

TALAN HRS4R ACTION PLAN

1. ACTIONS

ACTION 1	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 1. Research freedom	Q1 2024 - unlimited time
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: We find there is a lack of knowledge of the researcher regarding ethics in certain fields such as AI.</p> <p>Action:</p> <ul style="list-style-type: none"> Implement a robust ethical review process for all research projects, ensuring that ethical considerations are taken into account and that researchers are aware of their responsibilities in this regard. The review process will take the form of a checklist which will be administered when creating new research projects. <p>Objective: we hope this systematic approach will help to raise warnings prior the creation of a research project.</p>	<p>HR dpt & Research center (creation of the questionnaire).</p> <p>HR department distribution of the questionnaire.</p>	<ul style="list-style-type: none"> Target: measurement campaign is done twice per year. Target: eventual impediment must be subjected to enquiries and measures must be put in place such as to solve the impediment within the quarter. Indicator: level of impediments and time evolution.

ACTION 2

GAP Principle(s)

(+/-) 1. Research freedom

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

Q2 2024 - unlimited time

Responsible Unit

HR & communication departments will publish the report.

Indicator(s)/Target(S)

Context:

Results of the bi-annual freedom of research measurement from action 1 will be made public.

- Publication and monitoring of freedom-of-research bi-annual measurement.

Objective:

The results of the questionnaires from Action 1 must be made public such as to enforce transparency and help ensuring research freedom.

- **Indicator:**
100% of the raised impediments have a corresponding proposed solution.

Action:

- HR & communication dpt will publish a digest and results from the bi-annual measurement campaign of action 1.
- Each raised impediment(s) to search freedom and measures put in place will be shared publicly.

ACTION 3

GAP Principle(s)

(+/-) 2. Research freedom

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

Q1 2024

Responsible Unit

Legal dpt and Research center will create the project-checklist.

Research center will administer the checklist by itself when creating new research projects.

Indicator(s)/Target(S)

Context:

We find there is a lack of knowledge of the researcher regarding ethics in certain fields such as AI.

- Systematic application of the checklist when a new project is created.

Action:

- Implement a robust ethical review process for all research projects, ensuring that ethical considerations are taken into account and that researchers are aware of their responsibilities in this regard.
- The review process will take the form of a checklist which will be administered when creating new research projects.

- **Target:**
100% of the newly created projects must be subjected to the checklist.

Objective:

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

ACTION 4

GAP Principle(s)

(+/-) 2. Ethical principles

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

Q1 2024

Responsible Unit

Legal dpt and Research center will create the training plan.

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

Indicator(s)/Target(S)

- All researchers have taken the training plan and provided feedback (target: 100%).
- All new researchers must take the training plan (target: 100%).

Context:

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

Action:

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

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

Objective:

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

ACTION 5

GAP Principle(s)

(+/-) 2. Ethical principles

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

Q4 2023

Responsible Unit

Communication department.

Indicator(s)/Target(S)

Target:
All guidelines are made public.

Context:

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

Action:

Transfer to public repository.

Objective:

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

ACTION 6

GAP Principle(s)

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

(++) 3. Professional responsibility

Q3 2023 - Q3 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Research center will share their project descriptions.

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

Communication department will create the public repository.

Action:

Transfer project descriptions to a public repository.

ACTION 7

GAP Principle(s)

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

(++) 8. Dissemination, exploitation of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Research center will aggregate public outreach and publication data.

Guidelines/KPIs are on a public repository.

Communication department will create the public repository.

Action:

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

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

ACTION 8

GAP Principle(s)

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

(++) 8. Dissemination, exploitation
of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Action:

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

Objective:

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

Research center will aggregate public outreach and publication data.

Communication department will create the public repository.

Guidelines/KPIs are on a public repository.

ACTION 9

GAP Principle(s)

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

(++) 8. Dissemination, exploitation
of results

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Action:

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

Note:

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

Research center will aggregate public outreach and publication data.

Communication department will create the public repository.

Guidelines/KPIs are on a public repository.

ACTION 10	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 12. Recruitment of results	Q2 2024
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Currently, job opening announcements are not published in academic journals or in graduate schools.</p> <p>Action: Study cost and potential efficacy of publishing job announcement in academic journals.</p>	HR department will study the feasibility and assess cost with the help of the finance department.	A decision must be made regarding the use of academic journal for job openings announcements.

ACTION 11	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(-/+) 14. Selection (Code)	Q4 2024
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Academic Selection committee system is only in place for PhD students. Not yet for full-time researchers.</p> <p>Action: Consult with the Legal and HR department to study feasibility of putting in place of a selection committee system specifically designed for the Research Department.</p> <p>If not possible at the minimum:</p> <ol style="list-style-type: none"> 1) ensure at least one expert in the field is present during the selection process 2) if an external expert can be found, priority should be given to him/her. <p>with priority: Academic expert, foreign branch expert, French branch (non research center) expert.</p>	<p>Legal and HR departments will make a proposal.</p> <p>Research center will make the selection.</p>	<ul style="list-style-type: none"> • Legal HRS4R workforce will draft a feasible proposal compliant with French law. • Then the selection committee system must be put in place and systematically applied during recruitment process.

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

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

ACTION 14

GAP Principle(s)

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

(+/-) 22. Recognition of the profession

Q2 2023

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Objective:

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

Action:

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

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

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

• Indicator:

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

• Indicator:

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

• Indicator:

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

ACTION 15

GAP Principle(s)

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

(+/-) 24. Working conditions

Q1 2024

Responsible Unit

Indicator(s)/Target(S)

Context:

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

Action:

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

Research center.

• First questionnaire has already been administered.

• Target:

1 questionnaire per quarter.

ACTION 16

GAP Principle(s)

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

(+/-) 24. Working conditions

After completion of action 15 (2024)

Responsible Unit

Indicator(s)/Target(S)

Context:

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

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

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

Action:

Provide special support and resources regarding identified blocking points.

Note:

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

ACTION 17

GAP Principle(s)

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

(++) 27. Gender balance

2024 (during study quarter)

Responsible Unit

Indicator(s)/Target(S)

Context:

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

HR department is in charge of aggregating the data.

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

Target:

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

Action:

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

Note:

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

ACTION 18	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(++) 27. Gender balance	2024 (during study quarter)
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Currently inclusivity metrics are shared to the public via our communication department and the raw data is not made available.</p> <p>Action:</p> <ul style="list-style-type: none"> Raw data will be made available A dashboard will be specifically created by the IT and communication department. 	<p>HR department is in charge of aggregating the data.</p> <p>Communication department is in charge of providing the platform and making the data public.</p>	<p>• Indicator/target: data available to the public and a public dashboard is maintained.</p>

ACTION 19	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties	2024 (during study quarter)
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: As of today, mentoring and supervision is strongly encouraged but the system needs to be formalized.</p> <p>Action:</p> <ul style="list-style-type: none"> Mentoring roles and responsibilities will be made clearer and written on the internal administrative website. A simple RACI system will be put in place for each project, clearly assigning mentored/tutor roles. This should include duties, responsibilities, in addition to a fixed schedule for performance review and training. Senior researchers will be assigned a junior (R1) researcher with the task of assisting them in the completion of their PhD research. The mentoring format will be decided at the discretion of the researchers (weekly or monthly meetings etc.). <p>Note: actions 21 & 22 will profit from this action and must be taken into account when setting up the RACI system.</p>	<p>Research center.</p>	<p>• Individual target: Every member of the Research Dpt has been (voluntarily) assigned the four RACI roles throughout 4 research projects (target 100%).</p> <p>• Individual target: Every R1 researcher has been assigned an additional senior researcher to help on their PhD thesis (target 100% of R1 researchers).</p>

ACTION 20	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 39. Access to research training and continuous development	2026 - 2027
	Responsible Unit	Indicator(s)/Target(S)
<p>Context: Our research department, being embedded in the Talan group does not have the same access to academic courses as other research groups located in research institutes or universities.</p> <p>Action:</p> <ul style="list-style-type: none"> Establish more partnerships or collaborations with academic institutions, research institutes, or universities to provide your research department with access to essential resources, facilities, and expertise. Adapt workload of researchers undergoing academic training. 	<p>Research center. In case the collaboration requires additional fundings, the Finance dpt may be requested to assist.</p>	<p>A collaboration doctrine and strategy has been written and put in place.</p> <p>Indicator: Number of collaborations started (targets to be determined).</p>

ACTION 21	GAP Principle(s)	Timing (at least by year's quarter /semester)
	(+/-) 39. Access to research training and continuous development (+/-) 40. Supervision and continuous development	After Action 19.
	Responsible Unit	Indicator(s)/Target(S)

<p>Context: Our collaborators have highlighted the difficulties they face in managing their training and development activities along side their research responsibilities. Specifically, they have expressed a preference for more structured scheduling of their training, which would involve a reduced workload during the training period. While this is a common practice in academic institutions, where semester-long courses are offered, our research department lacks experience in this area and primarily provides short-term courses and training sessions.</p> <p>Action:</p> <ul style="list-style-type: none"> Deploy a fair and clear scheduling system to enable long-term course enrolment (with the associated workload reduction). This implies that each research project must be shared across multiple researchers such that research can continue while training collaborators (this is taken into account in action 19). 	<p>Research center.</p>	<p>Target: researchers have (individual average) 0.25 days/work-week assigned for training on continuous development or 5% of their total workload.</p>
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ACTION 22

GAP Principle(s)

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

(-/+) 29. Value of mobility

After Action 19.

Responsible Unit

Indicator(s)/Target(S)

Context:

Currently, mobility is handled in an informal manner through discussions with HR, mentors and advisors.

HR and communication dpt will be in charge of maintaining the platform and aggregating mobility offers.

Targets:

- Platform has been created.
- All researchers enrolled in the platform.

New proposals:

- Include a mobility section in the research Center Community Group, informing researchers about transversal and geographical opportunities within the Talan group and its collaborators.
- Promote temporary internal mobility of the researchers throughout the foreign branch of the Talan group.
- This implies that each research project must be shared across multiple researchers such that research can continue when a collaborator undergoes mobility (this is taken into account in action 19).

Unselected principles:

(++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (++) 7. Good practice in research (++) 11. Evaluation/ appraisal systems (++) 13. Recruitment (Code) (++) 15. Transparency (Code) (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code) (++) 23. Research environment (++) 25. Stability and permanence of employment (++) 26. Funding and salaries (++) 28. Career development (++) 30. Access to career advice (++) 31. Intellectual Property Rights (++) 32. Co-authorship (++) 33. Teaching (++) 34. Complaints/ appeals (++) 35. Participation in decision-making bodies (++) 38. Continuing Professional Development

OUR HRS4R ACTION PLAN IS NOW PUBLISHED ONLINE:

- FR Version: <https://talan.com/a-propos/centre-recherche-innovation/hrs4r/> (<https://talan.com/a-propos/centre-recherche-innovation/hrs4r/>)
- EN Version: <https://talan.com/en/about/talans-research-and-innovation-center/hrs4r-accreditation/> (<https://talan.com/en/about/talans-research-and-innovation-center/hrs4r-accreditation/>)

The following is a list of public documents, codes of conducts, charters and KPIs inline with the HRS4R spirit.

- Inclusivity and gender/balance commitment (with public KPIs): <https://talan.com/en/about/csr/>
- Charter for Research : https://talan.com/fileadmin/Charte_pour_la_Recherche_et_l_Innovation_ENG.pdf
- Inclusivity and diversity: <https://www.chartre-diversite.com/signataires/talan/>

- OTMR policy documents (corruption, ethics etc.) :
FR: <https://talan.com/a-propos/ethique-et-conformite/>
ENG: <https://talan.com/en/about/ethics-and-compliance/>
https://talan.com/fileadmin/Code_of_Conduct_-_2022.pdf
https://talan.com/fileadmin/Internal_Whistleblowing_System_-_2022.pdf
https://talan.com/fileadmin/Medias/Gifts_and_Invitations_Policy.pdf
FR : <https://talan.com/a-propos/rse/>

Links related to our research and innovation center:

The research center public website:

- FR Version <https://talan.com/activites/centre-recherche-innovation/>
 - ENG Version
<https://talan.com/en/technologies/talans-research-and-innovation-center/> (<https://talan.com/en/technologies/talans-researchand-innovation-center/>)
- Research center's activity report 2022 (in french & English):
- https://talan.com/fileadmin/Reprise_de_contenus/Actualites/News/Rapport_d_activite_2022_MAJ_1705_FINAL.pdf
 - <https://talan.com/en/our-news/detail/news/research-innovation-centre-business-report-2022/>