women;
- To include members from various sectors (public and private) and disciplines, as well as those from other nations.

**KEY ACTIONS**
- A wide range of selection practices: pre-selection via telephone interviews, team video calls with one or two researchers from the research unit, in-depth interview with a member of the selection committee, presentation of the research project.
- Parity of selection committees for the recruitment of PhDs.
- Welcoming sixty different nationalities to the ICRC: each newcomer benefits from a personalized integration process following an individual meeting with an HR officer.
- An office to help staff of foreign nationalities to settle in France and to assist them with administrative formalities (obtaining a residence permit, creating a national insurance number, opening a bank account, housing assistance, etc.).

**PRINCIPLE 4. JUDGING MERIT**

**KEY OBJECTIVES**
- To place bibliometric indicators in the context of a broader set of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, research management, innovation, and public awareness efforts.

**KEY ACTIONS**
- Inclusion of both qualitative and quantitative criteria in the recruitment guide: potential and skills, team spirit, ability to lead more junior members of the team, ability to integrate into the ICRC culture;
- A charter for the recruitment of researchers, which stipulates specific aspects of the hiring of researchers, such as worldwide mobility and acknowledgement of their qualifications and expertise.
Institut Curie is convinced that the quality of the environment is the foundation of excellent research and teaching.

**PRINCIPLE 1. WORKING CONDITIONS**

**KEY OBJECTIVES**
- To provide sufficient flexibility to complete research work in accordance with current national legislations and national or sectoral collective agreements;
- To offer working conditions that make it possible to combine family and work, children and career.

**KEY ACTIONS**
- Collective agreements on teleworking and working time management to encourage work/life balance.
- Signing of a charter on the right to disconnect.
- Head of Mission Handicap to assist establishments in improving access to our enterprises and training courses for RQTH;
- Discussions about balancing family life and work conditions: interviews with HR and/or managers, meetings with the occupational health department each time an employee returns from a long absence;
- Establishment of nursery facilities and accessible canteens on our properties, among other things.

**PRINCIPLE 2. RESEARCH ENVIRONMENT**

**KEY OBJECTIVES**
- To create a stimulating research environment offering the most appropriate facilities and possibilities, particularly for remote collaboration via research networks;
- To comply with national or sectoral regulations relating to health and safety in research.

**KEY ACTIONS**
- CSR: training in the field of research to promote sustainable development and ecological measures (climate fresco, carbon emissions reduction, etc.);
- Risk prevention: program in collaboration with the HSE and occupational health and prevention departments (workstation study, MSD, work in animal houses, deafness, addiction assistance and smoking cessation, etc.);
- RPS/VSS: prevention of sexism and sexual violence prevention and awareness-raising actions (listening and monitoring unit, anonymous reporting website, etc.).
Company agreement in favour of professional equality within the Institute
INTERACTIVE RESOURCES

Career development & mentoring at Institut Curie

One mission: to train

700 Students, doctoral & post-doctoral students
Working conditions & employment

PRINCIPLE 3. CAREER DEVELOPMENT

KEY OBJECTIVES
• To create a career development strategy at all stages of researchers’ careers;
• To consider whether mentors are available to provide assistance and guidance for their professional future.

KEY ACTIONS
• Mentoring for each job level:
  > Doctoral students: thesis committee made up of a thesis director, a mentor and a representative of the doctoral school.
  > Post-doct: mentoring role supported by supervisors.
  > Junior Principal Investigator: each JPI has an external mentor.
• A teaching unit that creates a diverse range of courses to fulfill the demands of researchers;
• ADIC (Association of doctoral students and young post-docs at the Institut Curie) to help young researchers at Institut Curie integrate into the scientific community.
• Bi-annual bilingual welcome day for new arrivals to encourage exchanges about all activities of the IRC.
• Integration day for new arrivals twice a year with PSL, to be repeated in autumn 2023 for the IRC.

PRINCIPLE 4. SALARIES & FINANCING

KEY OBJECTIVES
• To provide attractive financing and/or salary terms, as well as adequate social security guarantees. Provisions for social security.

KEY ACTIONS
• Pay equality for post-docs with a compensation level based exclusively on experience;
• Installation allowance for post-doctoral researchers coming from abroad;
• Compulsory additional health and provident insurance that can cover additional people or previous employees.
• Structuring programmes for Research Units and teams to accelerate scientific collaboration and support the emergence of new projects: Institut Carnot Curie Cancer, labEx DEEP, labEx CELL(N) SCALE, labEx DCBIOL, PSL - Qlife, SIRIC.
The ICRC provides comprehensive training to all of its researchers, with a special emphasis on supervision and administration.

**PRINCIPLE 1. SUPERVISION & MANAGEMENT DUTIES**

**KEY OBJECTIVES**
- To provide a point of reference for consultations by early career researchers to help them execute their professional tasks;
- To ensure that the prospective thesis supervisors/interns have the necessary time, knowledge, experience, skill, and commitment to provide adequate support.

**KEY ACTIONS**
- Thesis supervisors must have an HDR (habilitation to supervise research);
- Supervisors must attend a two-day management training course as part of the EuReCa 2020-2022 initiative;
- Compulsory one-day coaching course for supervisors of the EuReCa COFUND PRINCIPLE 2.

**PRINCIPLE 2. RELATIONSHIPS WITH SUPERVISORS**

**KEY OBJECTIVES**
- To develop structured and consistent interactions with thesis/internship supervisors and their faculty/departmental representatives;
- To stick to agreed-upon programs, milestones, deliverables, and research outcomes.

**KEY ACTIONS**
- Specific professional interview campaign dedicated to doctoral students, with support from their manager from the moment they arrive (thesis framework and induction interview, follow-up interview, etc.);
- Promoting international partnerships and coordinating research training activities.
- Attendance at welcome days and mentor lectures.
12,000 Annual hours devoted to education & training

8,470 Annual hours devoted to supervision

Institut Curie’s training courses (PDF)

The 2020 financial report (PDF)
INTERACTIVE RESOURCE

Annual Report 2021 (PDF)

14 Annual scientific courses
**PRINCIPLE 3. CONTINUOUS PROFESSIONAL DEVELOPMENT**

**KEY OBJECTIVES**
- To assist researchers in improving their abilities by continually upgrading and developing them.

**KEY ACTIONS**
- Access to comprehensive, customized training content, including software skills, non-technical skills (conflict resolution, psychological risk management, etc.), and research skills;
- International courses accredited by academic partners are available to anyone at the Institute, again covering a wide range of topics such as cancerology, biology, use of laboratory equipment, scientific integrity, etc.;
- Organization of regular seminars, conferences, and workshops, etc.

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**PRINCIPLE 4. ACCESS TO RESEARCH**

**KEY OBJECTIVES**
- To provide opportunities to build employable skills and knowledge.

**KEY ACTIONS**
- A wide range of training courses are available to researchers through the PSL University (Paris sciences et lettres) to ensure researchers’ long-term employment;
- A quarterly PSL catalogue is available to everyone;
- A year-round continuous training programme to develop the careers and promote the competitiveness of our employees at international level.
- A teaching department offering courses in a range of cross-disciplinary skills, with the option to choose different career paths.

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68 New doctoral students hired in 2022
Curie Plan 2030: Towards a social future

In 2022, Institut Curie embarked on the construction of its new «Curie 2030» project to set a course for 2030. What is at the heart of this strategic rethinking? A massive social effort aimed to respond even more closely to the HRS4R label’s ideas, a critical method to meeting today’s and tomorrow’s human concerns.
A FINAL WORD

A humanist institute that takes care of everyone

AMBITION 1.
Acknowledging and Embodying Curie’s Values
Innovation, dedication, humanism, openness, sharing, efficiency, goodness, and solidarity... Internally (recruitment policy) and internationally (partnership policy), the Institute is devoted to promoting the ideals that underpin its identity and govern its actions.

AMBITION 2.
Improved Reception, Integration & Assistance
In accordance with its jobs and skills management policy, the Institute is developing a training policy in the form of career paths within its entities. Career growth and mobility opportunities will be made more apparent and accessible through increased communication.

AMBITION 3
Become a Benchmark in Quality of Life at Work
The Institute aspires to be a leader in prevention, health, safety, and working conditions policy by 2030. To achieve this goal, the tools and skills required to detect persons at risk will be increased, as will programs that promote a healthier work-life balance.

AMBITION 5
Educating Managers and Fostering Innovation
The Institute is committed to developing a management training curriculum. This mandatory course will help managers better prepare for the nuances of their profession. Furthermore, inter-entity interactions are organized in designated locations to foster a genuine managerial community.