



**CENTRALE  
LYON**

# HRS4R

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## **HUMAN RESOURCES STRATEGY FOR RESEARCHERS**

Self-assessment report 2022-2025

Application for renewal of the label



HR EXCELLENCE IN RESEARCH

Ecole Centrale de Lyon

03/02/2026



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### ***Abbreviations***

CODIR	Management Committee, including the directors of research laboratories
CS	Scientific Council
CSA	Social Administration Committee
DPRV	Research and Development Partnership Department
DDRS	Sustainable Development and Social Responsibility
HRS4R	Human Resources Strategy for Researchers
AI	Artificial Intelligence
OTM-R	Open, Transparent and Merit-based Recruitment
QVCT	Quality of Life and Working Conditions
HR	Human Resources



## 1. Presentation of Ecole Centrale de Lyon

The Ecole Centrale de Lyon, also called Centrale Lyon, is a French public institution of higher education and research, created in 1857. About 3,640 students are trained each year, 25% of them are international students.

Research is a major activity of ECL, thanks to its 6 laboratories and 256 researchers, active in engineering sciences: acoustics, systems dynamics, electrical engineering, computer science, mathematics, fluid mechanics, nanotechnologies, tribology, etc. ECL is also involved in 8 international laboratories, with Australia, Brazil, Canada, Japan, South Korea, and Spain, and leads a close collaboration with the industrial research community.

### Indicators

<b>STAFF &amp; STUDENTS (2024)</b>	<b>Full Time Equivalent FTE</b>
Total researchers	250.4
Of whom are international (i.e. foreign nationality)	71.7
Of whom are externally funded (i.e. for whom the organisation is the host organisation)	78.1
Of whom are women	55.2
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor)	131.8
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher)	36.6
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice)	82
Total number of students (if relevant)	3 094
Total number of staff (including management, administrative, teaching, and research staff)	523.6
<b>RESEARCH FUNDING (2024)</b>	<b>Montant (M€)</b>
Total annual organisational budget	58.4
Annual organisational direct government funding (designated for research)	12.0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10.5
Annual funding from private, non-government sources, designated for research	4.7

Table 1 : Centrale Lyon 2024 indicators

## 2. Implementation of the HRS4R action plan

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### *The HRS4R policy*

In 2007, Centrale Lyon committed itself to a process of progress concerning the recruitment, career and mobility of researchers, by signing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The Charter and the Code advocate 40 principles to promote the mobility and career of researchers in Europe according to 4 main axes:

- Ethical and professional principles (freedom of research, non-discrimination, evaluation...)
- Recruitment (transparency of procedures, judgement on merit, valuing mobility, etc.)
- Working conditions and safety (research environment, career development, gender equality, representation, etc.)
- Training (supervision/mentoring, access to training, continuing professional development, etc.)

The European Commission urges each education and research institution to go further in this process, and to this end, launched under the French EU Presidency in 2008, the Human Resources Strategy for Researchers (HRS4R) which encourages to

- Deploy its human resources management strategy in research,
- Develop its practices and get as close as possible to the recommendations set out in the European Charter for Researchers and the Recruitment Code.

Centrale Lyon wished to pursue its approach on this subject by applying for HRS4R labelling in 2019, including an analysis of the existing situation, the identification of progress margins and an action plan over 24 months.

Centrale Lyon obtained the HRS4R label in 2020, thus enabling it to extend its visibility at the European and international levels, to increase its attractiveness and to continue its activity in the European research framework programme.

With a view to continuous improvement, Centrale Lyon then carried out an internal evaluation of its HRS4R action plan in July 2022. This enabled it to identify the actions that had been carried out, those to be continued and new actions to be implemented over the next three years in order to advance its human resources strategy for researchers. This update to the action plan was naturally part of the institution's quality of life and working conditions (QLWC) approach and its 2030 strategy.

In 2026, Centrale Lyon entered the renewal phase of its certification and will welcome auditors in the spring to conduct an on-site visit and review the institution's self-assessment.



### ***Follow-up arrangements for the action plan***

In order to ensure the follow-up of the HRS4R action plan defined in 2019, a steering committee of 3 people has been set up involving the General Director of Services, the Director of Human Resources and the Head of the Research and Development Partnership Department (DPRV). The Steering Committee reports twice a year to the Supervisory Committee, which is composed of the Director of the organisation (President) and the Director of Research and Innovation.

This steering committee is led by the project manager, who is also responsible for European affairs within the DPRV Department, under the aegis of the research department. She has met several times a year with each of the people responsible for the planned actions, in order to ensure the continuity of the action plan and possibly the pooling of certain ideas related to several actions.

For the next period (2026–2028), an annual review of the HRS4R action plan will be presented to two bodies within the organisation in which the researchers are represented (R1 to R4), in order to gather their opinions on a regular basis: the Scientific Council (SC) and the Social Administration Committee (SAC).

### ***Context***

Three major events impacted the institution during the rollout of the initial action plan, from 2020 to 2022: the COVID-19 crisis in 2020, the integration of the École Nationale des Ingénieurs de Saint-Étienne (ENISE), which became an internal school of Centrale Lyon in 2021, and the change of several members of the institution's management in 2022.

Since the internal evaluation in 2022, the main major development has been the adoption by Centrale Lyon of its [2030 strategy](#), incorporating several activities from the HRS4R action plan, in particular management and quality of life at work, thus demonstrating the desire to develop HR practices in the spirit of continuous improvement. This strategy also considered Centrale Lyon's sustainable development and social responsibility (DDRS), particularly in the field of research, thus enabling reflection on the HRS4R action plan with this new field of operation.

## **3. Action plan assessment**

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### ***Evolution of the institution's strengths and weaknesses***

The implementation of the HRS4R action plan since 2020 has led to changes in the strengths and weaknesses of the institution identified during the initial analysis phase. The main developments are detailed below for each of the four pillars of the European Charter for Researchers.

#### ***Ethical and professional aspects***

In 2020, the Open Science project led to the definition of an institutional policy, the development of a guide for researchers, and support for researchers in their open access publishing efforts and in opening up research data. This initiative has been continued in recent years with the roll-out of operations relating to the preservation and opening up of research data, as well as the updating of the [Open Science roadmap](#) at Centrale Lyon.

Several initiatives have been carried out with regard to research ethics:

- One focused on regulations, with the appointment of 10 representatives to monitor and collect complaints concerning ethics, reports issued by whistleblowers, scientific integrity, secularism, gender equality, disability, discrimination (including racism and anti-Semitism), risk prevention (including psychosocial risks), data protection, and defence security.
- Another focused on events for students, researchers, and ECL staff to meet and exchange ideas, known as 'ethics cafés', which take place several times a year on a given theme, with testimonials from researchers, sociologists, and philosophers.
- A final initiative focuses on artificial intelligence, with the drafting and dissemination of the Charter for the Use of AI.

These achievements demonstrate the institution's progress in this area, but there is still room for improvement, particularly in terms of incorporating AI into research and research support, as well as integrating the MSCA Green Charter into the organisation's DDRS.

### *Recruitment and selection – OTM-R policy*

In this area, the Centrale Lyon's greatest weakness lay in OTM (open, transparent and merit-based) recruitment: although this practice has been in place for many years for the recruitment of civil servant researchers, it had not been implemented for contract researchers. This particularly affected R1 and R2 researchers recruited on research contracts funded by the State or the European Commission, but also by industrial partners.

The OTM recruitment policy was defined in consultation with HR and researcher representatives, and was presented to the Executive Committee in December 2021. However, in order to limit the administrative burden associated with this new recruitment policy, the implementation of OTM recruitment was postponed until January 2023, with the whole of 2022 being devoted to identifying and deploying a tool that was suitable and compatible with GDPR regulations.

OTM recruitment has therefore been carried out for all R1 to R4 researchers for the past three years, both within the institution and within its subsidiary, Centrale Innovation. As the Centrale Lyon's subsidiary manages some of the institution's research projects, it regularly recruits researchers. Consequently, the subsidiary has also defined an OTM-R policy, which it has been applying since 2023.

Beyond this OTM-R project, an analysis of the status of researchers has shown that R2-level researchers have until now been considered in France as young researchers (minimum 3 years' experience). They benefit from an employment contract with the title 'Research Engineer', without being awarded the title of post-doctoral researcher, which would facilitate recognition of their position at international level. A new action in this area is therefore the introduction of a 'post-doctoral' employment contract.

### *Working conditions*

The main action taken in this area concerns the development of an action plan for quality of life and working conditions (QLWC), developed jointly with the school's staff and management. Based on an assessment carried out in 2022, 99 actions were identified and prioritised, leading to the definition of a plan of 26 actions for the years 2022-2024, which was reviewed in 2025. A new survey was conducted in 2025 to identify emerging areas for action, which led to the definition of 18 new actions, the interim review of which will be carried out in 2026.

This QLWC monitoring considers, in particular, the institution's risk management (including psychosocial risks), the 'disability' master plan, the gender equality plan, etc.

Analysis of this area highlighted a new action implemented since 2024 concerning the reception and integration of international researchers, which should be rolled out on a larger scale to make the institution more attractive to researchers arriving from abroad.

### **Training and development**

In terms of researcher training and development, the organisation's strength lies in providing lifelong training for researchers, from R1 to R4 level. It offers a wide range of training courses covering science and technology, languages and soft skills.

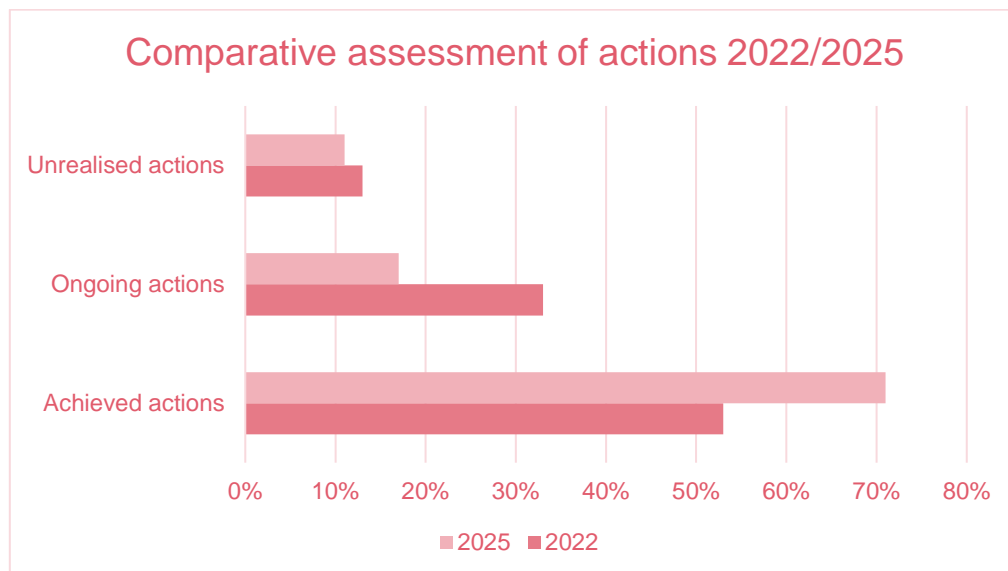
In this area, Centrale Lyon has supplemented its training offering with the implementation of a training programme for supervisors/thesis directors on the supervision of doctoral students, and aims to extend this to all research supervisors, particularly new arrivals. This training is also included in the QLWC action plan.

One action has been initiated but has not yet been finalised: providing support to contract researchers in continuing their careers after a fixed-term contract at ECL.

### **Follow-up of actions**

The action plan established in 2019 identified 30 objectives to be achieved between 2020 and 2022, to which five new actions were added in 2022.

An analysis of this plan, carried out in January 2026, shows that 31 actions have been partially or fully achieved (i.e. 89% of the planned actions), and that seven actions falling within the scope of the HRS4R strategy, which were not initially planned, have also been achieved.



**Figure 1** : Comparative assessment of actions 2022/2025

Table 2 summarises the status of all actions planned in the initial plan, as well as new actions added in 2022. Uncompleted actions are rescheduled for the period 2026-2028, with their new completion date indicated next to their status. For completed actions, their completion date is mentioned. Finally, seven ongoing actions are marked as 'extended' in relation to a new, broader action.

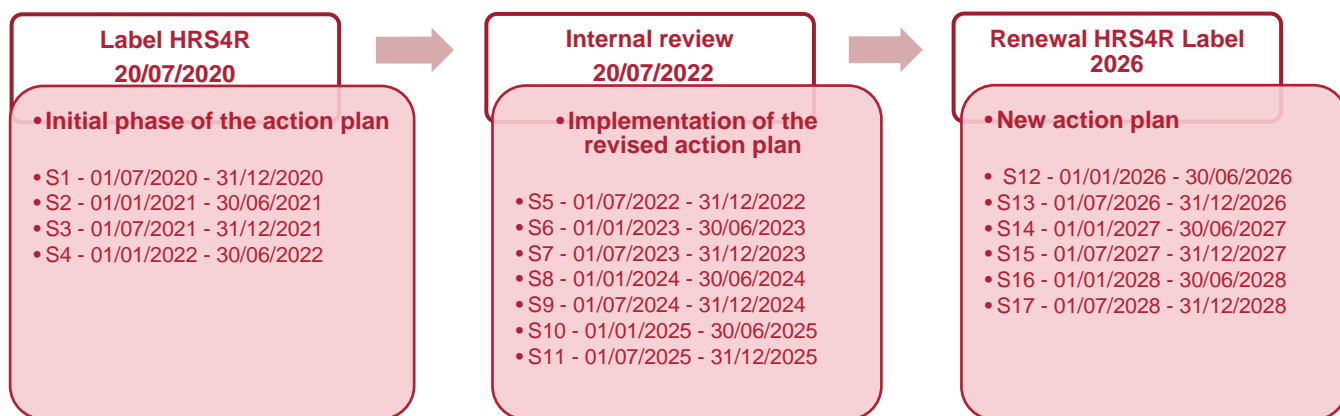


Figure 2: Timeline for the action plan monitoring

<i>Proposed actions</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>Current state / timing</i>
1. Newcomers' guide to be completed with fundamental principles of research freedom and ethics	S1	Communication Department	Dedicated intranet page / Researchers R1 to R4	Achieved / S10
2. Establishment of a charter informing researchers of their rights and duties	S1	Research and Innovation Department	Existence of the charter / Researchers R1 to R4	Extented (Action 41) / S15
3. Written procedure for the mobility of researchers	S1	HR Department	Written procedure, validated and published on the ECL intranet / civil servant researchers R3 and R4	Achieved / S2
4. Deontology committee and ethics charter for research professions to be made known	S2	Services Department	Dedicated intranet page / Researchers R1 to R4	Achieved / S10
5. Anti-plagiarism procedure to be generalised	S1	Research and Innovation Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4	Extented (Action 41) / S15
6. Establishment of an ethics committee or appointment of a scientific integrity referent	S1	Management Board	Establishment of an ethics committee or appointment of a referent / All researchers R1 to R4	Achieved / S1
7. Large Communication on HRS4R policy	S1	Communication Department	Visibility on the internet and intranet websites/ All researchers R1 to R4	Achieved / S1
8. Training for department Heads	S4	HR Department	Training Program / Department Heads (R3 and R4)	Achieved / S3
9. Engagement letter for department heads	S2	HR Department	Engagement Letter / Department Heads (R3 and R4)	Achieved / S9
10. Verification of requests for cumulating activities	S4	HR Department	Written procedure, validated and published	Achieved / S1



			on the ECL intranet / civil servant researchers R3 and R4	
11. Application of the Decree on Patent registration Incentive	S2	Research and Innovation Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4	Achieved / S2
12. Generalize internal meetings with researchers and administrative staff to launch research projects	S1	Research and Innovation Department	% project start meeting in relation to the number of projects / All researchers R1 to R4	Achieved / S1
13. Communicate on the General Data Protection Regulations (GDPR)	S1	Communication Department	Dedicated intranet page / All researchers R1 to R4	Achieved / S1
14. Backup, encryption and archiving of research data	S4	Research and Innovation Department	Written procedure, validated and published on the ECL intranet / All researchers R1 to R4	In progress /S16
15. Appoint missing security referents in research laboratories	S1	Services Department	Actual appointments and information / All researchers R1 to R4	Achieved / S4
16. Open Science Institution Policy	S2	Research and Innovation Department	Written and published Open Science policy / All researchers R1 to R4	Achieved / S1
17. Publication of an open access / open data guide	S2	Research and Innovation Department	Written and published guide / All researchers R1 to R4	Achieved / S1
18. Communicate on the gender equality and non-discrimination charters	S1	Communication Department	Visibility on the internet and intranet websites/ All researchers R1 to R4	Achieved / S1
19. Definition of the OTM-R recruitment policy for contract researchers	S3	HR Department	Written and validated OTM-R procedure / contract researchers (R1 and R2)	Achieved / S3
20. Publication of the OTM-R policy	S3	HR Department Communication Department	Publication of the ECL OTM-R policy on the websites (FR and EN) / All researchers R1 to R4	Achieved /S6
21. Initiate the psychosocial risk prevention plan	S4	Management Board	Prevention plan under development / all researchers R1 to R4	Achieved /S8
22. Quality of Work Life Action Plan	S4	Management Board	Action plan under development / All researchers R1 to R4	Achieved /S5
23. Generalize professional interviews to contract researchers, and to teacher-researchers on request	S2	HR Department	% of interviews conducted / contract researchers (R1 and R2) and teacher-researchers (R3 and R4)	Extended (Action 41) / S15
24. Record provisional vs. actual service declarations	S4	Studies Department	Procedure for determining the provisional vs. actual services / Teacher-researchers (R3 and R4)	Achieved /S6
25. Reminder to doctoral students of the need to complete teaching hours to obtain a qualification	S1	Research and Innovation Department	Integration in the doctoral students' charter / PhD students(R1)	In progress /S12
26. Promote the European doctoral label and information on the diploma	S1	Research and Innovation Department	Integration in the doctoral students' charter / PhD students(R1)	In progress /S12

supplement during mobility during the doctorate				
27. Setting up an interview 3 months before the end of the contract for ending contract researchers	S3	HR Department	% of interviews conducted vs. end of contract departures / Contract researchers (R1 and R2)	Extended (Action 41) / S15
28. Return to work training for ending contract researchers	S3	HR Department	% of trainings conducted vs. end of contract departures / Contract researchers (R1 and R2)	Extended (Action 41) / S15
29. Appointment of a mediator to receive complaints	S2	Management Board	Appointment of a mediator / All researchers (R1 to R4)	Achieved / S10
30. Management training for supervisors / directors of thesis	S3	HR Department	Training implemented and offered / supervisors, thesis directors (R3 and R4)	Achieved / S3
31. Translation of emails and important administrative documents in English for foreign researchers (employment contract, charters...)	S10	HR Department	% documents translated / documents identified / All researchers	Extended (Action 38) / S13
32. Management training for supervisors of contract researchers	S8	HR Department	Training implemented and offered to supervisors / Supervisors	Extended (Action 41) / S15
33. Implementation of a tool to help recruit contract researchers	S7	Research and Innovation Department	Software in use / contract researchers (R1 and R2)	Achieved / S5
34. Application of the OTM-R procedure for contract researchers	S8	HR Department	% of contract researchers recruited who have followed the OTM-R procedure / All contract researchers	Achieved / S6
35. Publication of names of referents and procedures for contacting them (complaints)	S6	Management board	Names and procedures published on the intranet / All researchers	Achieved / S10

Table 2: Status of actions in the 2020-2025 period

Table 3 lists the actions that were carried out but were not included in either the initial action plan or the revised action plan.

<i>Proposed actions</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>	<i>Current state / timing</i>
Deployment of teleworking	S3	HR Department	Procedure disseminated and implemented / All researchers	Achieved /S3
Action plan for professional equality between women and men	S3	Management board	Action plan drafted, approved and published on the website / All researchers	Achieved /S3
Charter against sexual and sexist violence	S4	Management board	Charter drafted, approved and published on the website / All researchers	Achieved /S4
Support for international researchers arriving in France	S8	Research and Innovation Department	Number of researchers supported	Achieved / S8
Disability master plan	S8	HR Department	Document published	Achieved / S8
Online training - gender inequality in research	S9	Services Department	Number of researchers and research support staff completing the online training course	Achieved / S9
Charter on the use of AI	S11	Management board	Charter disseminated	Achieved / S11

Table 3: list of unforeseen actions carried out during the period 2020-2025

## 4. New action plan

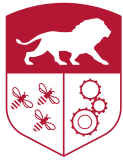
The new action plan for the period 2026-2028 was developed based on several factors.

Firstly, it considered researchers' opinions on how they would like to see the institution evolve in order to better support them in their work. These opinions were gathered through six workshops organised between December 2023 and May 2025, in which 37 volunteer researchers participated in order to carry out a SWOT analysis in relation to their research promotion missions. This SWOT analysis identified areas for improvement and brought new needs to light, resulting in an action plan to promote research.

On the other hand, considering changes in the research environment at European level through ERA structural policies:

- Action 4 'Making research careers more attractive and sustainable and supporting mobility',
- Action 5 'Reforming research evaluation',
- Action 6 'Developing knowledge-sharing capacities and activities',

Also drawing on the conclusions of the CoARA consortium.



Finally, considering the 20 principles of the new European Charter for Researchers published in November 2023.

<b>Proposed actions</b>	<b>Timing</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>	<b>Current state / timing</b>
36. Integration of the MSCA Green Charter into the DDRS action plan	S13	Major Transitions Development Department	Updated DDRS action plan / All researchers	
37. Considering AI in research and research support	S14	Research and Innovation Department	Definition and publication of the guidelines for the use of AI in research and research support / All researchers	
38. Definition of an action plan to attract international researchers	S13	Research and Innovation Department	Action plan established and Integrated into the objectives of the relevant departments / All researchers	
39. Implementation of the action plan to encourage the research valorisation	S17	Research and Innovation Department	Monitoring of the action plan – annual review presented to the Scientific Council (CS) and the Social Administration Committee (CSA) / All researchers	
40. Creation of a postdoctoral employment contract	S13	HR Department	Postdoctoral employment contract created and used / R2 researchers	
41. Analysis of actions 4, 5 and 6 of the ERA structural policies and the conclusions of the CoARA consortium, and identification of actions falling within the scope of Centrale Lyon	S15	Research and Innovation Department	Analysis report identifying lines of action to be considered in the HRS4R action plan / All researchers	

Table 4: list of new actions for the period 2026–2028

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