

Principles	Implementation	GAP / Implementation impediments	Initiatives undertaken / new proposals
<b>Ethics and Research Integrity</b>	+/-	<p>Pursuant to the French decree of 3 December 2021, IMT appointed in May 2022 a Scientific Integrity Officer (Référént Intégrité Scientifique, RIS) responsible for steering its policy on scientific integrity. This policy is based on a network of deputy RIS officers within the schools, who ensure the dissemination of good practice, the training of staff, the prevention of risks and liaison with partner institutions. The network operates on a collegial basis, sharing information and teaching resources (courses, MOOCs, posters, communication material, etc.) and organising a public seminar every eighteen months. In the event of an allegation of misconduct, the investigation is generally conducted by the local deputy RIS in cooperation with the IMT RIS.</p> <p>IMT ensures that all its doctoral programmes comply with the statutory requirements relating to scientific integrity, particularly the doctoral oath, with several deputy RIS officers directly involved in the relevant teaching activities. In addition, some of them take part in national meetings of OFIS and international meetings of ENRIO, thereby strengthening IMT's position within key reference networks. To enhance this policy, it is recommended that training in scientific integrity be made systematic for all researchers, from the time of their recruitment and before they are authorised to supervise theses (and obtain the Accreditation to Supervise Research-HDR). The group will be able to build on local initiatives, such as the MOOC on scientific integrity at IMT Nord Europe, which is already compulsory for thesis supervisors and doctoral candidates.</p> <p>Finally, establishing coordination at IMT group level to guarantee access for every researcher to a Research Ethics Committee, in particular for issues relating to AI and emerging technologies, would represent a significant step forward. IMT Atlantique has already set up an Institutional Advisory Committee for the Protection of Persons for research involving human participants.</p>	<p>Building on the existing Scientific Integrity framework, IMT will further strengthen this policy through the HRS4R Action Plan. Targeted actions will aim to make scientific integrity training more systematic for all researchers, particularly at key career stages such as recruitment and access to thesis supervision. In parallel, coordination at group level will be reinforced to ensure that all researchers have access to appropriate ethical support and review mechanisms, notably for research involving human participants, artificial intelligence and emerging technologies.</p>
<b>Freedom of Scientific Research</b>	+/+	<p>IMT guarantees freedom of scientific research, which is enshrined in its internal regulations (Article 99, Title 6). Researchers enjoy the right freely to determine their research topics and methodologies and to disseminate their results, in compliance with ethical and scientific standards. This freedom is exercised within a structured framework that takes into account institutional and regulatory requirements, as well as constraints linked to funding and partnerships.</p> <p>IMT seeks to preserve this independence while maintaining an appropriate balance between researchers' autonomy, contractual commitments and the financial sustainability of the institution. This balance is a key feature of IMT's research model, in which laboratories manage their own funding strategies and assume corresponding budgetary responsibilities. This freedom is expressly reaffirmed in IMT's internal research-funding schemes, which always leave open the possibility of submitting funding applications for exploratory projects not directly aligned with the strategic research priorities IMT has chosen to promote (e.g. the Futur, Ruptures &amp; Impacts program, which supports exploratory research with high scientific and technological potential).</p> <p>IMT also allows researchers to publish in the journal of their choice and provides support and/or funding for these publication activities, while recommending certain journals in light of research priorities and remaining vigilant regarding so-called "predatory" journals.</p> <p>IMT has recently appointed an Ethics and Professional Conduct Officer. The institution could further strengthen its research-ethics policy by incorporating the recommendations contained in the European Parliament Resolution of 17 January 2024 on the freedom of scientific research when revising its Code of Ethics and Professional Conduct.</p>	<p>IMT will further consolidate the protection of freedom of scientific research through the HRS4R Action Plan by strengthening the visibility and consistency of its ethical framework at group level. Future actions will aim to integrate recent European recommendations on academic freedom into the Code of Ethics and Professional Conduct, while reinforcing guidance for researchers on responsible publishing practices and ethical decision-making in research partnerships.</p>
<b>Open Science</b>	+/-	<p>IMT and its schools are firmly committed to an Open Science approach, with a major step forward in April 2024 through the adoption of an Open Science Charter. Since 2019, an Open Science working group, including a designated contact person in each school together with specialists in Scientific and Technical Information, has structured this policy. Each school has its own HAL open-archive portal, grouped under the IMT collection, and the proportion of publications available in open access reached 74% in 2024 (92.1% at IMT Mines Albi). Training and tailored support are provided to research staff to encourage the uptake of Open Science practices. Researchers are guided towards publishing models that allow open and/or free access to their work, with particular attention paid to avoiding undue publication fees and so-called "hybrid" or "predatory" journals. Research data management has also become a major priority, with the creation in 2023 of an IMT working group dedicated to this topic. Early achievements include: a survey of researchers conducted in June 2024; the opening of an institutional IMT space within the national repository recherche.data.gouv, structured in collections by school; and awareness-raising and support activities for the drafting of Data Management Plans (DMPs). Some schools have also introduced documentary curation for the deposit of datasets, while others are assessing advanced solutions such as cold storage on magnetic tape. IMT could further strengthen this strategy by putting in place a mechanism that guarantees the long-term, secure archiving of research data and software. The appropriation and shared stewardship of research data remain a challenge, requiring close collaboration between researchers and the library, IT and legal services.</p>	<p>IMT will further consolidate its Open Science strategy by strengthening group-level coordination on research data and software management. Future actions will focus on securing long-term, sustainable and trusted solutions for data and software archiving, clarifying roles and responsibilities among researchers and support services, and reinforcing training and support to promote shared stewardship of research outputs in line with FAIR principles and European Open Science standards.</p>
<b>Gender Equality</b>	+/-	<p>IMT is actively committed to promoting gender equality, through dedicated plans (e.g. Gender Equality Plans 2021-2023 and 2024-2026; the Action Plan against Gender-based and Sexual Violence (VSS) 2021-2023; and the Action Plan on Harassment, Gender-based and Sexual Violence and Discrimination (HVSSD) 2024-2026). The first of these plans provides for several concrete measures, notably the monitoring and correction of pay gaps through a specific compensatory salary envelope. The second establishes listening and reporting mechanisms for violence, with designated contact persons in each school and mandatory training on the prevention of harassment and various forms of violence. These two plans, and the actions they contain, continue and reinforce a long-standing institutional policy and are intended to be sustained over time.</p> <p>Regarding researchers' careers, a minimum level of representation of each gender is ensured on recruitment boards and school councils. Equal access to grades, staff categories and promotions is also guaranteed, and IMT encourages a good work-life balance for all researchers. The proportion of women researchers has increased from 29% in 2021 to 30% in 2022 and 32% in 2023. Although progress remains gradual, it reflects growing commitment and a clear institutional will to strengthen the place of women in research. To go further, it is necessary to enhance training for all staff, and specifically for those involved at every stage of the reporting process in cases of violence (from initial listening to disciplinary action).</p>	<p>IMT will further strengthen its gender-equality policy by reinforcing training and awareness-raising for all staff, with particular attention to actors involved in the reporting and handling of harassment, gender-based and sexual violence and discrimination. Future actions will aim to consolidate skills along the entire reporting chain, ensure consistent implementation across schools, and continue monitoring gender equality indicators in research careers.</p>

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<b>Embracing Diversity</b>	+/-	<p>IMT is actively committed to diversity and inclusion, through its 2024-2026 Disability Action Plan, which provides for concrete measures such as bringing buildings into compliance with accessibility standards for persons with reduced mobility and offering tailored support for staff with disabilities. A formal procedure for recognising disabled workers and dedicated HR monitoring have also been introduced. Awareness-raising courses on diversity and inclusion are offered, covering topics such as disability, the fight against everyday sexism and harassment. IMT currently has a rate of 3.60% of staff with disabilities and aims to increase this figure. Certain IMT schools, such as IMT Mines Alès, have adopted more ambitious and targeted policies, for example on neurodiversity ("atypie-friendly charter", job descriptions drafted in Easy-to-Read French, etc.) or measures for carers. IMT is also highly internationalised, with 53% of its publications co-authored with international partners.</p> <p>Regarding researchers' nationality, between 2018 and 2023, 304 researchers were recruited: 70% French, 13% from other European countries and 17% from outside Europe. An analysis of recruitment shows that 49% of those hired had spent more than two years abroad before joining IMT. The Group pursues an active policy of recruiting international researchers, with dedicated welcome schemes (e.g. access to accommodation) and support with administrative and financial procedures, notably through the Euraxess network. Going forward, IMT will build on the actions set out in the Disability Action Plan, which is intended to be renewed over time.</p>	<p>IMT will consolidate its diversity and inclusion strategy by building on the Disability Action Plan and promoting the dissemination of good practices across its schools. Future actions will aim to strengthen awareness-raising and training on diversity, improve the visibility and accessibility of support schemes for researchers, and reinforce the attractiveness and integration of international and diverse profiles within the research community.</p>
<b>The Researcher</b>	+/+	<p>IMT recognises and values the role of its researchers through clear regulatory frameworks, particularly its management framework, internal regulations, the civil-service statutes and the Livret d'accompagnement des Enseignants-Chercheurs (Guide for Academic Staff).</p> <p>These documents set out researchers' rights, duties and professional responsibilities, define what constitutes professional conduct and the extent to which researchers are accountable. The internal regulations, especially the section on disciplinary matters, frame professional obligations, ethical responsibilities and the transparency of funding. Article 101 sets out the principles of loyalty, integrity and respect for contractual commitments, and specifies sanctions in the event of breaches. Other provisions reinforce these principles by addressing specific aspects of researchers' conduct, such as conflicts of interest, good research practice and rules on confidentiality. Taken together, these measures are intended to ensure robust scientific governance and to safeguard IMT's reputation and integrity. These elements are described in greater detail in the mapping of the corresponding principles of the European Charter for Researchers.</p> <p>To ensure that these principles are effectively implemented, IMT could improve the dissemination and communication of the Guide for Academic Staff and of the Internal Regulations, to provide better support to researchers.</p>	<p>IMT will strengthen the visibility and accessibility of key reference documents defining researchers' rights, duties and responsibilities. Future actions will aim to improve communication and dissemination of the Guide for Academic Staff and the Internal Regulations, in order to support researchers' understanding of professional obligations, ethical standards and institutional expectations throughout their careers.</p>
<b>Free Circulation of Researchers</b>	+/-	<p>IMT actively encourages both internal and external mobility of researchers.</p> <p>Several IMT schools have already introduced dedicated funding schemes to support such mobility. They also provide concrete support for researchers undertaking academic or industrial mobility, in France and abroad, and these experiences are recognised in appraisal processes and career pathways (for promotions). At some schools, mobility has been made compulsory for doctoral candidates, notably in the framework of joint PhD supervision.</p> <p>For fixed-term research staff, study visits are integrated into the management framework, allowing them to go on mobility while retaining their salary and position. For civil servants, however, there is no equivalent scheme in the current regulations, which creates a disparity between researchers depending on their employment status.</p> <p>IMT organises annual internal mobility campaigns, which strengthen exchanges between its schools. These campaigns provide a wide range of opportunities (both geographical and professional) and enhance the attractiveness of the IMT Group.</p> <p>A major recent development in the mobility policy is the European University EULIST. This alliance offers significantly expanded opportunities and funding for researchers with nine trusted partner universities, with whom IMT is building its future.</p> <p>To reinforce these initiatives, IMT could, at group level, systematically recognise mobility in its researcher-assessment procedures.</p> <p>Work is also needed on a specific scheme for civil servants, like the study-visit arrangements for contract staff, to ensure fairness between employment statuses and to facilitate their mobility. In the longer term, IMT could establish a comprehensive framework that includes mechanisms for replacing the teaching load of researchers while they are on mobility.</p>	<p>IMT will further strengthen its mobility policy by promoting a more systematic recognition of mobility experiences in researcher assessment and career development. Future actions will aim to improve fairness between employment statuses by exploring group-level schemes facilitating mobility for civil servants, and by reflecting on structural mechanisms to support research and teaching continuity during mobility periods.</p>
<b>Sustainability of Research</b>	+/-	<p>IMT is progressively integrating sustainability issues into its research activities, in line with the Sustainable Development Goals (SDGs) and European requirements concerning the ecological transition.</p> <p>Several initiatives have been introduced to measure and reduce the environmental impact of research activities, although they still need to be harmonised across the schools. A Group-level officer is now responsible for the ecological transition, and a roadmap was adopted in 2021. In addition, some schools already have strong policies on sustainable research, including the award or ongoing acquisition of Sustainable Development and Social Responsibility (DDRS) labels, the appointment of DDRS contacts within centres such as Mines Saint-Étienne and IMT Mines Alès, and the completion of carbon audits by several research laboratories. All schools organise awareness-raising workshops for researchers, such as "La Fresque du Climat", the "2-tonnes" workshop, and similar initiatives.</p> <p>Regarding the long-term impacts of research, some schools are developing indicators to classify projects, contracts (via the internal SI Contrats tool) and publications according to their contribution to the SDGs. These impacts are incorporated into the work of scientific communities and their strategies. As part of its overall "ecological transition" policy, IMT also intends to launch research work aimed at assessing the impact of research projects on the environment, society and the economy.</p> <p>For researchers' travel, IMT has adopted a travel policy designed to reduce the carbon footprint of business trips by favouring fewer polluting modes of transport.</p> <p>IMT could further strengthen its commitment by adopting a "green charter" for research, inspired by the Marie Skłodowska-Curie Green Charter, which would also cover the impact of research activities.</p>	<p>IMT will further structure and harmonise its approach to sustainable research by strengthening group-level coordination on environmental and societal impact. Future actions will aim to develop a shared framework for assessing the environmental, social and economic impacts of research activities, and to formalise common principles through the adoption of a Green Research Charter inspired by European best practices.</p>

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<b>Researchers' Assessment</b>	+/-	<p>The assessment of researchers is based on the statutory provisions of the IMT Management Framework, the IMT Internal Rules and Regulations, and the applicable legislation governing civil servants, irrespective of:</p> <ul style="list-style-type: none"> <li>•the assessment period (calendar year for civil servants, academic year for staff on fixed-term or permanent contracts), and</li> <li>•the formal assessment tools used (CREP appraisal form for civil servants and dedicated "InserRH" forms for contract staff).</li> </ul> <p>To support the assessment process, an internal tool has been developed: the Handbook for Academic Staff, which provides practical tools to help researchers carry out a self-assessment using a self-positioning grid covering all the missions entrusted to IMT researchers.</p> <p>For doctoral candidates, the Doctoral Schools' Individual Monitoring Committee supports and assesses them throughout their programme, thereby ensuring their progress and appropriate supervision.</p> <p>Some schools have introduced complementary practices designed to make assessment more objective, by developing a list of performance indicators that allow a more precise evaluation of the diversity of researchers' contributions across the different missions of the group. This system considers not only publications and funding obtained, but also valorisation of research results, doctoral supervision, science outreach activities, the societal impact of research, and any additional responsibilities a researcher may assume (e.g. acting as a designated contact or referee).</p> <p>IMT is currently working on a common assessment form which will make it possible to objectify the assessment of researchers' activities and harmonise practices across IMT. It should be noted that these activities are particularly diverse within IMT (teaching, research, innovation and economic development). A training plan will be drawn up for line managers on how to conduct assessments, to better support researchers during this process and in the development of their careers.</p>	<p>IMT will further strengthen the objectivity and consistency of researcher assessment by consolidating a shared evaluation framework across its schools. Future actions will aim to harmonise assessment practices, better recognise the diversity of researchers' contributions across all missions, and reinforce support and training for line managers involved in appraisal processes.</p>
<b>Recruitment</b>	+/-	<p>IMT guarantees a structured recruitment process, based on its Recruitment Charter (which reiterates the principles of fairness, inclusion and transparency in selection procedures) and on the various applicable regulatory provisions depending on the status of the posts concerned.</p> <p>A group-level Recruitment Charter has been published. Recruitment follows a standardised process: establishment of a selection panel; definition of objective criteria and assessment methods; drafting of job descriptions; publication of vacancies through appropriate channels; and formalisation of the final choice of candidate.</p> <p>The group also provides schools with decision-support tools (in addition to recruitment channels and a shared digital application-tracking system) which make it possible to assess candidates' profiles, professional motivations and reasoning abilities. Attention is paid to communication with candidates, with feedback provided to all. There is also heightened vigilance regarding inclusion and gender equality throughout the recruitment process.</p> <p>To give external and internal candidates the same opportunities, and to ensure that the best candidates are recruited, some schools, such as IMT Atlantique and Télécom Paris, have committees that systematically review job descriptions to ensure that they are open and aligned with the skills sought, avoiding excessively restrictive wording that might encourage institutional inbreeding. This practice could be extended to all IMT schools, especially since the group already provides standardised job-description templates.</p> <p>IMT conducts an annual review of relevant and attractive recruitment channels. This enables it to publish vacancies on both free and paid platforms with national and international reach, such as Euraxess or Academic Positions, to attract international talent.</p>	<p>IMT will further strengthen its recruitment policy by reinforcing group-level harmonisation and quality control of recruitment practices. Future actions will aim to generalise the systematic review of job descriptions to ensure openness and transparency, and to continue enhancing the visibility and attractiveness of recruitment channels in line with OTM-R principles.</p>
<b>Selection</b>	+/-	<p>IMT attaches paramount importance to upholding the principle of fairness in selection procedures. Through its Gender Equality Action Plan, IMT commits to ensuring minimum gender representation on selection panels; panel members are made aware of discrimination risks and unconscious bias in recruitment. Panels are also sensitised to non-linear career paths and to identifying candidates' personal qualities. Panels very often include external researchers, from both academia and industry.</p> <p>For posts subject to national security requirements, stringent precautions are necessary, including referral to the Senior Defence and Security Official in certain cases (where duties are to be performed within a restricted-access area). To enable both high-quality international recruitment and compliance with IMT's obligations, some schools, such as Télécom SudParis, have implemented documented and digitalised procedures that streamline this type of recruitment.</p> <p>The fact that a standardised evaluation grid for candidates (although recommended in IMT's Recruitment Charter) is not systematically used by panels sometimes leads to a lack of harmonisation in selection criteria. It would therefore be beneficial to develop enhanced standardised grids that harmonise the qualitative and quantitative criteria used, while including soft-skills criteria in candidate assessment.</p> <p>It will be necessary to develop a guidance document for researchers involved in recruitment, setting out procedures, good practice and examples. Finally, the dissemination of vacancies is to be improved by making them more accessible on suitably targeted platforms.</p>	<p>IMT will strengthen the fairness and consistency of selection procedures by reinforcing the harmonisation of evaluation practices across its schools. Future actions will aim to generalise the use of standardised evaluation grids incorporating qualitative and transversal skills, and to provide clear guidance and support for researchers involved in selection panels, in line with OTM-R principles.</p>

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<b>Career Progression</b>	-/+	<p>Career development at IMT is underpinned by several internal documents (the Management Framework and Article 100 of the Internal Rules and Regulations, which sets out certain conditions for professional advancement) as well as by the legislative provisions applicable to civil servants.</p> <p>For researchers who are civil servants, promotions are examined by the Joint Administrative Committees (CAP), in accordance with the applicable ministerial order. For researchers on employment contracts, promotions and changes of job title are assessed by the Commission de Qualification pour Promotion et Changement d'Appellation (COQUAPROCHA). These procedures are clearly defined and transparent and provide a structured framework for career progression. The expectations of these commissions are known and objectified through precise criteria linked to the various missions of IMT researchers and to the diversity of their individual contributions to the group's objectives. Selection panels ensure minimum gender representation and are systematically made aware of the risks of gender bias and discrimination. To support researchers in their career development, most schools have appointed deans and/or dedicated staff members with specific responsibility for this task.</p> <p>IMT recognises and values non-standard career paths, in particular international mobility, entrepreneurship and industrial valorisation, which form part of IMT's core missions. Given the breadth of activities entrusted to researchers (teaching, research, economic development, etc.), numerous possibilities exist for individualised careers, which contributes to the attractiveness of the institution. However, it remains necessary to formalise these career pathways within all schools in order to provide clear reference points and a comprehensive picture of the options available to researchers. Finally, as indicated under Principle 14, particular attention must be paid to R1 and R2 researchers, both to give them visibility over potential career paths and to support their future employability.</p>	<p>IMT will further strengthen career development by improving the visibility and formalisation of career pathways across its schools. Future actions will aim to clarify progression opportunities for researchers at all career stages, with particular attention to early-stage (R1) and recognised researchers (R2), and to enhance guidance and support mechanisms that promote diverse and sustainable career trajectories.</p>
<b>Working Conditions, Funding and Salaries</b>	+/-	<p>Quality of Working Life (QWL- Qualité de Vie au Travail, QVT) is a major concern for IMT. A QWL action plan has been implemented, with substantial resources devoted to, for example, access to a wide range of occupational health professionals in all entities. The group also pursues an active policy for preventing harassment and all forms of violence (dedicated platform and contact points, etc.). The most recent 2025 staff survey shows that 87% of staff members are satisfied with their work and 94% feel engaged. The lines of action identified in response to this survey focus on the need for support and training for managers. Working groups have been set up and an action plan is to be drawn up to improve IMT's practices.</p> <p>Regarding participation in the governance of the institution, researchers are represented on the Boards of Governors of IMT schools and on that of the General Directorate. They are of course also represented in the various staff representative and social dialogue bodies.</p> <p>Complaints and appeals procedures are clearly set out in the institution's Internal Rules and Regulations. Mediation mechanisms are provided at several levels (departments / research centres, schools, General Directorate, etc.).</p> <p>In terms of remuneration (framed by the Management Framework, the civil service statute and Article 100 of the Internal Rules and Regulations), the IMT group has undertaken substantial work to ensure pay equality between staff members carrying out comparable duties, through the allocation of specific pay-adjustment budgets. This will be further enhanced by the introduction of forward-looking jobs and skills management (Gestion prévisionnelle des métiers et des compétences, GPMC).</p> <p>As an institution dedicated, inter alia, to industrial development, IMT provides and maintains research facilities and equipment commensurate with researchers' needs and with its strategic ambitions.</p>	<p>IMT will further strengthen working conditions and quality of working life by consolidating support mechanisms for researchers and reinforcing managerial practices. Future actions will aim to enhance training and support for managers, pursue efforts to ensure pay equity and transparency, and continue improving working environments and governance participation in order to sustain researchers' well-being and engagement.</p>
<b>Stability of Employment</b>	-/+	<p>IMT recognise the importance of employment stability, particularly for early-career researchers (R1 and R2). Although French law permits the renewal of fixed-term contracts for up to six years, some schools already apply an internal policy limiting fixed-term contracts to a maximum of three years (except in specific cases assessed by the School Director), and support measures exist, for example through review meetings and skills assessments at the end of contracts.</p> <p>However, no overarching framework yet structures these practices at IMT level, and initiatives in favour of R1 and R2 researchers, who are very often employed on fixed-term contracts, remain local and should be extended across the group. Regarding remuneration, salaries for doctoral candidates and post-doctoral researchers have been significantly increased in recent years. Some schools have also chosen to align post-doctoral salaries with those of research engineers.</p> <p>While certain schools, such as Télécom Paris and IMT Mines Alès, have dedicated resources for doctoral candidates, these arrangements have not yet been generalised across the group and should more broadly incorporate career-development and employability support (including for post-doctoral researchers and junior research engineers).</p> <p>In conclusion, IMT needs to strengthen its dedicated support for early-career researchers (R1 and R2), particularly those on fixed-term contracts, by offering them personalised guidance in their career orientation, accredited and professionally oriented training (including in transversal and soft skills) and easier access to academic and industrial opportunities within IMT's partnership network (including alumni).</p>	<p>IMT will strengthen employment stability and career support for early-career researchers by developing a more coordinated group-level approach. Future actions will aim to extend good practices across schools, reinforce personalised guidance and career-orientation support for researchers on fixed-term contracts, and enhance access to training and academic and industrial opportunities in order to improve employability and career sustainability.</p>

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<b>Contractual and Legal Obligations</b>	+/-	<p>The contractual and legal obligations of researchers, as defined by law, are reflected in the IMT Management Framework, in employment contracts and in IMT's Internal Rules and Regulations.</p> <p>These documents clearly set out researchers' rights and duties, in relation to intellectual property, knowledge security, duties of loyalty and compliance with national and European regulations, and they are readily accessible on the intranet. Several schools have an induction protocol for new researchers which includes compulsory training on occupational risks. Welcome booklets are available and bring together all essential information on legal obligations, intellectual property, contract management and knowledge security. The translation of these documents, and of the documents mentioned above, into English must be generalised at IMT-group level.</p> <p>One of IMT's main challenges is to strengthen training for researchers on the opportunities and constraints associated with the exploitation and protection of research results and with the creation of spin-offs (the French PACTE Law), given that IMT is an institution specifically tasked with economic development and the dissemination and transfer of research results. It is therefore essential that all researchers are fully aware of the possibilities available to them, as well as of their rights and obligations, to further stimulate innovation and technology-transfer activities.</p> <p>Finally, to address the full range of risks to which the institution is exposed (the increase in cyber-attacks), IMT, through the working group of Information Systems Security Officers, must roll out a Business Continuity / Disaster Recovery Plan (Plan de reprise d'activité, PRA) in each school and at group level. This is essential to ensure the resilience of IT infrastructures and the protection of sensitive data. Training for researchers in digital security should also be strengthened, including modules on data protection, management of IT crises and good practice in relation to confidentiality.</p>	<p>IMT will strengthen researchers' awareness and understanding of contractual and legal obligations by improving the accessibility and dissemination of key reference documents, including their translation at group level. Future actions will aim to reinforce training on intellectual property, knowledge protection, valorisation and entrepreneurship, and to enhance institutional resilience through the deployment of business continuity measures and reinforced awareness of digital and data-security issues.</p>
<b>Dissemination and Exploitation of Results</b>	+/-	<p>The dissemination and exploitation of research results are core components of IMT's mission. The Group promotes open academic research, while also encouraging the exploitation of research outcomes, through collaboration with industry and public authorities. Over the reference period of its most recent HCERES evaluation, IMT launched more than 270 CIFRE industrial PhD theses, illustrating the strength of its links with industry.</p> <p>The IMT schools implement numerous initiatives, especially in the regions where they are located, to disseminate research to the public (e.g. Ma Thèse en 180 secondes, Pint of Science, the Fête de la science, the Nuit des chercheurs, etc.). Mines Saint-Étienne even hosts an in-house Centre for Scientific, Technical and Industrial Culture, "La Rotonde". Scientific mediation activities aimed at citizens are also organised in the other schools.</p> <p>IMT has the leading network of academic incubators in France, with thirteen incubation sites across the country. Each year they host around 120 start-ups, with a remarkable five-year survival rate of 83%. The incubators host and support researchers' spin-off projects and provide training in entrepreneurship. Frequently funded by local public authorities, they serve as forums for exchange between researchers, industry, public bodies and civil society.</p> <p>The management of intellectual property is governed at IMT by dedicated policies, procedures, specific instructions and the Management Framework. IMT supports researchers in protecting their inventions and has a strategic partnership with the French National Institute of Industrial Property (INPI). In their evaluations, researchers are encouraged to disseminate and exploit their results.</p>	<p>IMT will further strengthen the dissemination and exploitation of research results by enhancing the visibility and coherence of its support mechanisms across the group. Future actions will aim to reinforce researchers' awareness of dissemination, valorisation and entrepreneurship opportunities, and to continue recognising these activities as integral components of researchers' careers, in line with IMT's missions and societal impact objectives.</p>
<b>Valuing Diverse Research Careers</b>	-/+	<p>IMT acknowledge the importance of diversified scientific careers and has introduced several mechanisms to promote intersectoral, interinstitutional and entrepreneurial mobility. As an institute dedicated not only to education and research, but also to economic development and the valorisation of scientific results, IMT plays a key role in strengthening links between the academic sphere and the socio-economic sector.</p> <p>IMT already actively supports non-linear career paths, particularly those associated with entrepreneurship. Many researchers pursue hybrid careers, combining academic research, industrial collaborations, entrepreneurship and scientific mediation. The Group also encourages researcher mobility, international, intra-IMT, or industrial, to enhance the exchange of skills and experiences.</p> <p>IMT acknowledges that each researcher must contribute differently to the Group's missions and works to ensure collective complementarity. However, the recognition of diversified careers is not yet fully formalised across all evaluation processes, as noted under Principle 9. Clear and measurable indicators are still lacking to assess the impact of academic staff involvement in transversal and diversified activities (mobility, doctoral supervision, partnership-based research, valorisation of results, scientific outreach, etc.). In its recruitment procedures, IMT recognises non-linear career trajectories, including career interruptions, and does not penalise candidates on that basis.</p>	<p>Through the HRS4R Action Plan, further strengthen the recognition of diverse research careers by improving the formalisation and visibility of intersectoral, interinstitutional and entrepreneurial career paths. Future actions will aim to develop shared indicators and reference frameworks to better assess and value researchers' engagement in diversified activities, including mobility, supervision, partnership-based research, valorisation and scientific outreach, in coherence with researcher assessment processes.</p>
<b>Career Development and Advice</b>	-/+	<p>IMT have implemented several mechanisms to support researcher career development at all stages of their professional journey. The schools offer personalised training plans for doctoral candidates, as well as support schemes for all research staff, including supervision for HDR (Habilitation to Supervise Research) preparation and transversal training for PhD supervisors.</p> <p>Researchers are evaluated and guided in their career progression by their line managers during the annual appraisal interview, a key moment for discussing career development, aspirations, and available opportunities. However, several shortcomings remain. Career pathways are not yet clearly formalised across all schools, making long-term career planning more difficult. Recognition of transversal activities may also be insufficient.</p> <p>To address this, IMT has introduced deans and/or dedicated staff responsible for researcher orientation and must now reinforce the training of managers in career support.</p> <p>To improve the overall management of scientific careers within the Group, a harmonised methodology for career development should be established at IMT level. This methodology could include structured career pathways outlining the stages and opportunities available to researchers as they progress, for example HDR preparation, intersectoral mobility, doctoral supervision, management responsibilities, or entrepreneurship.</p> <p>By strengthening the structure and visibility of these career pathways, IMT will enhance the development of its researchers and ensure more effective and coherent support at every stage of their careers.</p>	<p>IMT will strengthen career development and advice by establishing a more harmonised and structured approach to scientific career management across its schools. Future actions will aim to improve the visibility of career pathways, reinforce managerial support for career guidance, and better recognise transversal activities and diverse progression opportunities throughout researchers' careers.</p>

Principles	Implementation	GAP / Implementation impediments	Initiatives undertaken / new proposals
<b>Continuous Professional Development</b>	+/-	<p>IMT recognises the importance of continuous professional development at every stage of a researcher's career and has introduced several mechanisms to support their progression. IMT offers a structured catalogue of transversal training courses covering areas such as pedagogy, scientific innovation and career management.</p> <p>In addition to the Group-wide catalogue, individual schools also provide their own comprehensive training plans. Doctoral candidates are likewise included in the training provision for researchers and benefit from dedicated programmes, complementing those offered by the doctoral schools. Strengthening the harmonisation of training catalogues, expanding the offer available in English, and improving communication remain priorities to ensure equitable access to training for all researchers.</p> <p>Participation in training, however, remains uneven. In 2024, 21% of the training courses completed at IMT involved researchers, representing 1,133 staff members trained. Yet only 38% of researchers and academic staff undertook at least one training course during the year, compared with 63% for the overall IMT workforce. In parallel, 303 researchers, representing 62.73% of staff who had not received training for three years, had not participated in any recent professional development activities, highlighting ongoing challenges in accessibility and alignment of training provision.</p> <p>To address these issues, IMT is introducing new training courses specifically designed for academic staff in 2025, focusing on doctoral supervision, work-life balance, conflict and stress management, as well as a mentoring programme. Managers must also be better trained to act as training facilitators and promoters for their teams.</p>	<p>IMT will strengthen continuous professional development by improving the coherence, visibility and accessibility of training opportunities for researchers across the group. Future actions will aim to enhance participation in training, expand the offer available in English, and reinforce the role of managers in supporting and promoting lifelong learning throughout researchers' careers.</p>
<b>Supervision and Mentoring</b>	-/+	<p>IMT's integration practices currently vary across schools. Some offer induction seminars, welcome kits, and the Group provides a pedagogical training school; however, these initiatives should be generalised across all schools.</p> <p>To improve supervision and mentoring, IMT could develop a structured Group-wide mentoring programme, integrating follow-up sessions, specific training, and a network of dedicated contacts for early-career researchers, supported by an allocated budget.</p> <p>Regarding doctoral education, some schools have already implemented integration schemes with mentoring, a doctoral charter under development, and training for PhD supervisors. Others provide induction seminars, pedagogical training and teaching support, but lack a formalised mentoring scheme.</p> <p>Some institutions, including IMT Nord Europe, have established doctoral peer-mentoring schemes in which third-year PhD candidates accompany first-year doctoral students. Currently, IMT doctoral candidates are affiliated with 14 doctoral schools, depending on the local site policies in which IMT schools operate, resulting in diverse practices in doctoral support. A Group-wide IMT Doctoral Charter could be established to ensure a shared foundation of practices aligned with IMT expectations.</p> <p>Systematic training in doctoral supervision could also be integrated into the career development pathway for academic staff, particularly new supervisors, to ensure supervision practices that meet European standards.</p>	<p>IMT will strengthen supervision and mentoring practices by developing a more structured and harmonised group-level approach. Future actions will aim to generalise induction and mentoring schemes for early-career researchers and doctoral candidates, reinforce training in doctoral supervision, and establish shared reference frameworks, such as a Group-wide Doctoral Charter, to ensure consistent and high-quality supervision practices aligned with European standards.</p>