

TALAN HRS4R ACTION PLAN

1. ACTIONS

ACTION 1	GAP Principle(s)	Timing (at least by year's quarter /semester)
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: We find there is a lack of knowledge of the researcher regarding ethics in certain fields such as AI.</p> <p>Action:</p> <ul style="list-style-type: none"> Implement a robust ethical review process for all research projects, ensuring that ethical considerations are taken into account and that researchers are aware of their responsibilities in this regard. The review process will take the form of a checklist which will be administered when creating new research projects. <p>Objective: we hope this systematic approach will help to raise warnings prior the creation of a research project.</p>	<p>HR dpt & Research center (creation of the questionnaire).</p> <p>HR department distribution of the questionnaire.</p>	<ul style="list-style-type: none"> Target: measurement campaign is done twice per year. Target: eventual impediment must be subjected to enquiries and measures must be put in place such as to solve the impediment within the quarter. Indicator: level of impediments and time evolution.

ACTION 2

	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 1. Research freedom	Q2 2024 - unlimited time
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Results of the bi-annual freedom of research measurement from action 1 will be made public.</p> <p>Objective: The results of the questionnaires from Action 1 must be made public such as to enforce transparency and help ensuring research freedom.</p> <p>Action:</p> <ul style="list-style-type: none"> HR & communication dpt will publish a digest and results from the bi-annual measurement campaign of action 1. Each raised impediment(s) to search freedom and measures put in place will be shared publicly. 	<p>HR & communication departments will publish the report.</p>	<ul style="list-style-type: none"> Publication and monitoring of freedom-of-research bi-annual measurement. Indicator: 100% of the raised impediments have a corresponding proposed solution.

ACTION 3

	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 2. Research freedom	Q1 2024
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: We find there is a lack of knowledge of the researcher regarding ethics in certain fields such as AI.</p> <p>Action:</p> <ul style="list-style-type: none"> Implement a robust ethical review process for all research projects, ensuring that ethical considerations are taken into account and that researchers are aware of their responsibilities in this regard. The review process will take the form of a checklist which will be administered when creating new research projects. 	<p>Legal dpt and Research center will create the project-checklist.</p> <p>Research center will administer the checklist by itself when creating new research projects.</p>	<ul style="list-style-type: none"> Systematic application of the checklist when a new project is created. Target: 100% of the newly created projects must be subjected to the checklist.

Objective:

We hope this systematic approach will help to raise warnings prior the creation of a research project.

ACTION 4

GAP Principle(s)

(+/-) 2. Ethical principles

Timing (at least by year's quarter /semester)

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

Lack of knowledge of the researcher regarding ethics in certain fields such as AI.

Legal dpt and Research center will create the training plan.

• All researchers have taken the training plan and provided feedback (target: 100%).

Action:

Legal dpt will provide adequate training regarding ethics and compliance to Researcher.

Legal and HR dpt will administer the trainings to new researchers.

• All new researchers must take the training plan (target: 100%).

Creation of a training plan or workshops specifically designed for researchers on the ethics and compliance of their fields (Legal and Research departments)

Objective:

We hope this systematic approach will help to raise warnings prior the creation of a research project.

ACTION 5

GAP Principle(s)

(+/-) 2. Ethical principles

Timing (at least by year's quarter /semester)

Q4 2023

Responsible Unit

Indicator(s)/Target(S)

Context:

Our current ethics guidelines are not published online (only intranet).

Communication department.

Target:

All guidelines are made public.

Action:

Transfer to public repository.

Objective:

We hope this action will raise awareness of researchers towards ethical questions.

ACTION 6

GAP Principle(s)

Timing (at least by year's quarter /semester)

(++) 3. Professional responsibility

Q3 2023 - Q3 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

Our research project description and state-of-the-art studies are not published publicly (only intranet).

Research center will share their project descriptions.

All research projects descriptions (past and present) are published on a public repository (100%).

Communication department will create the public repository.

Action:

Transfer project descriptions to a public repository.

ACTION 7

GAP Principle(s)

Timing (at least by year's quarter /semester)

(++) 8. Dissemination, exploitation of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

Performance KPIs of the research center regarding publications and outreach are not public (only displayed in the yearly performance report).

Research center will aggregate public outreach and publication data.

Guidelines/KPIs are on a public repository.

Communication department will create the public repository.

Action:

Proposed KPIs:
number of publications/citations on high impact journals, number of conferences held, number of patents, number of on going research projects.

These guidelines will be made public after review (starting next's year review).

ACTION 8

GAP Principle(s)

Timing
(at least by year's quarter /semester)

(++) 8. Dissemination, exploitation of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

The research center public events and outreach dare not properly monitored and are «mixed» with those of the entire Talan Group.

Action:

A member of the HRS4R task force, specifically assigned to handle outreach has been selected. This person will be in charge of gathering all out reach information and event, and centralizing it in the Talan web page. Outreach events, organized by the research center will be clearly separated from those organized by the rest of the Talan group.

Objective:

We do not wish to set a fixed target for the number of public out reach events as we prefer to let our researchers participate to these voluntarily. None the less we hope that by making these event publics researchers will be encouraged to participate in them.

Research center will aggregate public outreach and publication data.

Communication department will create the public repository.

Guidelines/KPIs are on a public repository.

ACTION 9

GAP Principle(s)

Timing
(at least by year's quarter /semester)

(++) 8. Dissemination, exploitation of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

Inclusivity KPIs are sampled on the entire Talan group and do not reflect the state of the research department.

Action:

Next years KPIs must be subsampled in the research department alone.

Note:

The research center is an entity within the broader Talan Group. As such, the research center's inclusivity and non-discrimination KPIs must be identical to that of the Talan Group. Our targets will then be those assigned yearly by the group..

Research center will aggregate public outreach and publication data.

Communication department will create the public repository.

Guidelines/KPIs are on a public repository.

ACTION 10	GAP Principle(s)	Timing (at least by year's quarter /semester)
		(+/-) 12. Recruitment of results
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Currently, job opening announcements are not published in academic journals or in graduate schools.</p> <p>Action: Study cost and potential efficacy of publishing job announcement in academic journals.</p>	HR department will study the feasibility and assess cost with the help of the finance department.	A decision must be made regarding the use of academic journal for job openings announcements.

ACTION 11	GAP Principle(s)	Timing (at least by year's quarter /semester)
		(-/+) 14. Selection (Code)
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Academic Selection committee system is only in place for PhD students. Not yet for full-time researchers.</p> <p>Action: Consult with the Legal and HR department to study feasibility of putting in place of a selection committee system specifically designed for the Research Department.</p> <p>If not possible at the minimum:</p> <ol style="list-style-type: none"> 1) ensure at least one expert in the field is present during the selection process 2) if an external expert can be found, priority should be given to him/her. <p>with priority: Academic expert, foreign branch expert, French branch (non research center) expert.</p>	<p>Legal and HR departments will make a proposal.</p> <p>Research center will make the selection.</p>	<ul style="list-style-type: none"> • Legal HRS4R workforce will draft a feasible proposal compliant with French law. • Then the selection committee system must be put in place and systematically applied during recruitment process.

ACTION 12	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(-/+) 14. Selection (Code)	Q1 2025
Responsible Unit		Indicator(s)/Target(S)
<p>Context: Even if our selection process is defacto gender balanced. No system put in place to guarantee gender balance in the recruitment process.</p> <p>Action: Guarantee gender balance in the recruitment process. A member of the committee will be designated to keep a backlog of the election committee put in place.</p>	<p>Research center will report committee to HR dpt.</p> <p>HR dpt is in charge of aggregating the data and enforce gender balance.</p>	<ul style="list-style-type: none"> • Target: Enforce gender balance during the process, when possible (target 50%). • Indicator: No public KPIs but a backlog of selection committees will be maintained.

ACTION 13	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(-/+) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code)	Q1 2025
Responsible Unit		Indicator(s)/Target(S)
<p>Context: Traditional reliance on degrees, quantitative metrics, such as publication counts and bibliometric indices, may not fully capture a candidate's overall potential, creativity, and independence.</p> <p>Action:</p> <ul style="list-style-type: none"> • Develop and implement evaluation criterion that capture a wide range of research-related activities and accomplishments, such as teaching, supervision and teamwork. • Those criteria may be captured into a general overall score for each candidate. • This score could be averaged with the technical score (obtained via external and standardized technical interview). <p>Note: the feasibility of this action point is difficult to predict. This action point might be reviewed.</p>	<p>HR dpt and Research center will work on the creation of the score.</p>	<ul style="list-style-type: none"> • Target: a score will be created. • Target: the scoring system is systematically used during review process.

ACTION 14

GAP Principle(s)

Timing (at least by year's quarter /semester)

(+/-) 22. Recognition of the profession

Q2 2023

Responsible Unit

Indicator(s)/Target(S)

Context:

The working group identified a lack of visibility in the foreign (non french) branches of the Talan group (the research center being located in its majority in France). Stronger ties with foreign branches must be created.

Objective:

Better clarify the roles and functions of Talan's Research Center and their members. Improve the visibility of our researchers and their research projects.

Action:

Collaborate with communication department to reinforce the visibility of the research center's within the Talan group and its member's achievements (this process is always ongoing), especially with the foreign branches of the Talan group. This will involve increasing the visibility of our researcher via short video biopics, scientific presentations, and other internal outreach event (science fair, journal clubs, keynotes). Researchers will be asked to participate to these events organised by the Communication dpt.

Communication will organize the event (filming and video editing, inviting spectators etc.).

Researchers will participate to the events by providing presentation and talks.

• Indicator:

Number of internal communications (target: 1 communication per new researcher hired).

• Indicator:

Number of internal outreach events (target: 1 event/keynote per researcher over the course of their career at Talan).

• Indicator:

Attendance of outreach events (no set target but a backlog will be maintained).

ACTION 15

GAP Principle(s)

Timing (at least by year's quarter /semester)

(+/-) 24. Working conditions

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

A questionnaire has been distributed to the researchers. It highlighted the fact that some resources broadly available in the Talan group might not fit the specific needs of research. The same is true from procurement of equipment.

Action:

The researchers within the HRS4R working group will be tasked to identify blocking point within the Talan group and resources that may not be suitable for the specific need of the research center. This will be done on a regular basis via a questionnaire: a questionnaire will be administered every quarter to the entire research dpt.

Research center.

• First questionnaire has already been administered.

• Target:

1 questionnaire per quarter.

ACTION 16

GAP Principle(s)

Timing (at least by year's quarter /semester)

(+/-) 24. Working conditions

After completion of action 15 (2024)

Responsible Unit

Indicator(s)/Target(S)

Context:

A questionnaire has been distributed to the researchers. It highlighted the fact that some resources broadly available in the Talan group might not fit the specific needs of research. The same is true from procurement of equipment.

All department identified during action 15.
Research center will be in charge of highlighting potential issues and must propose solutions to identified dpt.

- Said departments have been informed of blocking points and have put a work force in place.
- Said departments agree to participate to a solution with the research center.

Action:

Provide special support and resources regarding identified blocking points.

Note:

The questionnaire revealed that our researchers feel departments within the company have not been fully meeting the support requirements of the research team. However, we wish to maintain confidentiality and avoid naming specific departments to prevent any potential stigmatization, as this approach could be counter productive to fostering collaboration and improvement across the organization.

ACTION 17

GAP Principle(s)

Timing (at least by year's quarter /semester)

(++) 27. Gender balance

2024 (during study quarter)

Responsible Unit

Indicator(s)/Target(S)

Context:

The entire Talan group provides KPIs on indicators such as inclusivity and gender balance. However, these KPIs are measured and sampled over the entire Talan group and do not necessarily reflect the research center situation (defacto, the research center does better relative to the rest of the group, but this needs to be monitored and measured).

HR department is in charge of aggregating the data.

Gender balance data are resampled on the Research Center only (as opposed to the entire group).

Target:

Values targets are identical to that of the Talan Group (set yearly by the Head of HR dpt).

Action:

Inclusivity KPIs specifically sampled in the research center will be made public.

Note:

Similarly to inclusivity and non discrimination: value targets are set by the entire Talan Group. As such our targets are identical to that of the group and are set yearly.