



# HUMAN RESOURCES STRATEGY FOR RESEARCHERS HRS4R

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Mid-term self-evaluation report  
BRGM  
06/21/2023

HRS4R Strategy 2023 - 2026

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## Preamble

The European Human Resources Strategy for Researchers (HRS4R) aims to improve the practices of research organizations and institutions in the recruitment and working conditions of scientists. By getting involved in this approach, the National Geological Survey commits to implement the 40 principles set out in the [European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers](#).

Since June 21, 2021, BRGM has been the first French public industrial and commercial establishment (EPIC) to receive the HRS4R label.

Obtaining the "HR Excellence in Research" label is part of a long-term process aimed at strengthening human resources management within the establishment. It is an opportunity for the institution to pursue and consolidate its proactive policy in favor of its scientific staff. The measures implemented will benefit all BRGM staff by helping to improve working conditions in general.

BRGM is currently in the **2-year self-assessment phase**. In this context, the initial action plan has been reviewed and updated and the internal evaluation report was submitted to the European Commission on 21 June 2023.

### 1. KEY FIGURES FOR THE ESTABLISHMENT

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

| <b>STAFF &amp; STUDENTS</b>  | <b>FTE 2022</b> |
|--|-----------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research                 | 398             |
| Of whom are international (i.e. foreign nationality)   | 22              |
| Of whom are externally funded (i.e. for whom the organisation is host organisation)  | 117             |
| Of whom are women  | 184             |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.   | 100             |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level   | 199             |
| Of whom are stage R1 = in most organisations corresponding with doctoral level   | 80              |
| Total number of students (if relevant)   | 0               |
| Total number of staff (including management, administrative, teaching and research staff)  | 1025            |
| <b>RESEARCH FUNDING 2022</b>   | <b>€</b>        |
| Total annual organisational budget   | 46 249 548 €    |
| Annual organisational direct government funding (designated for research)  | 32 618 300 €    |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 12 698 712 €    |
| Annual funding from private, non-government sources, designated for research   | 932 535 €       |

## ORGANISATIONAL PROFIL (a very brief description of your organisation, max. 100 words)

French National Geological Service, the BRGM is the French public reference institution in Earth science applications in the management of surface and subsurface resources and risks. The BRGM aims to address key challenges facing our society, particularly those related to climate change, energy transition and the development of the circular economy. The BRGM places scientific research, expertise and innovation at the heart of its actions. It is a public industrial and commercial institution (EPIC) under the supervision of the Ministries of Research, Ecology and Economy.

## 2. STRENGTHS AND WEAKNESSES OF CURRENT PRACTICES

### 2.1 Ethical and professional aspects

#### **BRGM has reinforced its ethical and professional strengths in various way.**

Research activity is a major component of BRGM's missions, which it carries out with a requirement for excellence of international standard. The quality of scientific research and production determines the quality of the establishment's other activities, from expertise for public or private bodies and the transfer of innovations to the management of industrial subsidiaries and services.

- BRGM adopted a [scientific strategy in 2019](#), and its application has been implemented in a scientific own resources programming process, integrated into the quality management system in 2022. It covers all programming activities: guidelines, budgetary notification, project monitoring and evaluation. The design, drafting and implementation of the whole process was carried out over 3 years. The 1st cycle was implemented in 2022, the evaluations will be completed in 2023. The aim is to encourage researchers to take part in the programming and evaluation of research by providing transparency on the orientation, selection and funding processes of projects.
- Scientific communication has been greatly improved with two annual webinars to communicate on orientations and arbitration, an annual seminar for each scientific programme, and an annual seminar on scientific advances. The pandemic has accelerated and extended the use of remote collaborative tools, so the animation of scientific programmes is very active in the dedicated teams.
- The visibility of publishers has been increased with regular data collection and the annual publication of BRGM's bibliometry. Indicators are used to monitor this visibility.

BRGM has been committed for several years to a process of deontological conduct. It has adopted a code of deontology for expertise, an anti-corruption code of conduct and in 2018 signed the charter of deontology for research professions, all of which are widely distributed both internally and [externally](#). Training has been provided to all employees for several years.

BRGM manages a very large number of fully open databases as part of its public policy support activities, and it also aims to make the results of its research activities as open as possible.

A major project has been carried out on open science, which led to the publication of its establishment policy in early 2023. [Open science: BRGM publishes its general policy | BRGM](#). Since 2023, this policy has been set out in the new 2023-27 Contract of Objectives, Means and Performance (COMP). Several measures related to this policy will be included in the update of the HRS4R action plan.

As a public research and expertise establishment, BRGM contributes to the science-society dialogue in its various fields of activity.

- The TInnov event, BRGM's open innovation day, is an annual meeting to think about the services of the future. A day of presentations and creative workshops to imagine the services of the future. It has been regularly scheduled and carried out in face-to-face or remote sessions. It can also be held in a regional version (28/11/2019 - Orléans; 6/10/2020; 6/10/2021 - Orléans; 1/04/2021 - Clermont-Ferrand - Orléans 7 and 8/06/2022 - Orléans 21/9/2023). [Innovation and transfers | BRGM](#); [TInnov Orléans 2023 | BRGM](#)
- A new multi-annual magazine focusing on the mediation of BRGM's actions for society, the implementation of which has been strongly impacted by the effects of the pandemic, will be distributed from 2023 (see action 24).

BRGM is a committed player in the fight against professional inequalities.

- A gender equality officer supervises and promotes a proactive policy to become an inclusive establishment, based on inclusion through competence. In 2021, BRGM received the Agefiph's "activateur\_de\_progrès" award in the "Activator of job stability & professional developments" for its action to keep disabled employees in employment by adapting their jobs. Actions to raise diversity and disability awareness are carried out on a regular basis. [Employment and disability: BRGM receives an award from Agefiph | BRGM](#).

Important work carried out by a working group has led to the implementation in 2023 of a new map of scientific and technical jobs based on the Euraxess reference system and taking into account the research-expertise continuum specific to BRGM's status as a public establishment of an industrial and commercial nature (EPIC). The new job map deployed in 2023 is now fully compatible with the Euraxess reference framework for researchers at levels R1 to R4.

- It provides for a continuous assessment of professional skills throughout researchers' careers. A committee including representatives of the research community will be mobilised for the transition to R3 and will be reinforced by a review of R4 applications by BRGM's scientific committee, which is composed of high-level scientific personalities from outside BRGM.

**The areas for improvement are as follows:**

- To ensure the efficiency of the scientific programming process on own resources (M4), an evaluation and feedback are necessary and will be accompanied by the sharing of scientific results with all BRGM research stakeholders (see action 90)
- BRGM is still lagging behind in setting up a complete process that aims for excellence in the field of scientific integrity. It has therefore recently taken steps to set up a new governance system to ensure scientific integrity and, more broadly, ethics and anti-corruption aspects. The appointment of a referent will be part of the implementation of these actions. (see actions 88, 89 and 5)
- The actions for data management and the implementation of the open science policy will be set out in the revised action plan to ensure that all the data produced, from the acquisition of raw data in the field or experimental and analytical data, to transformed data and digital results, are catalogued and safeguarded in order to allow them to be shared, disseminated and reused later on. The BRGM will develop an integrated data and sample management policy (see actions 14 to 16 and 91).
- The evaluations carried out in the new framework of the research programming process are project-level assessments that can be extended to thematic areas at the level of scientific programmes but do not focus on individuals. For the next COMP 23 - 27 a scientific performance assessment objective will be studied and implemented. This is a new topic with few national or international references. (see actions 28 and 96).

**Remarks (maximum 500 words)**

In 2022, BRGM published its institutional policy on open science, which aims to structure practices throughout the institution and in particular to develop internal processes and skills in terms of data acquisition and publications in order to develop a data management culture among all the players in the data life cycle, based on the implementation of the FAIR principles (Easy to Find, Accessible, Interoperable and Reusable). This policy will be implemented through actions integrated into the 2023-2027 contract of objectives, means and performance, which will lead to the revision and/or reformulation of actions (actions 14 to 16) planned in the initial plan in order to implement them in the new revised action plan. Action 13 has been abandoned.

## 2.2 Recruitment and selection

### **BRGM has reinforced its recruitment and selection strengths in various ways.**

The recruitment and internal mobility process was already structured and ISO9001 certified, however the working method of the recruitment process was completely revised to adapt to OTM-R requirements and integrated into the quality management system. Selected and relevant extracts are published on the BRGM website. (Page Travailler au BRGM). The main points for improvement are:

- Integration of OTM-R requirements, in particular on international visibility - all scientific positions are published on Euraxess as well as on a wide range of other job boards for a total of 190 by 2022.
- The effort on the constitution and training of recruitment juries: a scientific expert in the field relevant to the job profile is systematically present. A new training course has been created to train employees in charge of recruitment in OTMR criteria and to raise their awareness of non-discrimination, diversity, atypical CVs and mobility. The recruitment forms have been revised to take into account mobility and teaching activities.
- A major effort has been made to publish on the [website](#) the administrative procedures required for foreign candidates, as well as relevant information on working conditions, career development, and research careers at the BRGM.
- The setting up of a centralized doctoral programme has been accompanied by an overhaul of the texts and procedures in force to guarantee the recruitment, reception and integration of doctoral students at BRGM with the publication of a doctoral student charter in 2022. The doctoral student recruitment procedure has been integrated into the QMS.
- The aim of maintaining a policy of encouraging mobility has been reinforced by including mobility as a positive criterion to be taken into account in evaluations during recruitment and annual appraisals. The enhancement of researchers' networks in the new job map also encourages mobility.

### **The areas for improvement are as follows:**

- On the website, the pages providing information on the recruitment and selection process and on all aspects of working conditions should be completed and updated regularly to ensure that the information is comprehensive and up-to-date.
- The skills management approach should be strengthened, as should the analysis of needs. Actions 29 and 36 have been halted while a study launched in 2021 proposes the implementation of a specialised software solution for skills management. In parallel, a new technical and scientific skills guidelines consistent with the European guidelines are being developed. These actions are consistent with objective 1.4 of the COMP 23-27, which aims to ensure that skills are maintained and renewed to support BRGM's scientific project and expertise. They will be completed in the revised action plan.
- A postdoctoral programme aimed at strengthening the support policy for young scientists will be launched in 2023. In 2021, the legal framework has been modified with regard to the duration of postdocs for establishments such as BRGM (EPIC), allowing the duration of employment contracts to be extended from 18 to 36 months. This could encourage the integration of post-docs into the workforce.
- The objective of maintaining an incentive policy for mobility has been partially achieved. Although the institution wishes to encourage mobility such as secondments and exchanges of researchers between scientific laboratories, the pandemic has been a major obstacle to the implementation of a mobility policy.

## 2.3 Working conditions

### **BRGM has reinforced its strengths in terms of working conditions in various ways.**

Although the Covid period was disruptive, it allowed BRGM to successfully experiment with the use of telework.

- Negotiations were thus opened in 2021 on teleworking outside the crisis period. They resulted in an agreement signed by all the trade unions in July 2022. Making telework possible for all, the agreement also increases the number of "teleworkable" days per month from 2 to 10. A fixed daily allowance has also been set up.
- The introduction of mission contracts (contracts for the duration of a project).
- The introduction in 2023 of the new scientific and technical job map provides a framework for visualising a career path for each person, including better consideration of research and expertise activities with ad hoc criteria. A Researcher pathway based on Euraxess criteria and taking into account the specificities of an EPIC has been individualised. It should allow for better positioning of researchers throughout their career, allow them to move from one level to another and enable optimised job management for the Directorate. The assignment of scientific staff to the new job map is scheduled for 2023.

BRGM's training activities are mainly structured around higher education leading to a degree, under the "BRGM Campus" label, and continuing professional training, under the "BRGM Formation" label.

- BRGM devotes 6% of its payroll to continuing professional training each year, to enable its employees to maintain their high level of efficiency in all domains of their professional life. Each year, BRGM sets aside time (about 4 days) for the training and development of all employees.
- With the implementation of the HRS4R plan, teaching activity is now recognised from recruitment onwards and in annual appraisals as well as in the career path.

The representation of researchers in the information, consultation and decision-making bodies of BRGM's institutions and its environment has been renewed.

- Twenty employees were elected for three years starting on 1 January 2023. Elections to the National Council for Research and Higher Education (CNESER) will be held in June 2023. Similarly, the 6 elected administrators representing the staff on the BRGM Board of Directors will be renewed in 2024.

BRGM is a committed player in the fight against professional inequalities between women and men.

- BRGM has signed a new agreement with the trade unions for professional equality between women and men for the period 2021-2024. It aims to support women likely to take up positions of responsibility (management, expertise, etc.) by setting up a system adapted to their career development (mentoring, role playing, etc.) and thus encourage them to apply for a position when it becomes available [Our HR commitments: human resources policy at BRGM | BRGM](#). The criteria for a GEP (Gender Equality Plan) have all been met.
- Actions and indicators are published regularly both internally and externally.
- A gender equality officer is responsible for steering the policy, particularly for BRGM's scientific population, which is made up of one third women and two thirds men (the average proportion in the earth sciences in France).

Renovating buildings is now essential, and the renovation strategy must also include optimising the space occupied, ensuring accessibility for all, adapting to new ways of teleworking and improving energy performance.

- The reconstruction of the laboratories (Batlab project) is entering the construction phase, with the buildings to be made available to the teams in 2025. The ambition of this programme is to encourage synergy between researchers and technicians, to bring the tertiary spaces closer to the experimentation spaces, to create a logistical dynamic, to share common spaces and to bring the activities closer together. [A look back at BRGM's achievements in 2021 | BRGM](#)

Remuneration is sometimes considered insufficient and likely to create imbalances in research fields where there are opportunities for much better paid jobs in the private and public sectors for similar levels of qualifications and skills.

- Internal publication of pay statistics by job level has been achieved. This is necessary for internal equity and allows employees to better understand the relationship between jobs, activities and pay.
- The inflationary context strongly contributes to making all questions related to remuneration very sensitive and agreements have been negotiated on the peripherals of remuneration, in particular on profit-sharing and health costs.

**The areas for improvement are as follows:**

- The next step envisaged to take into account new ways of working is the negotiation of an agreement on the right to disconnect to preserve employees' life balance.
- Following the introduction of the new map jobs, BRGM will have to focus on the appropriation of the new processes and the effective implementation of career monitoring.
- The commitment to renew BRGM's training policy has been postponed for the new COMP 2023-2027. The aim will be to strengthen the training position within the institution and more particularly to review the initial training strategy with the definition of a high-level education intervention strategy on BRGM's key themes as a milestone, with annual monitoring of actions. (see actions 71 and 72).
- BRGM wishes to continue to make progress on gender equality, particularly for all managerial and scientific positions. (see action 95)
- Given the scale of the project to optimise the space occupied, accessibility for all and adaptation to new working methods, an in-depth study will be carried out as well as the implementation of a reinforced social dialogue with the involvement of the workforce. (see action 97)des équipes en 2025.
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## 2.4 Training and development

**BRGM has made improvements in terms of training and development in various ways.**

The doctoral programme launched in 2017 has led to an improvement in the monitoring and supervision of doctoral students with, for example:

- the publication of a memo describing the legal dispositions and a doctoral student charter; the introduction of 2 professional interviews at M12 and M30 for all doctoral students to discuss their career prospects (BRGM salaried PhD students in 2022).
- The visibility of doctoral students has been increased in BRGM publications (biannual scientific report), presentation of work during programme webinars, introduction of an annual thesis prize....

A policy in favour of HDRs has been put in place for 2019, with a +30% increase in the number of graduate researchers over the period 2017-2022. The implementation of support for young researchers (mentoring) began with case-by-case guidance for the preparation of an HDR or the setting up of a project.

- The feedback from the experience will enable the exercise to be capitalised on and procedures to be formalised and practices to be generalised, which will be included in the revised action plan.

**The areas for improvement for the next three years are as follows:**

A post-doctoral programme is launched in 2023 to support the activity of young researchers who have obtained their doctorate in institutions other than BRGM. The establishment will notably rely on the Research Programming Act in connection with major scientific projects



- As part of the implementation of support for young researchers and in order to adapt the mentoring concept to the specificities of the EPIC, a new action will focus on creating and implementing a "research - expertise" training course comprising several modules to assist researchers and engineers in the performance of their duties. It will also aim to encourage the development of the skills and know-how necessary for their career development and to create a support network. (see action 99)

## 2.5 Have any of the priorities for the short and medium term changed?

BRGM obtained HRS4R certification in June 2021. The priorities of the establishment have remained unchanged since then in the application of the HRS4R strategy. It is still working on a continuous improvement of its policy for researchers, taking into account the progress made since receiving the label. It is essential for the success of the project to keep monitoring the actions over the long term (regular monitoring with the people responsible for the actions, presentations to the steering committee and other bodies, etc.).

The actions completed between 2021 and 2023, which are periodic in nature, are therefore intended to be ongoing. They do not appear systematically in the 2023-2026 HRS4R strategy, but are now integrated into the working procedures. The actions carried out and renewed are done so in the perspective of an improvement to be carried out on a particular point.

Ongoing 2020-2023 actions that could not be achieved in time are continued or even reformulated in the 2023-2026 strategy, so that they can be implemented. Similarly, actions that could not be started in 2020-2023 are extended and renewed for 2023-2026.

As part of the improvements still to be made, new actions aim to enrich the 2023-2026 strategy along clearly identified lines, fully consistent with the actions of the new State-BRGM objectives, resources and performance contract (COMP 2023-27) signed with BRGM's supervisory Ministries in 2023.

## 2.6 Have any of the circumstances in which your organization changed and as such have had an impact on your HR strategy?

The High Council for the Evaluation of Research and Higher Education (HCERES) has evaluated BRGM in 2022 for its actions over the period 2017-2022. This assessment is carried out every 5 years. HCERES is an independent administrative authority in charge of evaluating all higher education and research structures. Through its analyses, assessments and recommendations, HCERES monitors, supports and provides recommendations on how for the continuous improvement of higher education and research in France. The HCERES' recommendations have contributed to the construction of BRGM's five-year contract of objectives, resources and performance for the period 2023-2027. [BRGM has been assessed by HCERES for its research work between 2017 and 2021 | BRGM](#)

The first step was a self-evaluation conducted in 2021 followed by an external evaluation in 2022. A committee of 7 HCERES experts conducted 33 interview sessions with more than 100 people from within and outside BRGM from 8 to 10 March 2022. The report notes, among other things, a marked improvement in the steering of the HR function and an approach to skills management that needs to be strengthened.

Several internal reorganisations have had a significant impact on the implementation of the HRS4R plan. Thus the Research and Scientific Programming and Communication Directorate and the Information Systems Directorate have been thoroughly reorganised, which has led to a delay in the implementation of actions or to a revision of priorities postponing the implementation of some actions in the revised action plan.

In addition, the repeated periods of containment and the measures needed to be put in place during the pandemic, as well as the change of Director and Deputy Director of Human Resources in 2022, have resulted in a very substantial additional workload on HR teams, delaying actions to be implemented or finalised.

## 2.7 Are any strategic decisions under way that may influence the action plan?

A change of presidency has taken place since April 2023, and the Deputy Director General, acting president, ensures continuity while awaiting the appointment of the future presidency by the supervisory ministries. The HRS4R dossier is thus assured of continuity in monitoring the implementation of the action plan. The composition of the steering committee will be reviewed during 2023 in order to involve new people with political, scientific and administrative responsibilities.

In March 2023, BRGM signed a new Contract of Objectives, Resources and Performance (COMP) which proposes a concrete 5-year breakdown of the main actions and major changes that BRGM and its supervisory bodies wish to see carried out for the period 2023-2027. [A new State-BRGM objectives, resources and performance contract | BRGM](#). The design of the COMP was strongly based on the evaluation and recommendations made by the High Council for the Evaluation of Research and Higher Education (HCERES) in 2022. [BRGM has been assessed by HCERES for its research work between 2017 and 2021 | BRGM](#). The development phase was an opportunity to discuss the objectives with the supervisory bodies, but also with the main partners and on the basis of a broad internal consultation of staff. It takes into account changes in the challenges of the sectors of activity concerned by BRGM's missions, the national and international socio-economic context, the dynamics of scientific knowledge and the priorities of the public authorities.

The entry into force of the Multiannual Research Programming Act (LPR) has an impact on the implementation of the actions in the revised plan at BRGM. The new Act allows establishments such as BRGM (EPIC) to extend the duration of post-doctoral fellowships to 3 years, and also creates the status of permanent employment contracts for various types of staff, including engineers and technicians working on large-scale projects. The Act also provides an opportunity to consider ways of improving the remuneration and careers of scientific staff.

### 3. ACTIONS

#### 3.1 Revised action Plan

The initial schedule of actions foresaw 87 actions. In addition, 2 actions that were not foreseen but that are part of the HRS4R strategy were carried out during the period.

The actions' status is as follows:

| Status               | Number of actions |
|----------------------|-------------------|
| Withdrawn            | 3                 |
| In progress          | 14                |
| Extended             | 12                |
| Completed            | 58                |
| <b>Overall total</b> | <b>87</b>         |
| New action           | 16                |

The completion rate of the actions for 2020 - 2023 is therefore 67%.

Among the actions implemented and completed, some are not renewed in the revised 2023 - 2026 strategy, but are integrated, as permanent procedures, into the institution's HR policy.

The action plan sent to the European Commission in June 2023 has been updated. It takes into account the changes in action carriers, deadlines and modifications resulting from the first implementation phase (2020 to 2023).

**The revised plan contains 31 actions (completed, ongoing and extended) which are therefore renewed, plus 16 new actions, bringing the revised plan to 47 actions for 2023 - 2026.**

Each action in the original plan has been evaluated and its status (completed, in progress, extended) is specified in the summary table of the 2020 - 2023 plan review (In Appendix), with details of the results.

**Colour code :**

**Green: completed**

**Blue: in progress**

**Red: extended**

**Grey: new action**

**Violet: completed and periodically renewed**

| GAP Principles                          | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status        | Comments  |
|---|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|-----------------------|---|
|   |  | 2020 T4          | X       | X       | X       | X       | X       | X       |                   |  |                       |   |
| <b>01 - Research freedom</b>            | <i>1. Develop and communicate on the governance and management of scientific programmes via the Steering Committees, programme expert committees, programme seminars, social network exchanges, etc.</i>   | 2020 T4          | X       | X       | X       | X       | X       | X       | DRPC              | <i>Program communication media (agendas, reports, minutes) giving attention to transparency.</i> | Completed and renewed | The agenda as well as the link to the Teams workspace of each program are accessible on a dedicated Intranet page that was implemented and is regularly updated. The program and replay (recording) of the seminars are also available on the intranet. Each Teams workspace offers exchanges and documents and is accessible to all staff. An annual webinar on BRGM's scientific advances has been in place 2021. The College of Experts has been replaced by the Scientific Orientation Committee whose mission is explained in the scientific programming process (M4). |
| <b>02 - Ethical principles</b>          | <i>5. Design a specific module on good research practices - as a complement to the training on publications - training that can be shared at the regional level.</i>   | 2021 T4          |         |         | X       |         |         |         | SG/RSE            | <i>Number of scientists having attended the specific module "research ethics".</i>               | In Progress           | The training module is to be redesigned according to the results of actions 88 and 89.  |
| <b>03 - Professional responsibility</b> | <i>9. Examine state of the art actions in the framework of the public policy development support (PPDS) program:<br/>- develop PPDS projects analysing the state of the art<br/>- Include a state-of-the-art section in the PPDS reporting template.</i> | 2022 T4          | X       |         |         |         |         |         | DRPC              | <i>Drafting of proposals resulting from the study</i>  | In Progress           | A presentation of the principles to be applied when drafting an R & D offer for public policy support is being finalised. It includes in particular the subject of the state of the art. It will be presented in a webinar in 2023.   |

| GAP Principles                        | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|---------------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|                                       |   | 2022 T4          |         |         |         | X       |         |         |                   |  |                |   |
| <b>06 - Accountability</b>            | <i>14. Set up laboratory notebooks for research projects, signed by the appropriate supervisor, properly filled with basic experimental or field elements, archived and which can be presented upon request (internal or external).</i> | 2022 T4          |         |         |         | X       |         |         | DNG/SG/SI         | <i>Number of laboratory and field notebooks available for research projects.</i> | Extended       | Actions 14 to 16 have been suspended while the BRGM's open science policy is drawn up in 2022. All the knowledge and data acquired or produced by the BRGM for research or expertise actions must be managed according to the FAIR principles (Findability, Accessibility, Interoperability, and Reusability) using a process described in the BRGM quality system. Apply the FAIR principles on the data cycle from the acquisition of raw data in the field or experimental and analytical, to transformed data and numerical results. All of the data produced must be systematically described and saved in the BRGM's digital platforms in order to allow subsequent reuse. As a public research establishment, the BRGM is responsible for guaranteeing the preservation of data over the long term and preventing data loss or compromise. This policy will therefore be implemented in the next cycle of the HRS4R action plan with objectives to be reformulated to be consistent with the objectives of COMP 23-27 on the deployment of a digital strategy for the geosciences. |
| <b>07 - Good practice in research</b> | <i>15. Updating the intranet page dedicated to the modalities of storage and backup of digital data.</i>  | 2020 T4          |         |         |         | X       |         |         | DNG/SG/SI         | <i>Publication of the update</i>   | Extended       | IDEM action 14  |

| GAP Principles                              | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status        | Comments  |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|-----------------------|---|
|   |   | 2022 T2          |         |         |         | X       |         |         |                   |  |                       |   |
| 07 - Good practice in research              | <i>16. Study the development of an EAS (Electronic Archiving System): technical choice, budget planning and definition of organisational storage modalities for digital data.</i> | 2022 T2          |         |         |         | X       |         |         | DNG/SG/SI         | <i>EAS Planning</i>  | Extended              | IDEM action 14  |
| 08 - Dissemination, exploitation of results | <i>19. Publication of a bi-annual scientific report by the institution.</i>   | 2020 T4          |         |         | X       |         |         |         | DRPC              | <i>Publication of report.</i>                                | Completed and renewed | The 2018 - 2019 report was released in Nov.2020; The 2020-2021 Science Report was released in October 2022. <a href="https://www.brgm.fr/en/news/annual-report/science-report-2020-2021-dynamic-scientific-effort">https://www.brgm.fr/en/news/annual-report/science-report-2020-2021-dynamic-scientific-effort</a> |
| 08 - Dissemination, exploitation of results | <i>20. Policy in favour of the visibility of BRGM senior researchers: support for chairing sessions at international conferences.</i>   | 2021 T2          |         |         |         |         | X       |         | DRPC              | <i>Number of sessions chaired by these BRGM researchers.</i> | Extended              | Action requires the establishment of a methodology to collect information at the institution-level with a annual consolidation of data. Will be taken up in the following plan from the angle of monitoring scientific performance markers (COMP 23-27) (see action 75)   |

| GAP Principles                                     | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status        | Comments   |
|--|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|-----------------------|--|
| <b>08 - Dissemination, exploitation of results</b> | <i>22. Organising an annual event to promote BRGM's innovations.</i>   | <b>2021 T4</b>   | X       |         | X       |         | X       |         | DICI              | <i>Event carried out.</i>  | Completed and renewed | The Tinnov event, BRGM's open innovation day, is an annual meeting to think about the services of the future. A day of presentations and creative workshops to imagine the services of the future. In 2022, the first BRGM internal innovation days with the integration of the biennial internal challenge IMAG'IN, which aims to encourage the emergence of new digital services by promoting creativity through a collaborative approach across disciplines.<br>Tinnov dates (28/11/2019 - Orléans; 6/10/2020 - online; 6/10/2021 - Orléans; 1/04/2021 - Clermont-Ferrand - Orléans 7 and 8/06/2022 - Orléans 21/09/2023).<br><a href="https://www.brgm.fr/en/event/workshop/tinnov-orleans-2022">https://www.brgm.fr/en/event/workshop/tinnov-orleans-2022</a> ; <a href="https://www.brgm.fr/fr/evenement/atelier/tinnov-orleans-2023">https://www.brgm.fr/fr/evenement/atelier/tinnov-orleans-2023</a> |
| <b>09 - Public engagement</b>                      | <i>24. Develop a magazine focused on mediating BRGM's actions for society (replacing the "Lettre de la recherche" and Géorama)</i> | <b>2021 T1</b>   | X       | X       | X       | X       | X       | X       | DRPC/CME          | <i>Indicators for monitoring press and digital communication feedback.</i> | In progress           | The project to create the new external magazine has been delayed due to the pandemic. By the end of 2022 the layout has been elaborated and the first issue is planned for mid 2023.   |

| GAP Principles                             | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments  |
|--|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|-----------------------|---|
|  |   | 2022 T4          |         |         |         |         |         |         |                   |   |                       |   |
| <b>11 - Evaluation / appraisal systems</b> | <i>28. Examine the evaluation of scientific activities at the team level (Unit, project).</i>   | 2022 T4          |         |         |         |         | X       |         | DRPC              | <i>Feasibility note</i>   | Extended              | The evaluations carried out in the new framework of the M4 process are assessments at project level which can be extended to thematic areas at scientific programs level, but do not focus on individuals. For the next COMP 23 - 27 a scientific performance assessment objective will be studied and implemented. This is a new subject with few national or international references. To be repositioned in the next action plan                         |
| <b>12 - Recruitment</b>                    | <i>29. Develop a needs analysis methodology at the establishment level (need for a more prospective vision, more collegial approach, in line with the scientific strategy).</i> | 2021 T4          |         |         | X       |         |         |         | DRH/DG/DRPC       | <i>Document of synthesis of the needs for scientific skills. Validation by the CODIR and follow-up process.</i> | In progress           | A study initiated in 2021 which recommends the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials has been elaborated. This action is in line with the objective of COMP 23-27 to ensure the preservation and renewal of skills and should be completed for the next action plan. Action connected to action 36. |
| <b>13 - Recruitment (Code)</b>             | <i>31. Publish all scientific positions open to external applicants in French and English on EURAXESS and other international portals (Nature Jobs, ResearchGate...).</i>       | 2021 T1          | X       | X       | X       | X       | X       | X       | DRH               | <i>% of posts on EURAXESS.</i>  | Completed and renewed | All scientific jobs published externally are visible on Euraxess. New job boards set up in May 2022, for a total of about 190 job boards to diffuse job openings. To be updated annually on paying job board contracts.   |



| GAP Principles           | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status        | Comments  |
|--------------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|-----------------------|---|
|                          |  | 2021 T1          |         |         |         | X       |         |         |                   |  |                       |   |
| 15 - Transparency (Code) | <i>36. On the basis of the budget framework, a forecast of departures per year and the observatory of professions (specialities) of the strategic orientations: identification with validation by DG of the trend in terms of the number of positions available per profession for the current year.</i> | 2021 T1          |         |         |         | X       |         |         | DRH/SG/SI         | <i>Publication of job vacancy trends on the website.</i> | In progress           | This action is linked to action 29 and its progress has therefore been halted in 2021 while a new study is carried out proposing the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials is being elaborated. Once the software solution is in place, the trend in available positions will be updated and published annually. This action is in line with the objective of COMP 23-27 to ensure the preservation and renewal of skills and should be completed for the next action plan. |
| 15 - Transparency (Code) | <i>38. Post information on BRGM's website on working conditions and the functioning of the institution</i>   | 2021 T1          | X       | X       | X       | X       | X       | X       | DRH et COM        | <i>Information on the website.</i>                       | Completed and renewed | Website publication of a set of working conditions: work sites, equality policy, diversity, integration program, training... Recruitment and careers pages. <a href="https://www.brgm.fr/en/jobs-careers">https://www.brgm.fr/en/jobs-careers</a>   |
| 15 - Transparency (Code) | <i>39. Post BRGM's recruitment process, consistent with the OTM-R approach, on the website as well as career development prospects.</i>  | 2021 T3          | X       |         |         |         |         |         | DRH               | <i>Process published on BRGM website.</i>                | In progress           | The working methodology of the recruitment process has been fully reviewed to adapt to OTM-R requirements and integrated into the quality management system. Selected and relevant extracts are published on the BRGM website. (page Working at BRGM)   |

| GAP Principles                            | Actions   | Initial deadline | 2023 S2 | 2024 S1  | 2024 S2 | 2025 S1  | 2025 S2 | 2026 S1  | Responsible units | Indicators  | Current status     | Comments   |
|---|---|------------------|---------|----------|---------|----------|---------|----------|-------------------|---|--------------------|--|
|   |   |                  |         |          |         |          |         |          |                   |   |                    |  |
| <b>22 - Recognition of the profession</b> | <i>48. Encourage the creation of personal pages with the expertise of scientific staff on the BRGM intranet (to be extended to all staff) and in particular temporary staff (postdocs and PhD students).</i>  | <b>2022 T2</b>   |         |          |         | <b>x</b> |         |          | <b>DNG/ SG/SI</b> | <i>Implementation of the expanded directory.</i>  | <b>Extended</b>    | <i>A study initiated in 2021 which recommends the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials is being elaborated. The deployment of these tools will provide information on the skills and scientific and technical experience of each BRGM researcher.</i> |
| <b>23 - Research environment</b>          | <i>51. Provide the scientific platforms (PLAT'INN, PRIME, Geothermal...) with governance and scientific roadmaps.</i>   | <b>2023 T1</b>   |         | <b>x</b> |         | <b>x</b> |         | <b>x</b> | <b>DRPC/DO</b>    | <i>Roadmap by scientific platform.</i>  | <b>In Progress</b> | <i>The action has been initiated very recently at the beginning of 2023, the scientific platforms are still very recent and are reaching sufficient maturity for the exercise of roadmaps shared by all entities of the institution. This is an objective integrated into the next COMP 23-27 and will therefore be carried forward into the next action plan.</i>   |
| <b>23 - Research environment</b>          | <i>52. Improving BRGM's performance through support to BRGM teams on administrative and financial engineering aspects and increased involvement in the various European initiatives and partnerships, particularly in the Community institutions.</i> | <b>2023 T2</b>   |         | <b>x</b> |         | <b>x</b> |         | <b>x</b> | <b>DRPC</b>       | <i>Annual review and analysis of participation in the various Horizon Europe initiatives.</i> | <b>In progress</b> | <i>An annual report is presented to the Scientific Council, an external committee of BRGM. Internally, reporting and access to data is still to be set up on the intranet. An assistance contract allows for the use of effective assistance on administrative and financial engineering aspects.</i>  |

| GAP Principles                   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|----------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|                                  |   | 2021 T2          | X       |         |         |         |         |         |                   |  |                |   |
| <b>26 - Funding and salaries</b> | <i>58. Emphasise the experience gained during PhD studies when considering the starting salary for entry-level positions.</i>                         | 2021 T2          | X       |         |         |         |         |         | DRH               | <i>Publication of starting salaries according to diplomas.</i> | In progress    | Salary statistics have been published internally; the doctorate degree, which corresponds to 8 years of higher education, is correctly valued in the recruitment salaries, but this is not yet explicitly published on the intranet site. |
| <b>28 - Career development</b>   | <i>64. Include in the welcome booklet for new recruits, career development and career path building opportunities.</i>                                | 2022 T2          | X       |         |         |         |         |         | DRH               | <i>Publication of new version</i>                              | In progress    | The welcome guide for new recruits has been thoroughly revised. Elements outlining the possibilities for professional development and career paths have been integrated. 90% of action completed.   |
| <b>29 - Value of mobility</b>    | <i>66. Review the company agreement on the mechanisms for encouraging professional or geographical mobility and its recognition in a career path.</i> | 2022 T4          |         | X       |         |         |         |         | DRH               | <i>Negotiation carried out</i>                                 | In progress    | The negotiations planned for 2022 have been postponed due to the busy social calendar. They are scheduled for 2023.   |

| GAP Principles                | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2  | 2025 S1  | 2025 S2  | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|-------------------------------|--|------------------|---------|---------|----------|----------|----------|---------|-------------------|--|----------------|--|
|                               |  |                  |         |         |          |          |          |         |                   |  |                |  |
| <b>29 - Value of mobility</b> | <i>67. Design and set up a support system for the mobility of researchers and integrate it into the partnership strategy with other institutions (sabbaticals, inter-institutional exchanges).</i> | <b>2022 T4</b>   |         |         |          | <b>X</b> |          |         | <b>DRH</b>        | <i>Number of researcher mobilities/year</i>                | Extended       | This action has been delayed because, although the institution wishes to encourage secondments and exchanges of researchers between scientific laboratories, the pandemic has been a major obstacle to the implementation of a mobility policy. The loss of the Carnot label has significantly reduced the funds allocated to researcher mobility. The action will be deployed under the revised action plan, taking into account the development of teleworking, which could enable more intensive exchanges between establishments and laboratories, with reduced physical mobility requirements, particularly in the metropolitan area. |
| <b>33 - Teaching</b>          | <i>71. Revise a positioning strategy for BRGM Campus with an adapted economic model.</i>   | <b>2021 T2</b>   |         |         | <b>X</b> |          |          |         | <b>DRPC</b>       | <i>Publication of the policy on the BRGM website.</i>      | Extended       | The objectives of the action plan have been prioritised according to the institution's needs and the commitment to renew BRGM's training policy has been postponed until the new COMP 2023-2027. The aim will be to strengthen the role of training within the establishment and more particularly to review the strategies for initial training and intervention in higher education on BRGM's key themes and to ensure annual monitoring of actions. Actions 71 and 72 should therefore be continued for the revised action plan.  |
| <b>33 - Teaching</b>          | <i>72. Clarify BRGM's position in relation to the implementation of strategic teaching activities, identify key partners, relevant modules on which BRGM researchers/experts can intervene.</i>    | <b>2022 T2</b>   |         |         |          |          | <b>X</b> |         | <b>DRPC</b>       | <i>Identification of partners and strategic teachings.</i> | Extended       | The objectives of the action plan have been prioritised according to the institution's needs and the commitment to renew BRGM's training policy has been postponed until the new COMP 2023-2027. The aim will be to strengthen the role of training within the establishment and more particularly to review the strategies for initial training and intervention in higher education on BRGM's key themes and to ensure annual monitoring of actions. Actions 71 and 72 should therefore be continued for the revised action plan.  |

| GAP Principles                                      | Actions   | Initial deadline | 2023 S2 | 2024 S1  | 2024 S2 | 2025 S1  | 2025 S2  | 2026 S1  | Responsible units | Indicators   | Current status | Comments   |
|---|---|------------------|---------|----------|---------|----------|----------|----------|-------------------|--|----------------|--|
| <b>34 - Complain/appeals</b>                        | <i>74. Appoint a mediator</i>   | <b>2021 T2</b>   |         | <b>X</b> |         |          |          |          | <b>DRPC</b>       | <i>Appointment of the mediator</i>   | Extended       | BRGM is lagging behind in this area and has just taken steps to set up a new governance structure to ensure scientific integrity and, more broadly, ethics and anti-corruption aspects. The appointment of a referent will be part of this action.   |
| <b>35 - Participation in decision-making bodies</b> | <i>75. Identify current participation in decision-making bodies (mirror groups, ANR committees, H2020 experts, ...) and encourage our scientific experts to fill the vacant spaces. Integrate these activities in the staff workload plans.</i> | <b>2021 T4</b>   |         |          |         |          | <b>X</b> |          | <b>DRPC</b>       | <i>Annual census and analysis of participations.</i>                       | Extended       | Action which requires the establishment of a methodology for collecting information at the level of the institution with a annual capitalisation of data. Will be taken up in the following plan under the angle of monitoring scientific performance markers (COMP 23-27) (see action 20) |
| <b>38 - Continuing Professional Development</b>     | <i>82. Include in the annual training plan a specific monitoring and analysis of the professional training of researchers, in particular in relation to the recommendations of the annual evaluation interviews and career interviews.</i>      | <b>2023 T1</b>   |         | <b>X</b> |         | <b>X</b> |          | <b>X</b> | <b>DRH</b>        | <i>Specific chapter integrated in the annual training plan and review.</i> | In progress    | This action is ready to be finalised as soon as the new job map is fully implemented in 2023, which will make it possible to individualise the population of researchers and scientific and technical experts at BRGM.   |

| GAP Principles   | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|--|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|  |  | 2021 T4          | X       |         |         |         |         |         |                   |  |                |   |
| <b>39 - Access to research training and continuous development</b> | <i>83. To study the operational feasibility of allowing BRGM researchers to follow a module of a university course with a view to acquiring new expertise.</i>   | 2021 T4          | X       |         |         |         |         |         | DRH               | Study carried out Yes/No   | In progress    | Opportunities for researchers to take university courses are currently in place at BRGM, in particular to acquire new skills. A note is being written to clearly explain the existing arrangements and will be published internally.  |
| <b>40 - Supervision</b>  | <i>86. Setting up support for young researchers (mentoring) to ensure a coherent start to a career in research and to prepare the HDR and allow familiarisation with the procedures for setting up and conducting research projects.</i> | 2022 T1          |         |         |         | X       |         |         | DRPC/DRH          | <i>Publication of the roles and responsibilities of mentors as well as the resources made available.</i> | In progress    | The action began by setting up, on a case-by-case basis, support for young researchers by experienced researchers, in particular for HDRs and the setting up of complex projects. The practice of mentoring must be extended and formalised in order to differentiate it from companionship and training actions. To be continued in the revised action plan. |
| <b>40 - Supervision</b>  | <i>87. Enrich the range of training courses on mentoring and pedagogy for the supervisor - include it in the training catalogue.</i>   | 2022 T3          |         |         |         |         | X       |         | DRPC/DRH          | <i>Additions to the Training Catalogue.</i>  | Extended       | Action chronologically subsequent to the action to define mentoring (action 86)   |

| GAP Principles                 | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|--------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                                |   |                  |         |         |         |         |         |         |                   |  |                |  |
| <b>02 - Ethical principles</b> | <i>88. Set up a new process to ensure scientific integrity and, more broadly, ethical and anti-corruption aspects.</i>      |                  |         |         | X       |         |         |         | DG                | <i>Approval and review of the scheme</i>           | New action     | BRGM is lagging behind in this area and has recently taken steps to set up a new governance structure to ensure scientific integrity and, more broadly, ethics and anti-corruption aspects. The appointment of a referent (action 74) will be part of this action. |
| <b>02 - Ethical principles</b> | <i>89. Formalise a procedure for the collection and processing of reports of breaches of research ethics and deontology</i> |                  |         |         | X       |         |         |         | DG                | <i>Written and disseminated procedure</i>          | New action     | This action is complementary to the implementation of the system to ensure and monitor scientific integrity and research ethics.   |
| <b>06 - Accountability</b>     | <i>90. Sharing the scientific results obtained in the framework of the M4</i>   |                  |         |         | X       |         |         |         | DRPC              | <i>Review sheets made available on Ariane Next</i> | New action     | Action which is part of the implementation of the internally-funded scientific programming process (M4) for evaluation and a feedback of the process.  |

| GAP Principles                                     | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units    | Indicators  | Current status | Comments  |
|--|--|------------------|---------|---------|---------|---------|---------|---------|----------------------|---|----------------|---|
|  |  |                  |         |         |         |         |         |         |                      |   |                |   |
| <b>07 - Good practice in research</b>              | <i>91. Develop a data and sample management policy</i>   |                  |         |         |         | X       |         |         | DNG/SG/SI            | <i>Publication of the policy</i>  | New action     | Delocalised actions at the Division level, but not homogenised at the institute level.  |
| <b>08 - Dissemination, exploitation of results</b> | <i>92. Making the innovation cluster a concrete reality; increasing the visibility of the entire innovation process internally and externally.</i>   |                  |         | X       |         | X       |         | X       | DICI                 | <i>Pages dedicated to innovation on the BRGM internet and intranet sites; Indicator: number of entities that BRGM collaborates with</i> | New action     | The creation of the innovation pole needs to be implemented. The processes and actions will be made visible on dedicated pages internally and externally. The results will be measured by indicators. |
| <b>08 - Dissemination, exploitation of results</b> | <i>93. Reflection on the indicators concerning the dissemination of scientific results (publishers, ORCID accounts, review papers, etc.): integration or modification of the most relevant indicators.</i> |                  |         |         |         | X       |         |         | Chef de projet HRS4R | <i>Publication of relevant indicators</i>   | New action     | The objective of this action is to ensure the long-term existence of reliable and relevant indicators   |



| GAP Principles                             | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|--|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|  |  |                  |         |         |         |         |         |         |                   |  |                |   |
| <b>10 - Non discrimination</b>             | <i>94. Organise a federative conference once a year on the issues of diversity and better living together</i>  |                  |         | X       |         | X       |         |         | DRH/DG/DRPC       | <i>Number of people and topics of conferences held</i>               | New action     | An informative conference on: Neurodiversity, atypical profiles and high intellectual potentials: the keys to better living at work was held on March 21, 2023 at the BRGM community which got a very strong audience (331 participants). This type of action should be repeated. |
| <b>10 - Non discrimination</b>             | <i>95. Renewal of the professional equality agreement in 2024</i>  |                  |         |         | X       |         |         |         | DRH               | <i>Publication of the agreement and monitoring of indicators</i>     | New action     | Professional equality is a long-term action to be developed.  |
| <b>11 - Evaluation / appraisal systems</b> | <i>96. Effective implementation of the evaluation system developed for the transition from level R2 to R3 and R3 to R4 of the new scientific job map with an enlarged career committee and/or external committee</i> |                  |         |         |         |         | X       |         | DRH               | <i>Number of passages per level per year under the new procedure</i> | New action     | Action in extension of action 63 for the implementation of the new map of scientific and technical jobs   |

| GAP Principles  | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
|---|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|   |  |                  |         |         |         |         |         |         |                   |   |                |  |
| <b>23 - Research environment</b>  | <i>97. Prepare collectively a plan for the use of office space that respects the working environment of employees and is environmentally responsible</i> |                  |         |         |         | X       |         | X       | DG/SG             | <i>Percentage of floors and buildings renovated using the collective development procedure.</i> | New action     | The thermal renovation of buildings must be accompanied by a reallocation of work spaces that respects the needs of employees to carry out their duties in the best possible working conditions.   |
| <b>26 - Funding and salaries</b>  | <i>98. Publish internally the benchmarks used for remuneration</i>   |                  |         | X       |         | X       |         | X       | DRH               | <i>Annual publication of the salary reference system on the intranet</i>                        | New action     | Annual publication of the salary reference system on the intranet  |
| <b>38 - Continuing Professional Development &amp; 39 - Access to research training and continuous development</b> | <i>99. Initiate a "research" training course comprising several modules to accompany young researchers in their professional career</i>                  |                  |         |         |         | X       |         |         | DRH/DRPC          | <i>Number of participants integrated in the programme</i>                                       | New action     | Programming of a new action to create and implement a "research" training course with several modules to support researchers in the performance of their duties and to help them develop the skills and know-how necessary for their career progression. |

| GAP Principles                                     | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
|--|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|  |  |                  |         |         |         |         |         |         |                   |   |                |  |
| <b>08 - Dissemination, exploitation of results</b> | <i>100. Organising a Start-up Competition</i>  |                  | X       |         |         |         |         |         | DICI              | <i>Event carried out.</i>                               | New action     | Creation of an event in the form of a start-up competition   |
| <b>01 - Research freedom</b>                       | <i>101. Establish a working methodology that enables researchers to publish better (quality, quantity)</i>   |                  |         | X       |         |         |         |         | DRPC              | <i>Working group on publications; list of proposals</i> | New action     | The aim is to find acceptable compromises to encourage publications while taking account of BRGM's organisational and budgetary limitations. |
| <b>11 - Evaluation / appraisal systems</b>         | <i>102. Consider whether and how to produce a periodic activity report for scientific staff to showcase all the diversity of their work (publications, setting up and running projects).</i> |                  |         |         |         |         | X       |         | DRPC/DRH          | <i>Establishment of a periodic activity report</i>      | New action     | All the contributions made by scientific and technical staff should be recognised and valued to enrich their career paths.                   |

| GAP Principles   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                                      | Current status | Comments   |
|--|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|  |   |                  |         |         |         |         |         |         |                   |   |                |  |
| <b>10 - Non discrimination &amp; 14 - Selection (Code)</b> | <i>103. Strengthening the awareness of juries through MOOCs. In addition to jury training</i> |                  |         |         | X       |         | X       |         | DRH               | <i>Number of juries having viewed the MOOCs</i> | New action     | The aim is to increase jury members' awareness of non-discrimination and to check that the principles have been properly acquired. |

### 3.2 Checklist OTM-R 2023

|  | Open | Transparent | Merit-based | Answer:<br>++ Yes, <i>completely</i><br>+/- Yes <i>substantially</i> -/+<br>Yes <i>partiall</i><br>-- No | Suggested indicators (or form of measurement)  |
|--|------|-------------|-------------|--|--|
| <b>OTM-R system</b>  |      |             |             |  |  |
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)?         | x    | x           | x           | +/-  | The working method of the recruitment process was completely revised to fit the OTM-R requirements and integrated into the quality management system. Selected and relevant extracts are published on the BRGM website. (page Working at BRGM)                             |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | x    | x           | x           | ++   | The working method has been in place since February 17, 2020. It has been adapted and completed to take into account the principles and rules of the OTM-R. It is integrated into the quality management system and is therefore part of a continuous improvement process. |
| 3. Is everyone involved in the process sufficiently trained in the area of OTM-R?                            | x    | x           | x           | ++   | Jury training created and finalised in 2022. It includes training in OTM-R, non-discrimination, awareness of atypical career paths. 33 employees trained in 2023. 2 sessions planned in 2023.  |
| 4. Do we make (sufficient) use of e-recruitment tools?   | x    | x           |             | ++   | All scientific positions externally published are visible on Euraxess. The recruitment chain through internal mobility is entirely dematerialised within the establishment. The BRGM job site is dematerialised and accessible in French and English.                      |
| 5. Do we have a quality control system for OTM-R in place?   | x    | x           | x           | ++   | The recruitment procedure that incorporates the OTM-R principles finalised in 2023 is published in the quality management system   |
| 6. Does our current OTM-R policy encourage external candidates to apply?                                     | x    | x           | x           | ++   | <a href="#">(Jobs and careers   BRGM)</a>  |

|  | Open | Transparent | Merit-based | Answer:<br>++ Yes, completely<br>+/- Yes substantially -/+<br>Yes partial<br>-- No | Suggested indicators (or form of measurement)  |
|--|------|-------------|-------------|--|--|
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad?                       | x    | x           | x           | ++   | In order to facilitate the procedures for foreign candidates wishing to work in France, information has been published on the BRGM website to guide foreign candidates to the official websites that allow administrative procedures to be carried out in English and other foreign languages. ( <a href="#">Join us: job opportunities and the recruitment process   BRGM</a> )   |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups?                       | x    | x           | x           | ++   | At BRGM, the gender equality index provided for in the law of 5 September 2018 on freedom of choice in professional careers, scored 93/100 in 2022. In 2021, BRGM received the #activateur_de_progres award from Agefiph for its action in favour of keeping disabled employees in employment by adapting their workstations. Actions to raise awareness of diversity and disabilities are carried out on a regular basis. |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | x    | x           | x           | ++   | Working conditions, career development and the professions within the establishment are published on the website and are easily accessible. Explanatory welcome booklets are distributed to new recruits and are available internally.   |
| 10. Do we have means to monitor whether the most suitable researchers apply?                                   |      |             |             | +/-  | Job descriptions are drawn up for each recruitment. An annual study is carried out on recruitment, the people recruited, their remuneration and their qualifications.  |
| <b>Advertising and application phase</b>   |      |             |             |  |  |
| 11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?                       | x    | x           |             | ++   | Document presenting the missions of the position: activities, skills and qualities required, desired training, experience sought, characteristics of the contract (type, date of taking up the position, place of employment), positioning on the job map.   |

|   | Open | Transparent | Merit-based | Answer:<br>++ Yes, <i>completely</i><br>+/- Yes <i>substantially</i> -/+<br>Yes <i>partial</i><br>-- No | Suggested indicators (or form of measurement)  |
|---|------|-------------|-------------|---|--|
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)] | x    | x           |             | ++  | Specify in the job description the working conditions, career development and evolution prospects.   |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?  | x    | x           |             | ++  | All externally advertised scientific positions are visible on Euraxess. New job boards set up in May 2022, for a total of around 190 job boards to advertise job openings.   |
| 14. Do we make use of other job advertising tools?  | x    | x           |             | ++  | We measure the effectiveness of the contribution made by each sourcing channel (advertising site, sourcing tools, professional social networks, etc.). We advertise on the most appropriate sites for the type of job targeted (190 sites). We adapt to the market in order to advertise vacancies as widely as possible and target the most qualified talent. We are present at job fairs such as geologia and pollutec.) |
| 15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]   | x    |             |             | ++  | The Human Resources Manager welcomes the person recruited and proceeds with the necessary administrative formalities and the handing over of the welcome booklet kit. She ensures the administrative follow-up of the file up to the payroll.  |
| <b>Selection and evaluation phase</b>   |      |             |             |   |  |
| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]  |      | x           | x           | ++  | The composition of the recruitment panels includes at least three members, one of whom must be a woman, representing Human Resources, the recruiting department and another department not involved in the recruitment process. A scientific expert in the relevant field sits on the jury   |

|  | Open | Transparent | Merit-based | Answer:<br>++ Yes, <i>completely</i><br>+/- Yes <i>substantially</i> -/+<br>Yes <i>partiall</i><br>-- No | Suggested indicators (or form of measurement)   |
|--|------|-------------|-------------|--|---|
| 17. Do we have clear rules concerning the composition of selection committees?   |      | x           | x           | ++   | A work procedure integrated into the quality management system describes the recruitment process and its implementation by the various players involved.  |
| 18. Are the committees sufficiently gender-balanced?   |      | x           | x           | ++   | The composition of the panels ensures that at least one expert in the field is always present, and that there is a balanced representation of men and women according to the field of recruitment.                                      |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? |      |             | x           | ++   | The working method describes the criteria used by the panels to select candidates. Training has been developed and implemented to ensure that the criteria are understood and to raise awareness of the biases involved in recruitment. |
| <b>Appointment phase</b>   |      |             |             |  |   |
| 20. Do we inform all applicants at the end of the selection process?   |      | x           |             | ++   | Candidates who are selected as finalists will be informed within 7 working days of their interview with a discussion of their application.  |
| 21. Do we provide adequate feedback to interviewees?   |      | x           |             | ++   | The Human Resources Manager informs the unsuccessful candidates orally within 7 working days following the interviews and proposes a telephone interview  |
| 22. Do we have an appropriate complaints mechanism in place?   |      | x           |             | ++   | The human resources manager systematically interviews anyone not selected from internal applicants. All applicants receive a reply by e-mail and there is a generic mailbox where they can ask questions.                               |
| <b>Overall assessment</b>  |      |             |             |  |   |



|   | Open | Transparent | Merit-based | <b>Answer:</b><br><b>++ Yes, completely</b><br><b>+/- Yes substantially -/+</b><br><b>Yes partial</b><br><b>-- No</b> | Suggested indicators (or form of measurement)  |
|---|------|-------------|-------------|---|--|
| <b>23. Do we have a system in place to assess whether OTM-R delivers on its objectives?</b> |      |             |             | <b>++</b>   | A regular internal check, every 2 years, of the consistency of the recruitment policy with the OTM-R principles has been included in the recruitment procedure finalised in 2023 and published in the quality management system. |

### 3.3 Comments on the implementation of the OTM-R principles :

Since obtaining the HRS4R Label, a number of actions have been put in place to improve the OTM-R policy.

The recruitment and internal mobility process was already structured, but the working method of the recruitment process was completely revised to adapt to the OTM-R requirements and integrated into the quality management system. Selected and relevant extracts are published on the BRGM website. [Join us: job opportunities and recruitment process | BRGM](#). The main points for improvement are

- Integration of OTM-R requirements, in particular on international visibility - all scientific positions are published on Euraxess as well as on a wide range of other job boards for a total of 190 by 2022.

- The effort on the constitution and training of recruitment juries: an expert in the scientific field is systematically present. A new training course has been created to train employees in charge of recruitment in OTMR criteria and to raise their awareness of non-discrimination, diversity, atypical CVs and mobility. The recruitment forms have been revised to take into account mobility and teaching activities.

- A major effort was made to publish on the website the administrative procedures required for foreign candidates, as well as relevant information on working conditions, career development and research careers at the BRGM.

An effort remains to be made regarding the translation into English (in real time) of the job offers on the internet page dedicated to recruitment. [BRGM - Careers website \(talent-soft.com\)](#). In the absence of an automatic translation service, job offers are not systematically published in French and English, but the dissemination of job offers must not be blocked in any way because of translation delays.

The OTM-R approach has been included in the quality management system and therefore integrates the audit and review processes allowing regular monitoring of its implementation.

An internal audit will be launched in 2023 on the entire recruitment process with the aim of improving it and being able to effectively recruit more employees to ensure the maintenance and renewal of scientific and technical skills within the organisation.

A professional equality agreement between women and men will be renegotiated in 2024. BRGM's objective is to increase the participation of women in scientific and hierarchical management positions for which it is still difficult for women to attain.

BRGM has been involved in the "Citizen Recruiter's Charter" since 2019 with the French Junior Chamber of Commerce: recognising all the skills, knowledge and know-how acquired during voluntary experience, volunteer work and civic service missions in companies' recruitment, continuous training and talent management policies.

Several texts have enriched national legislation and have led BRGM to adapt its recruitment method, particularly for mission and postdoctoral contracts.

## 4. IMPLEMENTATION

### 4.1 General overview of the expected overall implementation process of the action plan overview

A Human Resources Development Officer, reporting to the Deputy Managing Director and working closely with the Human Resources Department, has been appointed HRS4R project manager. She is responsible for steering the implementation of the HRS4R action plan.

- Organising and monitoring the implementation of the 87 actions of the initial plan in conjunction with the COPIL.
- Supporting the responsible units in implementing the corrective actions identified in the gap analysis.
- Carry out the 2023 self-assessment and lead the revision of the initial action plan; ensure the drafting and follow-up of the reports and revised plans to the European Commission.
- Lead the HRS4R working group composed of researchers R1 to R4.
- Leading the working groups set up in the framework of the implementation of the actions.
- Ensure the visibility of HRS4R within BRGM and/or external bodies as well as the follow-up of actions.

In order to guarantee the implementation of the process, a monitoring committee (COPIL) and an HRS4R working group regularly monitor the actions and their results in relation to the objectives set. This is part of a continuous improvement process.

- The Steering Committee (COPIL) is composed as follows: the Chief Executive Officer (until 31 March 2023), the Deputy Chief Executive Officer - Scientific Director, the Human Resources Director, the Director of Research, Scientific Programmes and Communication. Its purpose is to take decisions on proposals for modifying the action plan, to validate deliverables and to make proposals for new actions to be implemented. The project leader regularly exchanges with all the members of the COPIL. It meets formally to approve the revised action plan.
- A working group made up of 7 female and male researchers representing levels R1 to R4 as well as 3 people supporting the research (Human Resources, Audit - Quality Service) and the project leader. Its role is to monitor the action plan in order to evaluate the relevance of the progress made, to propose new orientations and actions, and to participate in the development of a new survey. To reflect the opinion of researchers in the appropriation of the new measures implemented as a result of HRS4R and to advise on the communication of the actions. It has met 8 times since the action plan was submitted in June 2020. Minutes are provided to the COPIL.

The first year was devoted to launching the implementation of the actions with the pilots (Responsible Units) thus designated in the initial plan who must implement the actions and indicators. In particular, several dashboards were set up to provide a better understanding of the actions with an overview of the 87 actions and to facilitate their follow-up and communication.

Numerous internal reorganisations have modified the units. Responsibilities were then redistributed within 2 directorates in charge of almost all the actions: DRPC and DRH, of which several are shared. Regular monitoring was set up in each team every 2 to 3 months for HRD, and more spaced out for DRPC in the form of meetings to take stock of each action with reports on progress, delays, difficulties encountered and solutions put forward. Adjustments to the timetable have been made in line with the resources of the implementation teams. These reports are shared with the Copil. Ad hoc monitoring of certain actions is carried out on request, for example to coordinate several actors or to ensure communication between management teams....

A teams space has been created for the HRS4R project, allowing exchanges, documents, progress reports, reports and presentations to be gathered in one place. The creation of a working group is accompanied by the creation of a specific channel. The site is managed by the Project Manager.

A transverse space of the intranet network is dedicated to HRS4R, where the entire labelling process is described, archived and updated as the action plan progresses. The action monitoring dashboard is published every four months on the intranet and the HRS4R page is updated with a text relating the progress of the plan. The quantitative indicators are also published on this space and updated annually.

A communication is made to all staff every four months in the BRGM weekly news magazine and is posted on the intranet page.

A "HRS4R labelling" web page on the BRGM site has been dedicated to the HRS4R. [HRS4R Certification | BRGM](#). A news item was devoted to it when the label was obtained. [HR and research: BRGM obtains the European HRS4R label | BRGM](#).

Actions whose result is a procedure, a memorandum, a working method are now integrated into the quality management system and are permanent procedures of the establishment. The QMS provides for regular internal and external audits of documents and procedures. Like HRS4R, this is a continuous improvement process for which BRGM is regularly audited and its certification renewed. This is the case, for example, for the recruitment work method, for the doctoral and post-doctoral student charters, for the programming process for research using its own funds and for the appraisal interview forms.

#### 4.2 How have you prepared for the internal review?

The self-assessment of the project's action plan began at the end of 2022 with milestones for each department in charge of the actions.

The exchanges focused on the actions' progress and their proposals for new actions as well as the adjustments to be made in order to build the revised action plan for the next 3 years. Evidence of the successful completion of the actions to ensure traceability of each step was collected throughout the process.

The working group gave its opinion on each completed, ongoing, to-be-extended and proposed new action. It has itself made new proposals.

A new survey announced at the time of the submission of the labelling dossier was planned for 2022, but the results of the actions carried out are not sufficiently visible to all the staff, particularly those which have a strong impact on the staff, such as the complete reform of the scientific strategy or the overhaul of the job map. It was therefore decided to postpone the questionnaire to the second half of 2023 in order to have conclusive and usable results.

The final self-assessment report, the revised action plan and the updated timetable were approved by the COPIL on 13 June 2023.

#### 4.3 How have you involved the research community, your main stakeholders, in the implementation process?

The research community was regularly informed of the progress of the action plan through internal communication: the action scoreboard was published every four months in the BRGM newsletter and the dedicated page on the intranet was updated.

Discussions were held in the social body (CSE) which includes scientific staff, on several of the plan's actions, such as the scientific programming process using own resources, the overhaul of the job map and working conditions (teleworking, mission-based permanent contracts). The setting up of the GEP was widely communicated internally and made visible on the website to facilitate the EU project set-up.

The HRS4R approach and its progress was presented to BRGM's Scientific Committee (an external advisory body) for its opinion in March 2023. The committee emphasised the importance and quality of the process undertaken. It also made a number of recommendations, in particular regarding the greater involvement of R4 scientific experts in the establishment's scientific governance.

Communication with managers and employees was mainly carried out by providing information on specific actions. Indeed, the numerous actions to be carried out make communication to staff complex. By relying on the implementation of actions that have a strong impact on staff within the framework of HRS4R, it is thus possible to interest each beneficiary in the entire approach and to disseminate its meaning and objectives. It is an approach that must be sustained over time and will be amplified for the revised action plan.

It will be questioned again on its perception of HRS4R improvements in the year 2023.

The action plan's progress has been presented to BRGM's decision-making, political, managerial and social bodies: the action plan's progress as well as the details of a particularly structuring action for staff (overhaul of the job map) have been presented to various internal and external bodies: Steering Committee (13/04/22), Extended Management (March 2023), Social and Economic Committee (03 and 09 2022), Scientific Committee (23/03/23), Research and Innovation Committee (10/01/2023). Their opinions are taken into account for the elaboration of the revised action plan.

#### 4.4 Do you have an implementation committee and/or steering group regularly overseeing progress?

See point 4.1 for a description of the monitoring committees.

In the initial phase, a panel of volunteer researchers contributed to the Gap Analysis and the definition of objectives for the first action plan. They were re-included in the action plan's monitoring working group.

For greater flexibility and efficiency, implementation was monitored by setting up teams in the two Directorates in charge of almost all the actions (DRPC and HRD). They were responsible for technical implementation and compliance with the timetable. The actions relating to the OTM-R checklist are particularly followed up by the HRD and are the subject of special attention.

The COPIL is kept informed of the progress of actions, obstacles and delays at all times, whether through the minutes of the various committees and working groups. It regularly asks the project manager to communicate with bodies outside BRGM.

4.5 Is there any alignment of organisational policies with the HRS4R ? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

From the beginning of the labelling process, BRGM has been consistent with the Contract of Objectives and Performance (COP), which reflects a vision shared by the State and the public establishment for the implementation of its strategic orientations. It has guided BRGM's actions for the period 2018-2022. Obtaining the European HRS4R label was already a stated objective of the previous COP 2017-22 and was identified as one of the main objectives of Axis 6 "Boosting governance and management".

The negotiation and signature in March 2023 of a new Contract of Objectives, Resources and Performance (COMP) proposes a concrete 5-year breakdown of the main actions and major changes that BRGM and its supervisory bodies wish to see carried out for the period 2023-2027. [A new State-BRGM objectives, resources and performance contract | BRGM](#). Once again, HRS4R labelling is at the heart of many objectives and its renewal is one of the milestones of action 3.1.2.

By its transverse nature, the action plan accompanying the labelling can and should contribute to BRGM's performance in the objectives and actions of the COMP 2023/2027. HRS4R is recognised throughout the COMP's objectives, as shown by the statement of a few selected objectives below.

**Axis 1 - Conduct an ambitious scientific policy for the acquisition of new knowledge in order to be able to more fully respond to societal challenges.**

- Establish a scientific added value and scientific performance evaluation process.
- Develop a renewal and development policy for scientific skills; encourage the resourcing and mobility of BRGM scientists throughout their careers, whatever their qualifications (technicians, engineers, PhDs)
- Maintain excellence in research by keeping up the increase in the number of HDRs and by aiming for a gender balance.
- Encourage the emergence of researchers of international stature in order to gain visibility, and in return facilitate the reception of high-level foreign researchers by offering them an attractive environment;
- Strengthen the support policy for young scientists; Launch a postdoctoral programme;

**AXIS 2 - Develop the BRGM's impact on society through its science, innovation and expertise.**

- Strengthen the establishment's position in supporting innovation
- Strengthen the training role within the institution and facilitate the involvement of the BRGM's employees in university and higher education courses
- Deploy the establishment's new open science policy

**AXIS 3 - Modernising and simplifying the management of the establishment to strengthen its economic model and resources.**

- Develop motivating and diversified career paths
- Develop a medium-term plan to analyse and develop key skills
- Promote an attractive and fair wage policy for all employees
- Make progress on gender equality, particularly in management positions, and deploy a plan for gender equality at BRGM.
- Make BRGM an establishment with the highest standards in terms of ethics, integrity and deontology of expertise

#### 4.6 How has your organisation ensured that the proposed actions would be also implemented?

The actions proposed above are fully integrated into the actions and milestones of the new COMP (2023-27), which has been adopted by the Board of Directors and signed by the supervisory ministers.

They therefore represent a strong commitment by the establishment at the highest level. These actions are also based on a strategy shared by the Directorates and are broken down into clear, realistic and measurable objectives.

The planned actions are associated with measurable indicators and their progress is the responsibility of a clearly identified action leader.

The action plan is monitored by the HRS4R project leader and its progress is published every four months on the intranet for all BRGM staff to see.

The deliverables associated with the actions are documented (form, procedure, internet and intranet pages, indicators) and evaluated by the working group made up of level 1 to 4 researchers and validated by the COPIL.

Regular presentations of impactful actions are made to BRGM's decision-making, political, managerial and social bodies: administrators and various external scientific committees.

Lastly, the questionnaire sent to researchers will provide interesting feedback on how employees in the workplace feel and the effectiveness of the measures implemented under the action plan.

#### 4.7 How are you monitoring progress (timeline) ?

A detailed action dashboard including the completion dates and the responsible directorates is made available to all actors and staff on the dedicated intranet page.

Several types of dashboard are also made available to the action teams with a reminder of the progress of each action, delays, any problems encountered and their solution. The result is an easily accessible and permanent reminder to everyone of the short, medium and long-term actions to be carried out.

From time to time, certain actions require the creation of a working group and are therefore monitored in a specific way under the responsibility of the HRS4R project leader.

#### 4.8 How will you measure progress (indicators) in view of the next assessment?

For each action, we will assess the effectiveness of its implementation. To achieve this result, several methods can be used:

- Ensure that completed actions are integrated into the establishment's permanent procedures by being included in, for example: the QMS, or negotiated agreements, or memos. These systems allow objectives to be visible and their achievement to be monitored in the medium term, with a commitment from management to ensure that they are respected. Their evaluation and the possibility of review and implementation of improvements is also a guarantee of their follow-up over time.
- Use the questionnaire sent to the researchers to assess how the staff benefiting from the action plan feel about the improvements in the workplace.
- The indicators are regularly monitored and annually updated. A review of these indicators is necessary to use the most relevant ones.

#### 4.9 How do you expect to prepare for the external review?

The time period for the site visit is known in advance.

We are already anticipating this phase by ensuring the traceability of the procedures put in place and by communicating to the actors piloting the actions on the implications of this visit for the label. We will start preparing for this visit in greater depth about a year beforehand by setting up a retro schedule known to all the players concerned.

BRGM has long experience of renewing certifications (ISO 9001 (quality) and ISO 14001 (environment)). A dedicated quality and audit service at BRGM has been involved in the working group since the process was initiated, and its experience in monitoring actions and integrating them into the quality management system has been very useful and beneficial to the development of the HRS4R action plan.

For the internal review preparation, we will therefore rely on the know-how and the experience feedback of this service.

#### 4.10 Additional remarks/comments about the proposed implementation process

The implementation schedule of the action plan has been impacted by the COVID context (marked in 2020 and 2021) the revised action plan may be impacted by the change of governance and management team in 2023.

BRGM, like the other EPICs, does not have a definition of "Researchers and similar staff" (staff with a statutory research obligation). As a result, staff dedicated to research are not accounted for in the same way as in other research establishments such as universities. The method for calculating staff assigned to research is still evolving and is being adapted to the requirements of BRGM's supervisory ministries, which means that there are significant differences between the figures for 2019 and those for 2022.



## 5. APPENDIX

5.1 Follow-up of the 2020 – 2023 action plan

| GAP Principles               | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments  |
|------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|-----------------------|---|
|                              |   | 2020 T4          | X       | X       | X       | X       | X       | X       |                   |   |                       |   |
| <b>01 - Research freedom</b> | 1. Develop and communicate on the governance and management of scientific programmes via the Steering Committees, programme expert committees, programme seminars, social network exchanges, etc. | 2020 T4          | X       | X       | X       | X       | X       | X       | DRPC              | Program communication media (agendas, reports, minutes) giving attention to transparency. | Completed and renewed | The agenda as well as the link to the Teams workspace of each program are accessible on a dedicated Intranet page that was implemented and is regularly updated. The program and replay (recording) of the seminars are also available on the intranet. Each Teams workspace offers exchanges and documents and is accessible to all staff. An annual webinar on BRGM's scientific advances has been in place 2021. The College of Experts has been replaced by the Scientific Orientation Committee whose mission is explained in the scientific programming process (M4). |
| <b>01 - Research freedom</b> | 2. Set up a bottom-up internal call for proposals in line with the scientific strategy.   | 2021 T3          |         |         |         |         |         |         | DRPC              | Opening of the call for proposals.  | Completed             | The internally-funded scientific programming process (M4) has been finalized. It was launched in July 2021 and the full process was implemented in 2022. The process is part of the Quality Management System. It is a programming cycle that takes place with stages of evaluation of existing projects followed by calls for proposals to researchers and then selections based on BRGM's scientific strategy and financial and staff resources, resulting in project awards.   |

| GAP Principles          | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|-------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|                         |   | 2021 T2          |         |         |         |         |         |         |                   |   |                |   |
| 02 - Ethical principles | 3. Make a specific internal communication on BRGM's ethics and anti-corruption code of conduct based on existing documents.                                   | 2021 T2          |         |         |         |         |         |         | SG/RSE            | Communication achieved: Yes/No.   | Completed      | The website is complete and is to be updated regularly (Undertakings   BRGM). It allows access to the code of ethics and the national charter of ethics for research careers (signed in 2018)   |
| 02 - Ethical principles | 4. Make documentation available (code and guide of ethics) that is visible and easily accessible on the BRGM website.   | 2021 T3          |         |         |         |         |         |         | SG/RSE            | Documentation published on website.   | Completed      | The reference document (ethics, anti-corruption) is complete and available for consultation on the intranet. Several communications were made in different formats in the Newsletter of 30/11/20 and 23/11/20 and in the internal magazine ReporTerre n°40. The anti-corruption code of conduct is accessible on the intranet. An indicator has been added: number of people who have received the ethics training. |
| 02 - Ethical principles | 5. Design a specific module on good research practices - as a complement to the training on publications - training that can be shared at the regional level. | 2021 T4          |         |         | X       |         |         |         | SG/RSE            | Number of scientists having attended the specific module "research ethics". | In Progress    | The training module is to be redesigned according to the results of actions 88 and 89.  |

| GAP Principles                   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                                     | Current status | Comments   |
|----------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                                  |   | 2020 T4          |         |         |         |         |         |         |                   |  |                |  |
| 03 - Professional responsibility | 6.Strengthen work on the state of the art for internal funding, particularly in the framework of exploratory projects.                | 2020 T4          |         |         |         |         |         |         | DRPC              | Opening of internal state of the art projects. | Completed      | As part of the internally-funded scientific programming process (M4), exploratory projects involving state-of-the-art work are initiated annually and the list communicated to staff.            |
| 03 - Professional responsibility | 7. Evaluate the quality of the state of the art in thesis subject proposals.  | 2020 T4          |         |         |         |         |         |         | DRPC              | Evaluations made                               | Completed      | A state of the art section is mandatory when submitting the internal PhD proposal. It is reviewed according to a BRGM procedure that involves internal and external reviewers. (working methods) |
| 03 - Professional responsibility | 8. Draft a document for intervention requests with validation and appointment of contributors by Unit Managers for the desired tasks. | 2021 T1          |         |         |         |         |         |         | DG                | Document prepared                              | Abandoned      | This practice has been discontinued as part of the drive to simplify administrative processes within BRGM. There is no desire to add additional forms to complete for each action.               |

| GAP Principles                          | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|   |   | 2022 T4          | X       |         |         |         |         |         |                   |  |                |   |
| <b>03 - Professional responsibility</b> | 9. Examine state of the art actions in the framework of the public policy development support (PPDS) program:<br>- develop PPDS projects analysing the state of the art<br>- Include a state-of-the-art section in the PPDS reporting template. | 2022 T4          | X       |         |         |         |         |         | DRPC              | Drafting of proposals resulting from the study   | In Progress    | A presentation of the principles to be applied when drafting an R & D offer for public policy support is being finalised. It includes in particular the subject of the state of the art. It will be presented in a webinar in 2023.   |
| <b>04 - Professional attitude</b>       | 10. Create a process for programming research activity at BRGM, parallel to the M2 "programming the budget" process, to ensure greater transparency   | 2021 T4          |         |         |         |         |         |         | DRPC, DF          | Flowchart of a research programming process integrated into the SMQE (Quality and Environmental Management System) | Completed      | The internally-funded scientific programming process (M4) was created and implemented in 2021. The full process was implemented in 2022. The flowchart was integrated into the quality management system in July 2022. Two webinars per year provide employees with information on research orientations and programming. |
| <b>04 - Professional attitude</b>       | 11. Improve the process for tracing offers and projects in relation to the Scientific Programmes and strategic challenges. Set up a justification process in relation to the strategic framework.   | 2021 T4          |         |         |         |         |         |         | DRPC              | Flowchart of a research programming process integrated into the SMQE (Quality and Environmental Management System) | Completed      | The internally-funded scientific programming process (M4) was created and implemented in 2021. The full process was implemented in 2022. The flowchart was integrated into the quality management system in July 2022. Two webinars per year provide employees with information on research orientations and programming. |

| GAP Principles      | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|---------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|                     |  | 2021 T4          | 2022 T4 | 2022 T4 | X       | X       |         |         |                   |   |                |   |
| 06 - Accountability | 12. Organise systematic qualitative project reviews (Internally-funded Research) at the end of the project (feedback, valorisation).   | 2021 T4          |         |         |         |         |         |         | DRPC              | % of project reviews.   | Completed      | Annual project reviews have been carried out since 2022 on all internally-funded research projects. Evaluation forms are systematically completed to monitor project quality and their impact on BRGM's scientific strategy. This review will be extended to all research projects by 2023.   |
| 06 - Accountability | 13. Integrate into the SMQE a process for managing the chain of information and samples at institution level (referencing, archiving of data and samples, ...) and budget for this process.                                      | 2022 T4          |         |         |         | X       |         |         | DNG/SG/SI         | Existence of laboratory and field notebook models.                        | Abandoned      | Action 14 has been suspended while the BRGM's open science policy is drawn up in 2022. This action has been abandoned because it was too imprecise and did not produce any results that would bring about a net improvement in the current situation. It has been replaced in the revised action plan by a new action (see action 90).  |
| 06 - Accountability | 14. Set up laboratory notebooks for research projects, signed by the appropriate supervisor, properly filled with basic experimental or field elements, archived and which can be presented upon request (internal or external). | 2022 T4          |         |         |         | X       |         |         | DNG/SG/SI         | Number of laboratory and field notebooks available for research projects. | Extended       | Actions 14 to 16 have been suspended while the BRGM's open science policy is drawn up in 2022. All the knowledge and data acquired or produced by the BRGM for research or expertise actions must be managed according to the FAIR principles (Findability, Accessibility, Interoperability, and Reusability) using a process described in the BRGM quality system. Apply the FAIR principles on the data cycle from the acquisition of raw data in the field or experimental and analytical, to transformed data and numerical results. All of the data produced must be systematically described and saved in the BRGM's digital platforms in order to allow subsequent reuse. As a public research establishment, the BRGM is responsible for guaranteeing the preservation of data over the long term and preventing data loss or compromise. This policy will therefore be implemented in the next cycle of the HRS4R action plan with objectives to be reformulated to be consistent with the objectives of COMP 23-27 on the deployment of a digital strategy for the geosciences. |

| GAP Principles                              | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
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|   |  | 2020 T4          |         |         |         | X       |         |         |                   |   |                |  |
| 07 - Good practice in research              | 15. Updating the intranet page dedicated to the modalities of storage and backup of digital data.  | 2020 T4          |         |         |         | X       |         |         | DNG/SG/SI         | Publication of the update   | Extended       | IDEM action 14   |
| 07 - Good practice in research              | 16. Study the development of an EAS (Electronic Archiving System): technical choice, budget planning and definition of organisational storage modalities for digital data. | 2022 T2          |         |         |         | X       |         |         | DNG/SG/SI         | EAS Planning  | Extended       | IDEM action 14   |
| 08 - Dissemination, exploitation of results | 17. Creation of ORCID accounts for all authors. Updating of the HAL-BRGM portal and the deposit of all publications in open access since 2000.                             | 2020 T4          |         |         |         |         |         |         | DRPC/IST          | Number of ORCID accounts and % in relation to the number of publishers. | Completed      | The data are integrated in the BRGM annual bibliometric report. Communications have been made to researchers. The data banks are regularly updated and the numerical indicators are published annually on the HRS4R intranet page. |

| GAP Principles                              | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments   |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|-----------------------|--|
|   |   | 2020 T4          |         |         |         |         |         |         |                   |   |                       |  |
| 08 - Dissemination, exploitation of results | 18. Identification of resources from internal funds dedicated to the valorisation of work carried out in the form of review papers. | 2020 T4          |         |         |         |         |         |         | DRPC/IST          | Number of review papers                               | Completed             | The data are integrated in the BRGM annual bibliometric report. Communications have been made to researchers. The data banks are regularly updated and the numerical indicators are published annually on the HRS4R intranet page.   |
| 08 - Dissemination, exploitation of results | 19. Publication of a bi-annual scientific report by the institution.  | 2020 T4          |         |         | X       |         |         |         | DRPC              | Publication of report.                                | Completed and renewed | The 2018 - 2019 report was released in Nov.2020;The 2020-2021 Science Report was released in October 2022. <a href="https://www.brgm.fr/en/news/annual-report/science-report-2020-2021-dynamic-scientific-effort">https://www.brgm.fr/en/news/annual-report/science-report-2020-2021-dynamic-scientific-effort</a> |
| 08 - Dissemination, exploitation of results | 20. Policy in favour of the visibility of BRGM senior researchers: support for chairing sessions at international conferences.      | 2021 T2          |         |         |         | X       |         |         | DRPC              | Number of sessions chaired by these BRGM researchers. | Extended              | Action requires the establishment of a methodology to collect information at the institution-level with a annual consolidation of data. Will be taken up in the following plan from the angle of monitoring scientific performance markers (COMP 23-27) (see action 75)  |



| GAP Principles                              | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments   |
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|   |  | 2021 T2          |         |         |         |         |         |         |                   |   |                       |  |
| 08 - Dissemination, exploitation of results | 21. Actions to raise awareness of open access journals by authors of scientific publications at BRGM | 2021 T2          |         |         |         |         |         |         | DRPC/IST          | Proportion of publications in open access journals. | Completed             | Idem actions 17 et 18  |
| 08 - Dissemination, exploitation of results | 22. Organising an annual event to promote BRGM's innovations.  | 2021 T4          | X       |         | X       |         | X       |         | DICI              | Event carried out.                                  | Completed and renewed | The Tinnov event, BRGM's open innovation day, is an annual meeting to think about the services of the future. A day of presentations and creative workshops to imagine the services of the future. In 2022, the first BRGM internal innovation days with the integration of the biennial internal challenge IMAG'IN, which aims to encourage the emergence of new digital services by promoting creativity through a collaborative approach across disciplines. Tinnov dates (28/11/2019 - Orléans; 6/10/2020 - online; 6/10/2021 - Orléans; 1/04/2021 - Clermont-Ferrand - Orléans 7 and 8/06/2022 - Orléans 21/09/2023). <a href="https://www.brgm.fr/en/event/workshop/tinnov-orleans-2022">https://www.brgm.fr/en/event/workshop/tinnov-orleans-2022</a> ; <a href="https://www.brgm.fr/fr/evenement/atelier/tinnov-orleans-2023">https://www.brgm.fr/fr/evenement/atelier/tinnov-orleans-2023</a> |

| GAP Principles                                     | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
|--|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|  |   | 2021 T4          |         |         |         |         |         |         |                   |   |                |  |
| <b>08 - Dissemination, exploitation of results</b> | 23. Publish an annual summary of BRGM's progress in open data and open science in the annual review of the COP.             | 2021 T4          |         |         |         |         |         |         | DRPC              | Publication of the document and validation in CODIR.                | Completed      | BRGM has gone beyond action by developing a new open science policy for the institution in 2022 presented to the Board of Administrators and published on the BRGM website ( <a href="https://www.brgm.fr/en/activities/knowledge-dissemination-open-science">https://www.brgm.fr/en/activities/knowledge-dissemination-open-science</a> ). BRGM's open science policy aims to standardise practices at the institution level and to accelerate the process in all the scientific fields covered by the French geological survey. Its priority is to reinforce good practices in open science, to generalize scientific publications in open access, to structure the scientific data cycle from the field or laboratory level to their availability in databases and to reinforce and structure BRGM's openness to users of its services. Its deployment is an action of the 2023-2027 contract of objectives (the COMP); an internal audit of the implementation of this policy is planned for 2025. |
| <b>09 - Public engagement</b>                      | 24. Develop a magazine focused on mediating BRGM's actions for society (replacing the "Lettre de la recherche" and Géorama) | 2021 T1          | X       | X       | X       | X       | X       | X       | DRPC/CME          | Indicators for monitoring press and digital communication feedback. | In progress    | The project to create the new external magazine has been delayed due to the pandemic. By the end of 2022 the layout has been elaborated and the first issue is planned for mid 2023.   |

| GAP Principles                             | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
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|  |  | 2021 T4          |         |         |         |         |         |         |                   |   |                |   |
| <b>09 - Public engagement</b>              | 25. Identify a specific budget for scientific dissemination with an annual programme at the institution level.   | 2021 T4          |         |         |         |         |         |         | DRPC/COM          | Contribution time of researchers to scientific dissemination actions. (articles, The conversation, etc.). | Completed      | The scientific outreach budget is identified in the internal budget of the communication division. It includes: a part-time scientific mediation officer and a budget for researchers to participate in outreach activities. The budget is significantly higher every 4 years when BRGM hosts the Fête de la Science (science Fair). Every 4 years during the Fête de la Science, BRGM opens the doors of its scientific and technical center in Orléans to the public. In 2021 more than 7000 visitors attended the event. Three indicators have been set up: the budget allocated annually for scientific outreach, the number of articles published in The Conversation and the number of views. |
| <b>10 - Non discrimination</b>             | 26. Publish BRGM's gender equality policy on the BRGM website so that it is visible to the supervisory ministries, citizens and, above all, women likely to come and work at BRGM.                               | 2021 T4          |         |         |         |         |         |         | DRH               | Text publication  | Completed      | All documentation relating to BRGM's commitments to professional equality has been implemented on the BRGM website ( <a href="https://www.brgm.fr/en/jobs-careers/human-resources-policy">https://www.brgm.fr/en/jobs-careers/human-resources-policy</a> ). BRGM has published all the documents enabling the identification of a GEP (gender equality plan): management commitment, agreement on professional equality between women and men signed in April 2021 for a period of 3 years (2021-2024) by management and the three trade unions, as well as the annual follow-up of indicators, role and time for the equality officer.   |
| <b>11 - Evaluation / appraisal systems</b> | 27. Create a Working Group to define the procedure and relevant criteria for an evaluation system of the scientific production of researchers and experts and aligned with the good practices of research EPICs. | 2022 T4          |         |         |         |         |         |         | DG                | Recommendations of the Working Group and drafting of a "working method" quality assessment process.       | Completed      | The working group was mandated to propose changes to BRGM's scientific job map based on the European EURAXESS reference framework and feedback from other EPICs. The work was reported to the Management Committee in July 2021. The working group's recommendations led to the rewriting of the job map (action 63 of the action plan). The new BRGM scientific job map will be integrated into the QMS evaluation process.  |

| GAP Principles                      | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
|-------------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|---|
|                                     |   | 2022 T4          |         |         |         |         | X       |         |                   |  |                |   |
| 11 - Evaluation / appraisal systems | 28. Examine the evaluation of scientific activities at the team level (Unit, project).  | 2022 T4          |         |         |         |         | X       |         | DRPC              | Feasibility note   | Extended       | The evaluations carried out in the new framework of the M4 process are assessments at project level which can be extended to thematic areas at scientific programs level, but do not focus on individuals. For the next COMP 23 - 27 a scientific performance assessment objective will be studied and implemented. This is a new subject with few national or international references. To be repositioned in the next action plan                         |
| 12 - Recruitment                    | 29. Develop a needs analysis methodology at the establishment level (need for a more prospective vision, more collegial approach, in line with the scientific strategy).      | 2021 T4          |         |         | X       |         |         |         | DRH/DG/DRPC       | Document of synthesis of the needs for scientific skills. Validation by the CODIR and follow-up process. | In progress    | A study initiated in 2021 which recommends the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials has been elaborated. This action is in line with the objective of COMP 23-27 to ensure the preservation and renewal of skills and should be completed for the next action plan. Action connected to action 36. |
| 12 - Recruitment                    | 30. To facilitate the procedures for foreign candidates wishing to come and work in France, create dedicated administrative information pages in English on the BRGM website. | 2021 T4          |         |         |         |         |         |         | DRH               | Text publication   | Completed      | On the BRGM website, information has been provided to assist foreign applicants in accessing official websites that allow administrative procedures to be carried out in English and other foreign languages. <a href="https://www.brgm.fr/en/jobs-careers/join-job-opportunities-recruitment-process">https://www.brgm.fr/en/jobs-careers/join-job-opportunities-recruitment-process</a>   |

| GAP Principles          | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments  |
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|                         |  | 2021 T1          | X       | X       | X       | X       | X       | X       |                   |   |                       |   |
| 13 - Recruitment (Code) | 31. Publish all scientific positions open to external applicants in French and English on EURAXESS and other international portals (Nature Jobs, ResearchGate...). | 2021 T1          | X       | X       | X       | X       | X       | X       | DRH               | % of posts on EURAXESS.   | Completed and renewed | All scientific jobs published externally are visible on Euraxess. New job boards set up in May 2022, for a total of about 190 job boards to diffuse job openings. To be updated annually on paying job board contracts.               |
| 13 - Recruitment (Code) | 32. Set up regular monitoring of the OTM-R.  | 2021 T3          |         |         |         |         |         |         | DRH               | Date last checked.  | Completed             | A regular internal audit, every two years, of the conformity of the recruitment policy with the OTM-R principles has been incorporated in the recruitment procedure finalized in 2023 and published in the quality management system. |
| 13 - Recruitment (Code) | 33. Specify in the job description the working conditions, career development and evolution prospects.   | 2021 T4          |         |         |         |         |         |         | DRH               | Publication in a visible and easily accessible location on the BRGM site. | Completed             | A paragraph specifying the working conditions, the perspectives of evolution and career development has been placed on each job form published in French and in English. The paragraph has been integrated into the working method.   |

| GAP Principles        | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                       | Current status | Comments  |
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|                       |   | 2020 T3          |         |         |         |         |         |         |                   |                                  |                |   |
| 14 - Selection (Code) | 34. To systematically ensure the presence of at least one expert in the field and ensure gender parity on the jury for all recruitments other than Directors. | 2020 T3          |         |         |         |         |         |         | DRH               | Composition of juries            | Completed      | The systematic integration of an additional technical expert if the technical field is not covered by one of the members of the jury, usually a manager, has been specified in the work method described in the recruitment process and therefore in the composition of the selection panels. Integration of the following sentence for jury members: "Following Isabelle Regner's conference on the deconstruction of gender stereotypes (2022), the HR Department would like to reinforce the awareness of managers during the final stage of the selection of candidates in the recruitment process at BRGM, by watching the video on the implicit biases at work during the jury process, produced by Paris Sorbonne. Integration in internal and external signatures - the logo of the citizen recruiter charter. (FOR REMINDER: the charter represents a better 360° consideration of the skills of a collaborator. BRGM has been associated with the "Citizen Recruiter's Charter" since 2019 with the French Junior Chamber of Commerce: recognizing all the skills, know-how and know-how acquired during volunteer experiences, volunteer work and civic service missions, in the recruitment, continuing education and talent management policies of companies). |
| 14 - Selection (Code) | 35. Create and implement OTM-R training for jury members.   | 2021 T2          |         |         |         |         |         |         | DRH               | % of jury members trained OTM-R. | Completed      | Training programme for juries created and finalized internally BRGM in 2022. It includes training in OTM-R, non-discrimination, awareness of atypical career paths. Flyers finalized as well as systematic reminders at the start of recruitment sessions. 33 employees trained in 2022-23. 2 sessions planned for 2023.  |

| GAP Principles           | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status        | Comments  |
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|                          |   | 2021 T1          |         |         |         | X       |         |         |                   |   |                       |   |
| 15 - Transparency (Code) | 36. On the basis of the budget framework, a forecast of departures per year and the observatory of professions (specialities) of the strategic orientations: identification with validation by DG of the trend in terms of the number of positions available per profession for the current year. | 2021 T1          |         |         |         | X       |         |         | DRH/SG/SI         | Publication of job vacancy trends on the website. | In progress           | This action is linked to action 29 and its progress has therefore been halted in 2021 while a new study is carried out proposing the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials is being elaborated. Once the software solution is in place, the trend in available positions will be updated and published annually. This action is in line with the objective of COMP 23-27 to ensure the preservation and renewal of skills and should be completed for the next action plan. |
| 15 - Transparency (Code) | 37. Define and publish recruitment procedures for doctoral students.  | 2021 T1          |         |         |         |         |         |         | DRPC/DRH          | Drafting of procedures.                           | Completed             | Three new documents have been drafted and published in 2022: a procedure for recruiting PhD students integrated into the SMQ; a service note describing the legal dispositions for internal communication; a PhD students' charter in French and English for external communication.  |
| 15 - Transparency (Code) | 38. Post information on BRGM's website on working conditions and the functioning of the institution   | 2021 T1          | X       | X       | X       | X       | X       | X       | DRH et COM        | Information on the website.                       | Completed and renewed | Website publication of a set of working conditions: work sites, equality policy, diversity, integration program, training... Recruitment and careers pages. <a href="https://www.brgm.fr/en/jobs-careers">https://www.brgm.fr/en/jobs-careers</a>   |

| GAP Principles                   | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                                      | Current status | Comments   |
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|                                  |  | 2021 T3          | X       |         |         |         |         |         |                   |   |                |  |
| <b>15 - Transparency (Code)</b>  | 39. Post BRGM's recruitment process, consistent with the OTM-R approach, on the website as well as career development prospects. | 2021 T3          | X       |         |         |         |         |         | DRH               | Process published on BRGM website.              | In progress    | The working methodology of the recruitment process has been fully reviewed to adapt to OTM-R requirements and integrated into the quality management system. Selected and relevant extracts are published on the BRGM website. (page Working at BRGM)  |
| <b>16 - Judging merit (Code)</b> | 40. Enhance the teaching activity at BRGM and take this into account during recruitment and career assessments.                  | 2021 T2          |         |         |         |         |         |         | DRH               | Amending Position and Appraisal Master Records. | Completed      | To consider teaching activity throughout one's career, three actions have been carried out. (1) Modification of the evaluation forms at the time of recruitment, (2) evolution of the annual interview form set up for the 2021 evaluation campaign, (3) Teaching criteria necessary to progress in the job map.   |
| <b>16 - Judging merit (Code)</b> | 41. Take into account publications, the quality of publications and the concrete results of projects carried out.                | 2021 T2          |         |         |         |         |         |         | DRPC/DRH          | Information prepared for evaluation procedures. | Completed      | To take into consideration publications and their quality, three actions have been carried out: (1) evolution of the annual interview form set up for the 2021 evaluation campaign. Bibliometric information is provided to the operational departments and allows for the evaluation of the quantity and quality of publications for each publisher. Publishing is one of the mandatory criteria for a researcher to progress in his/her job (2) when recruiting, publications are mentioned when they are relevant to the position. (3) a yearly publication prize is awarded internally ( <a href="https://www.brgm.fr/fr/actualite/actualite/brgm-devoile-prix-2021">https://www.brgm.fr/fr/actualite/actualite/brgm-devoile-prix-2021</a> ). In contrast, taking into account the concrete results of the projects carried out is of a quite different nature and is dealt with in action 28. |



| GAP Principles   | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments  |
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|  |  | 2022 T3          |         |         |         |         |         |         |                   |  |                |   |
| <b>17 - Variation in the chronological order of CVs (Code)</b> | 42. Raise awareness among jury members of the potential advantages of an atypical CV.  | 2022 T3          |         |         |         |         |         |         | DRH               | Information provided   | Completed      | Action beyond awareness-raising as it is included in the training of juries designed and finalized internally by BRGM in 2022 (idem action 35). It includes training in OTM-R, non-discrimination and awareness of atypical career paths. Completed flyers as well as systematic reminders at the beginning of recruitment sessions. Automatic mailing to the candidate of the interest to fill in all the gaps in their CV: atypical periods. 24 jury members trained in 2022. 2 sessions planned in 2023. |
| <b>18 - Recognition of mobility experience (Code)</b>          | 43. Promote mobility between scientific institutions as a criterion in evaluation procedures (recruitment and career development).   | 2020 T3          |         |         |         |         |         |         | DRH               | Number of exchanges/placements with scientific institutions. | Completed      | The inter-EPIC charter allows exchanges and the jobs that we receive from other scientific institutions are published on the intranet. Mobility in scientific establishments is one of the criteria used for recruitment for the selection of candidates, but also for career development.  |
| <b>18 - Recognition of mobility experience (Code)</b>          | 44. Maintain a policy incentivising stays in another country or in another scientific institution. Integrate mobility as a positive criterion for recruitment and career development, particularly for levels R3 and R4 (see career map review). | 2021 T4          |         |         |         | x       |         |         | DRH, DRPC         | Number of stays/year and number of person/months per year.   | Completed      | Mobility has been integrated as a positive criterion to be used in recruitment and annual evaluations. Finally, the promotion of researchers' networks in the job map is an encouragement to mobility. The pandemic was a major obstacle to mobility and the indicator could not be implemented during the 2021-2023 period.  |

| GAP Principles                               | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                                     | Current status | Comments  |
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|  |   | 2021 T1          |         |         |         |         |         |         |                   |  |                |   |
| <b>21 - Postdoctoral appointments (Code)</b> | 45. Set annual objectives for post-doctoral recruitment and encourage the integration of post-docs into major research projects (H2020 and ANR in particular).                      | 2021 T1          |         |         |         |         |         |         | DG/DRPC           | Number of post-docs in the annual budget plan. | Completed      | Following the doctoral program launched in 2017 a postdoctoral program is launched in 2023 to support the activity of young researchers. This new program prepared in 2022 aims to strengthen the policy of support to young scientists. The number of post-doctoral fellows is already included in BRGM's COMP 23-27 with a target of 30 post-doctoral fellows for 2027.   |
| <b>21 - Postdoctoral appointments (Code)</b> | 46. Integrate the post-doc charter into management training courses.  | 2021 T1          |         |         |         |         |         |         | DRH               | Implementation.                                | Completed      | The post doctoral student charter has been updated and will be published and made known to managers. Each post-doctoral student must sign it upon recruitment. It was decided that the manager training is not the best vector for this information. In fact, it is already very dense. Other information vectors are preferred: management café, HRD morning meetings, BRGM Hebdo and the intranet.  |
| <b>22 - Recognition of the profession</b>    | 47. Reinforce the visibility of temporary researchers in BRGM's internal and external communication (prizes, dedicated pages in the annual report, scientific review report, etc.). | 2022 T1          |         |         |         |         |         |         | DRPC              | Implementation                                 | Completed      | This action is linked to actions 77 and 79; Several approaches to reinforce the visibility of temporary researchers are implemented: annual PhD prize with video clip ( <a href="https://www.brgm.fr/fr/actualite/actualite/brgm-devoile-prix-2021">https://www.brgm.fr/fr/actualite/actualite/brgm-devoile-prix-2021</a> ), web pages on PhDs and post-doctorates carried out at BRGM. Pages dedicated to theses in the scientific report for each field. For each program webinar, dedicated spaces are reserved for PhD students. Action to be supported in the long term. |

| GAP Principles                            | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|   |   | 2022 T2          |         |         |         | x       |         |         |                   |   |                |   |
| <b>22 - Recognition of the profession</b> | 48. Encourage the creation of personal pages with the expertise of scientific staff on the BRGM intranet (to be extended to all staff) and in particular temporary staff (postdocs and PhD students). | 2022 T2          |         |         |         | x       |         |         | DNG/ SG/SI        | Implementation of the expanded directory.                           | Extended       | A study initiated in 2021 which recommends the implementation of a software solution specialized in skills management. At the same time, a new referential of technical and scientific competences consistent with the European referentials is being elaborated. The deployment of these tools will provide information on the skills and scientific and technical experience of each BRGM researcher.   |
| <b>23 - Research environment</b>          | 49. Make available the possibility of collective web pages, at the Unit scale, and highlighting all the scientific activities of the collectif.   | 2022 T1          |         |         |         |         |         |         | DRPC              | Number of pages dedicated to collective expertise on BRGM website.  | Abandoned      | The Directorate General will not follow up on this action. The new version of the BRGM intranet did not include this system in its design.  |
| <b>23 - Research environment</b>          | 50. Prepare the construction and renovation of scientific buildings.  | 2022 T1          |         |         |         |         |         |         | DG                | Acceptance of works for a renovated scientific laboratory building. | Completed      | Building renovation programme completed with the renovation of the experimental laboratories, followed by the completion of the Plat'Inn, PRIME and MIMAROC experimental platforms, including scientific equipment and building renovation. Finally, the institution will complete the reconstruction of the laboratories with the construction of a high-energy performance research platform: the BATLAB programme, initiated in the objectives and performance contract for 2018-2022, it will cover nearly 3,500 m2 divided between laboratories, a reception area and co-working spaces. It is expected to be commissioned in 2025. The ambition of this programme is to encourage synergy between researchers and technicians, to bring the tertiary spaces closer to the experimentation spaces, to create a logistical dynamic, to share common spaces and to bring the activities closer together. ( <a href="https://www.brgm.fr/fr/actualite/video/retour-succes-2021-brgm">https://www.brgm.fr/fr/actualite/video/retour-succes-2021-brgm</a> ) |

| GAP Principles                   | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|----------------------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                                  |  | 2023 T1          |         | X       |         | X       |         | X       |                   |  |                |  |
| <b>23 - Research environment</b> | 51. Provide the scientific platforms (PLAT'INN, PRIME, Geothermal...) with governance and scientific roadmaps.   | 2023 T1          |         | X       |         | X       |         | X       | DRPC/DO           | Roadmap by scientific platform.  | In Progress    | The action has been initiated very recently at the beginning of 2023, the scientific platforms are still very recent and are reaching sufficient maturity for the exercise of roadmaps shared by all entities of the institution. This is an objective integrated into the next COMP 23-27 and will therefore be carried forward into the next action plan.  |
| <b>23 - Research environment</b> | 52. Improving BRGM's performance through support to BRGM teams on administrative and financial engineering aspects and increased involvement in the various European initiatives and partnerships, particularly in the Community institutions. | 2023 T2          |         | X       |         | X       |         | X       | DRPC              | Annual review and analysis of participation in the various Horizon Europe initiatives. | In progress    | An annual report is presented to the Scientific Council, an external committee of BRGM. Internally, reporting and access to data is still to be set up on the intranet. An assistance contract allows for the use of effective assistance on administrative and financial engineering aspects.   |
| <b>24 - Working conditions</b>   | 53. Guarantee part-time staff a workload commensurate with their working time.   | 2021 T3          |         |         |         |         |         |         | DRH               | Specific section in the Annual Evaluation Interview.                                   | Completed      | A specific section on the annual appraisal interview form deals with the assessment of working conditions in case of part-time and teleworking. The work organisation and workload should be discussed between the employee and his/her line manager during the interview and their opinion reported in the form. The form is available to employees in the intranet area and is filed in the QSM. |

| GAP Principles                              | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators               | Current status | Comments   |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--------------------------|----------------|--|
|   |   | 2022 T2          |         |         |         |         |         |         |                   |                          |                |  |
| 24 - Working conditions                     | 54. Review the company agreement on working time management and teleworking.  | 2022 T2          |         |         |         |         |         |         | DRH               | Negotiation carried out. | Completed      | A telework agreement was negotiated in 2020 and signed in early 2021. Its application was postponed because of the pandemic and the mandatory telework, then to take into account the feedback, adaptations were negotiated and a new agreement was signed and implemented in mid-2022. The objective of this agreement is to bring flexibility to the management of working time. The agreement and the telework arrangements are available to employees on the intranet. |
| 24 - Working conditions                     | 55. Facilitate the reception of doctoral students co-supervised by BRGM (catering, accommodation, professional messaging and Internet connection services) during their stay at BRGM. | 2022 T3          |         |         |         |         |         |         | DRH               | Written procedure        | Completed      | A service note has been drafted and published (Oct 2022). It specifies the conditions for hosting doctoral students on the BRGM site, such as catering services, accommodation, professional e-mail and Internet connection. It completes the documents: recruitment procedure and doctoral student charter (action 76).   |
| 25 - Stability and permanence of employment | 56. To implement "worksites contracts" (rolling contracts for the duration of a site or project).   | 2023 T2          |         |         |         |         |         |         | DRH               | Negotiation carried out  | Completed      | Negotiations were planned for 2021, but a government decree was published allowing the introduction of indeterminate project contracts in EPICs, making negotiations unnecessary. 6 staff on permanent project contracts were recruited in 2022  |

| GAP Principles            | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|---------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|                           |   | 2021 T2          | X       |         |         | X       |         | X       |                   |   |                |   |
| 26 - Funding and salaries | 57. Provide visibility of starting salaries.  | 2021 T2          |         | X       |         | X       |         | X       | DRH               | Starting salary statistics published on the website.    | Completed      | Publication on the intranet site of the remuneration statistics for each type of job. This exercise is to be repeated with the new reference framework that has been put in place with the new job map. In the present context, the Directorate General does not authorise the publication of remuneration statistics on the Internet site.   |
| 26 - Funding and salaries | 58. Emphasise the experience gained during PhD studies when considering the starting salary for entry-level positions.  | 2021 T2          | X       |         |         |         |         |         | DRH               | Publication of starting salaries according to diplomas. | In progress    | Salary statistics have been published internally; the doctorate degree, which corresponds to 8 years of higher education, is correctly valued in the recruitment salaries, but this is not yet explicitly published on the intranet site.   |
| 27 - Gender balance       | 59. Selecting and setting up "groups" of young women recruits, who could integrate a specific training programme aimed at raising awareness and training women willing to take up scientific and/or hierarchical positions of responsibility. | 2023 T1          |         |         |         |         |         |         | DRH               | Number of women/year involved in specific programme     | Completed      | BRGM has signed a new agreement with the trade unions for professional equality between women and men for the period 2021-2024. It aims to support women likely to take up positions of responsibility (management, expertise, etc.) by setting up a system adapted to their career development (mentoring, role-playing, etc.) and thus encourage them to apply for a position when it becomes available. In September 2021, launch of two female leadership schemes for BRGM employees: the OSER scheme of the Ministry of Ecological Transition (4 women selected for the OSER#3 promotion -September-March 2022) and the REV-L Network for volunteer employees. ( <a href="https://www.brgm.fr/en/news/news/brgm-signs-new-company-agreement-gender-equality-workplace">https://www.brgm.fr/en/news/news/brgm-signs-new-company-agreement-gender-equality-workplace</a> ) |

| GAP Principles                 | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|--------------------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                                |  | 2023 T1          | 2020 T4 | 2021 T3 |         |         |         |         |                   |  |                |  |
| <b>27 - Gender balance</b>     | 60. Balancing the representation of women and men in scientific functions not subject to a recruitment jury (Correspondents, Programme Directors, etc.).   | 2023 T1          |         |         |         |         |         |         | DRH               | % of women in positions of responsibility by type of scientific function | Completed      | The professional equality agreement signed for the period 2021 and 2024 includes indicators on the subject. The monitoring of these indicators is published on the internet ( <a href="https://www.brgm.fr/sites/default/files/documents/2022-09/ressources-humaines-avancement-accord-egalite-brgm-2021-en_0.pdf">https://www.brgm.fr/sites/default/files/documents/2022-09/ressources-humaines-avancement-accord-egalite-brgm-2021-en_0.pdf</a> ). The indicators are also published on the HRS4R intranet page. |
| <b>28 - Career development</b> | 61. Designing and publishing the 26 "job descriptions" of the Observatory of Professions with the content of their missions, main activities and associated remuneration statistics.   | 2020 T4          |         | X       |         | X       |         | X       | DRH               | Number of job postings disseminated                                      | Completed      | Finalisation of the booklet of job descriptions and distribution on the internal network in 2021: BRGM Hebdo and intranet.   |
| <b>28 - Career development</b> | 62. Favour internal recruitment for functions that enable integration into strategic circles (correspondents, programme managers, etc.), as these are stepping-stones to positions of responsibility, particularly managerial positions. | 2021 T3          |         |         |         |         |         |         | DRH               | % of positions open for internal application.                            | Completed      | The professional equality agreement signed for the period 2021 and 2024 includes indicators on the subject. The monitoring of these indicators is published on the internet ( <a href="https://www.brgm.fr/sites/default/files/documents/2022-09/ressources-humaines-avancement-accord-egalite-brgm-2021-en_0.pdf">https://www.brgm.fr/sites/default/files/documents/2022-09/ressources-humaines-avancement-accord-egalite-brgm-2021-en_0.pdf</a> ). The indicators are also published on the HRS4R intranet page. |

| GAP Principles                 | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|--------------------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|                                |  | 2021 T4          |         |         |         |         |         |         |                   |   |                |   |
| <b>28 - Career development</b> | 63. Updated career map especially for scientific functions. Work on the concept of a career path allowing good consideration of research and expertise activities with specific criteria.              | 2021 T4          |         |         |         |         |         |         | DG/DRH            | Publication of the new Career Map                                     | Completed      | The transverse work group initiated for action 27 has drawn up a new map of scientific and technical jobs by individualising an Engineer-Researcher pathway based on the Euraxess criteria and taking into account the specific characteristics of an EPIC. It should improve the positioning of researchers throughout their careers, facilitate the transition from one level to another and ensure optimal job management for the Directorate. The deployment of the job map was made in the first half of 2023. |
| <b>28 - Career development</b> | 64. Include in the welcome booklet for new recruits, career development and career path building opportunities.  | 2022 T2          | x       |         |         |         |         |         | DRH               | Publication of new version  | In progress    | The welcome guide for new recruits has been thoroughly revised. Elements outlining the possibilities for professional development and career paths have been integrated. 90% of action completed.   |
| <b>29 - Value of mobility</b>  | 65. Define an institution policy on international missions and implement a proactive approach towards all staff, men and women, who have shown a willingness to participate in international projects. | 2021 T3          |         |         |         |         |         |         | DRH               | % of Women and Men CVs of candidate staff for international projects. | Completed      | Indicator integrated into the Professional Equality Agreement signed in April 2021. Number and percentage of CVs of both women and men presented in international offers. Indicators published annually on the HRS4R intranet page since 2022.  |



| GAP Principles               | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|------------------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                              |   | 2022 T4          |         | X       |         |         |         |         |                   |  |                |  |
| 29 - Value of mobility       | 66. Review the company agreement on the mechanisms for encouraging professional or geographical mobility and its recognition in a career path.  | 2022 T4          |         | X       |         |         |         |         | DRH               | Negotiation carried out                                    | In progress    | The negotiations planned for 2022 have been postponed due to the busy social calendar. They are scheduled for 2023.  |
| 29 - Value of mobility       | 67. Design and set up a support system for the mobility of researchers and integrate it into the partnership strategy with other institutions (sabbaticals, inter-institutional exchanges). | 2022 T4          |         |         |         | X       |         |         | DRH               | Number of researcher mobilities/year                       | Extended       | This action has been delayed because, although the institution wishes to encourage secondments and exchanges of researchers between scientific laboratories, the pandemic has been a major obstacle to the implementation of a mobility policy. The loss of the Carnot label has significantly reduced the funds allocated to researcher mobility. The action will be deployed under the revised action plan, taking into account the development of teleworking, which could enable more intensive exchanges between establishments and laboratories, with reduced physical mobility requirements, particularly in the metropolitan area. |
| 30 - Access to career advice | 68. Introduce two professional interviews at M12 and M30 with DSRC for all doctoral students (salaried and co-funded) to discuss their career prospects.                                    | 2021 T2          |         |         |         |         |         |         | DRPC/DRH          | Rate of interviews conducted / number of doctoral students | Completed      | Drafting and internal publication of the process, creation of an adapted interview form. Start of interviews of BRGM doctoral students (15 in 2022). The process will be progressively extended to all doctoral students (#90) from 2023.  |

| GAP Principles                    | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators   | Current status | Comments   |
|-----------------------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|--|----------------|--|
|                                   |  | 2023 T2          | 2021 T1 | 2021 T2 | X       | DRH     | DRPC    |         |                   |  |                |  |
| 31 - Intellectual Property Rights | 69. Promote or even improve incentive schemes for spin-offs  | 2023 T2          |         |         |         |         |         |         | DICI/DRH          | Number of successful transfers of innovations to an external entity. | Completed      | 2 Indicators put in place: number of successful transfers of invention to an external entity per year; total number of projects in the maturation process at the end of the year. Creation of an innovation pole that brings together all the players involved in innovation at the DICI Department, in all the operational divisions and in the BRGM subsidiaries. Creation, communication and dissemination of an innovation handbook accessible on the internal network: methodological guidelines through all stages of innovation (pre-maturation, maturation, transfer). |
| 33 - Teaching                     | 70. Recognise teaching as a professional activity for certain researchers/engineers, taking into account in the procedure for evaluating the career paths of expert researchers/engineers. | 2021 T1          |         |         |         |         |         |         | DRH               | Implementation in practice in the Annual Evaluation Interview.       | Completed      | To take account of teaching activity throughout the career, three actions have been carried out. (1) Changes to the evaluation forms at the time of recruitment, (2) Changes to the annual interview form introduced for the 2021 evaluation campaign, (3) Teaching criteria necessary for advancement in the job map. (idem action 40)  |
| 33 - Teaching                     | 71. Revise a positioning strategy for BRGM Campus with an adapted economic model.  | 2021 T2          |         |         | X       |         |         |         | DRPC              | Publication of the policy on the BRGM website.                       | Extended       | The objectives of the action plan have been prioritised according to the institution's needs and the commitment to renew BRGM's training policy has been postponed until the new COMP 2023-2027. The aim will be to strengthen the role of training within the establishment and more particularly to review the strategies for initial training and intervention in higher education on BRGM's key themes and to ensure annual monitoring of actions. Actions 71 and 72 should therefore be continued for the revised action plan.  |

| GAP Principles        | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|-----------------------|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|                       |  | 2022 T2          |         |         |         |         | X       |         |                   |   |                |   |
| 33 - Teaching         | 72. Clarify BRGM's position in relation to the implementation of strategic teaching activities, identify key partners, relevant modules on which BRGM researchers/experts can intervene. | 2022 T2          |         |         |         |         | X       |         | DRPC              | Identification of partners and strategic teachings. | Extended       | The objectives of the action plan have been prioritised according to the institution's needs and the commitment to renew BRGM's training policy has been postponed until the new COMP 2023-2027. The aim will be to strengthen the role of training within the establishment and more particularly to review the strategies for initial training and intervention in higher education on BRGM's key themes and to ensure annual monitoring of actions. Actions 71 and 72 should therefore be continued for the revised action plan. |
| 33 - Teaching         | 73. Include university lecturing training in the BRGM training catalogue.  | 2022 T4          |         |         |         |         |         |         | DRH               | Training added to the catalogue.                    | Completed      | After studying the market where no specific training exists and a review of the existing trainer training in the BRGM catalogue, it was decided to adapt this training if necessary and according to the feedback from the trainees teaching at the University. The feedback will be provided in 2023.  |
| 34 - Complain/appeals | 74. Appoint a mediator   | 2021 T2          |         | X       |         |         |         |         | DRPC              | Appointment of the mediator                         | Extended       | BRGM is lagging behind in this area and has just taken steps to set up a new governance structure to ensure scientific integrity and, more broadly, ethics and anti-corruption aspects. The appointment of a referent will be part of this action.  |

| GAP Principles                                      | Actions  | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                                    | Current status | Comments   |
|---|--|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|   |  | 2021 T4          |         |         |         |         | X       |         |                   |   |                |  |
| <b>35 - Participation in decision-making bodies</b> | 75. Identify current participation in decision-making bodies (mirror groups, ANR committees, H2020 experts, ...) and encourage our scientific experts to fill the vacant spaces. Integrate these activities in the staff workload plans. | 2021 T4          |         |         |         |         | X       |         | DRPC              | Annual census and analysis of participations. | Extended       | Action which requires the establishment of a methodology for collecting information at the level of the institution with a annual capitalisation of data. Will be taken up in the following plan under the angle of monitoring scientific performance markers (COMP 23-27) (see action 20) |
| <b>36 - Relation with supervisors</b>               | 76. Drafting and dissemination of a "Charter for welcoming doctoral students at BRGM" modelled on the charter for postdoctoral researchers/fellows.  | 2021 T1          |         |         |         |         |         |         | DRPC/DRH          | Charter published.                            | Completed      | Publication of a Charter for the reception of doctoral students both internally and externally. Integration into the quality management system.  |
| <b>36 - Relation with supervisors</b>               | 77. Integrate doctoral students into Units or Divisions via scientific presentations once a year in addition to the progress of their work.  | 2021 T2          |         |         |         |         |         |         | DRPC              | Number of presentations                       | Completed      | Pooling of all doctoral students' presentations during programme seminars, doctoral students' days and annual publication of quantitative indicators.  |

| GAP Principles                                | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments  |
|---|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|---|
|   |   | 2022 T2          |         |         |         |         |         |         |                   |   |                |   |
| <b>36 - Relation with supervisors</b>         | 78. Implementation of a standardised procedure for the follow-up of doctoral students - production of a short annual activity report.                               | 2022 T2          |         |         |         |         |         |         | DRPC              | % of doctoral students with a follow-up notebook                      | Completed      | A file is created for each doctoral student to enable them to be monitored, and the procedure is governed by a service note.  |
| <b>36 - Relation with supervisors</b>         | 79. Better integration and display of doctoral students' results in BRGM's communication (annual report - scientific report - integration into programme seminars). | 2023 T2          |         |         |         |         |         |         | DRPC              | Implementation  | Completed      | Dedicated pages are devoted to doctoral students in BRGM's scientific communication (annual reports), a PhD prize is awarded yearly and new video supports are used to broaden communication of doctoral students' subjects. Action to be continued and expanded.   |
| <b>37 - Supervision and managerial duties</b> | 80. Reinforce the mentoring procedure and give future retirees time to develop their expertise, their internal career path and pass on their knowledge.             | 2020 T4          |         |         |         |         |         |         | DRH               | Number of researchers benefiting from this measure before retirement. | Completed      | Annual publication of several indicators: number of companionships and days of companionship, companionships carried out by seniors and/or before retirement. The Annual Appraisal Interview form has evolved to take into account the actions carried out by seniors to highlight their experience and pass on their knowledge (training, publication, conference, etc.) |

| GAP Principles   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
|--|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|  |   | 2021 T3          |         |         |         |         |         |         |                   |   |                |  |
| <b>37 - Supervision and managerial duties</b>                      | 81. Taking into account the role of thesis supervisors during the annual evaluation interview.  | 2021 T3          |         |         |         |         |         |         | DRH               | Modification of the Annual Evaluation Interview.                    | Completed      | The form for the annual evaluation interview has evolved to take into account the role of supervising doctoral students.   |
| <b>38 - Continuing Professional Development</b>                    | 82. Include in the annual training plan a specific monitoring and analysis of the professional training of researchers, in particular in relation to the recommendations of the annual evaluation interviews and career interviews. | 2023 T1          |         | X       |         | X       |         | X       | DRH               | Specific chapter integrated in the annual training plan and review. | In progress    | This action is ready to be finalised as soon as the new job map is fully implemented in 2023, which will make it possible to individualise the population of researchers and scientific and technical experts at BRGM.               |
| <b>39 - Access to research training and continuous development</b> | 83. To study the operational feasibility of allowing BRGM researchers to follow a module of a university course with a view to acquiring new expertise.   | 2021 T4          | X       |         |         |         |         |         | DRH               | Study carried out Yes/No  | In progress    | Opportunities for researchers to take university courses are currently in place at BRGM, in particular to acquire new skills. A note is being written to clearly explain the existing arrangements and will be published internally. |

| GAP Principles   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators  | Current status | Comments   |
|------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|---|----------------|--|
|                  |   | 2021 T1          |         |         |         |         |         |         |                   |   |                |  |
| 40 - Supervision | 84. Limit the number of doctoral students per supervisor to encourage quality supervision.  | 2021 T1          |         |         |         |         |         |         | DRPC              | Average number of doctoral students per supervisor.   | Completed      | The average supervision rate at BRGM is 1.2 (2021). The criterion of the number of supervisors is used in the evaluation procedure for doctoral subjects.  |
| 40 - Supervision | 85. Inclusion in the internal thesis proposal form (IM085) of criteria for assessing the quality of BRGM supervisors.   | 2021 T3          |         |         |         |         |         |         | DRPC              | Modified form.  | Completed      | The action is part of the overall scope of the quality of the reception of both PhD students and supervisors. The evaluation form specifies the number of doctoral students supervised during their career and the number of current supervisions. As regards the BRGM salaried supervisor, the form also specifies the year in which the doctorate and HDR were defended. In addition, the quality criterion for supervisors can be discussed and debated during the deliberation of thesis award committees. |
| 40 - Supervision | 86. Setting up support for young researchers (mentoring) to ensure a coherent start to a career in research and to prepare the HDR and allow familiarisation with the procedures for setting up and conducting research projects. | 2022 T1          |         |         |         | X       |         |         | DRPC/DRH          | Publication of the roles and responsibilities of mentors as well as the resources made available. | In progress    | The action began by setting up, on a case-by-case basis, support for young researchers by experienced researchers, in particular for HDRs and the setting up of complex projects. The practice of mentoring must be extended and formalised in order to differentiate it from companionship and training actions. To be continued in the revised action plan.  |

| GAP Principles   | Actions   | Initial deadline | 2023 S2 | 2024 S1 | 2024 S2 | 2025 S1 | 2025 S2 | 2026 S1 | Responsible units | Indicators                           | Current status | Comments  |
|------------------|---|------------------|---------|---------|---------|---------|---------|---------|-------------------|--------------------------------------|----------------|---|
|                  |   |                  |         |         |         |         |         |         |                   |                                      |                |   |
| 40 - Supervision | 87. Enrich the range of training courses on mentoring and pedagogy for the supervisor - include it in the training catalogue. | 2022 T3          |         |         |         |         | X       |         | DRPC/DRH          | Additions to the Training Catalogue. | Extended       | Action chronologically subsequent to the action to define mentoring (action 86) |



## 5.2 Sigles, acronyms and abbreviations

BRGM: Bureau de Recherches Géologiques et Minières

EPIC: Public industrial and commercial institution

HCÉRES: High Council for the Evaluation of Research and Higher Education

HDR: Habilitation to direct research

HRS4R: Human Resources Strategy for Researchers

SMQ: Quality Management System

M4: Scientific programming process with own funds

COMP 2023 - 2027: Contract of Objectives, Means and Performance State - BRGM 2023 – 2027

COP 2019 - 2023: Contract of Objectives and Performance State - BRGM 2019 – 2023

FAIR: Easy to find, Accessible, Interoperable and Reusable

OTM-R: Open, Transparent and Merit-based recruitment procedure for researchers

HRD: Human Resources Department

DRPC: Directorate for Research, Scientific Programming and Communication

DICI: Directorate for Innovation, Commercial and International Activities

DNG: Digital Geosciences Directorate

COM: Communications Department

DG: General Management

SG/SI: General Secretariat / Information Systems Department

DRPC/CME: Communication, scientific mediation and publishing department

DO: Operational Directions

GEP: Gender Equality Plan