



INRAE



INRAE Employee Handbook

Getting to know your new workplace

[October 2023]

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Welcome to INRAE

INRAE was formed 3 years ago by the successful merger of INRA and IRSTEA on January 1, 2020.

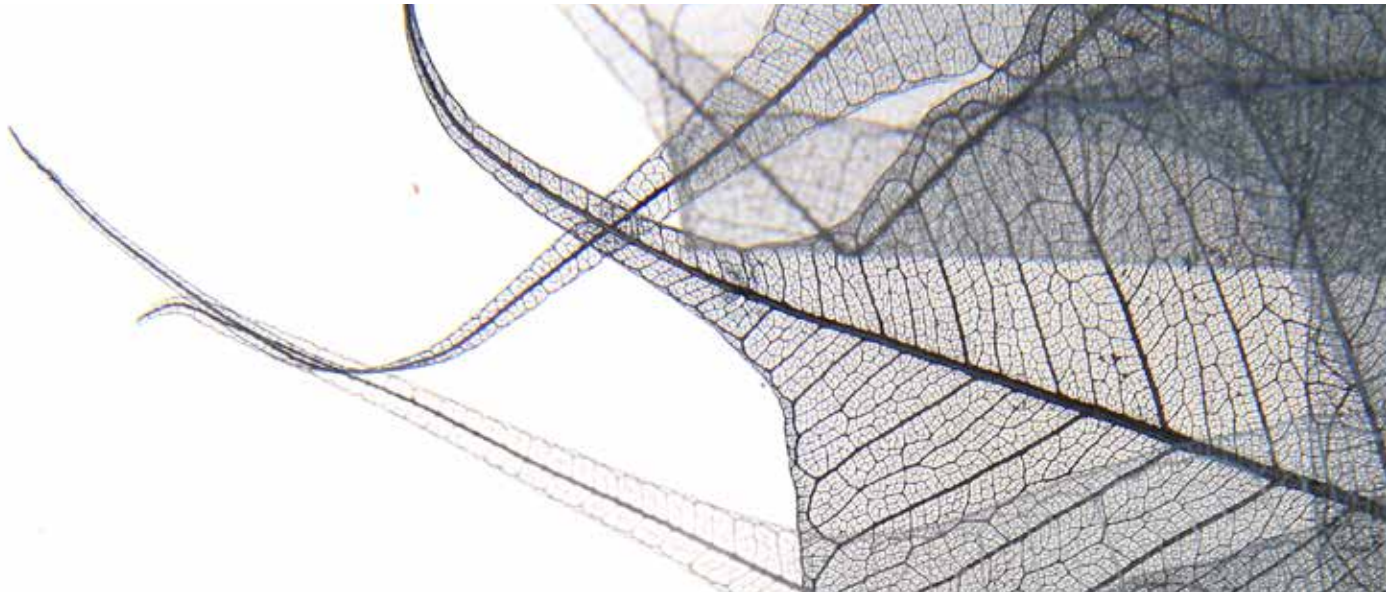
In 2023, the INRAE community includes 12,000 people who work each day to further knowledge in our fields of research and in research support.

In this national guide, you will find a general presentation of INRAE along with its organizational structure, HR policy and other useful information.

Your local centre will also provide specific guides to provide you with relevant information that will help you carry out your work.

It is my great pleasure to welcome you to INRAE and I hope that you will achieve your full potential at our Institute. Your well-being at work is essential to INRAE's success!

Philippe Mauguin
Chair and CEO



 **INRAE, an overview**



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INRAE's history

A quarter of a century after the foundation of the French Institute for Agricultural Research (IRA), the French Government passed a law on May 18, 1946, creating INRA, a public administrative establishment. Supported by the Minister of Agriculture François Tanguy-Prigent (1909–1970), this parliamentary initiative took place after World War II had ended, and France was facing severe economic and political challenges. There was a single objective: “feeding France”. In January 1955, the Ministry of Agriculture granted INRA even more autonomy.

A decree was issued that made changes to the law of May 18, 1946, stipulating that henceforth INRA's internal organization would be governed by way of regulation and no longer by way of legislation. This shift gave the institute significant control over future administrative and scientific changes. What was to follow was more than 70 years of research and discoveries in the fields of agriculture, food, biotechnology, and the environmental sciences. In 1984, INRA became a Public Scientific and Technical Research Establishment (EPST).

Also in the 1980s, and more precisely in 1981, the National Centre of Agricultural Engineering (CNEEMA) and the Technical Centre for Rural Engineering of Water and Forests (CTGREF) merged to form the National Centre for Agricultural Mechanisation, Rural Engineering, Water, and Forestry Management (CEMAGREF), a public administrative establishment under the aegis of the Ministry of Agriculture. In 1985, CEMAGREF became an EPST under the dual aegis of the Ministry of Research and the Ministry of Agriculture. For 30 years, the institute dedicated itself to research in the environmental sciences focused on water, ecotechnology, and regional land use. In 2012, CEMAGREF became the National Research Institute of Science and Technology for the Environment and Agriculture (IRSTEA), so that its name better reflected its research concerns.



Major steps in INRAE's creation

2016

April: At the joint request of the Ministry of Agriculture and Food and the Ministry of Higher Education, Research and Innovation, CGAAER and IGAENR carry out a strategic audit of IRSTEA, during which the possibility of merging INRA and IRSTEA is raised.

2017

November 30: The two ministries receive a report discussing scientific cooperation between INRA and IRSTEA and the organization of their environmental research.

2018

February 6: The presidents of INRA and IRSTEA receive their engagement letters based on the results of the November 30 report.

September 24: The staff of INRA and IRSTEA receive the results of two reports, one from the Operational Committee for Scientific Organization and the other from the Operational Committee for Organization, Management, and Support.

October 12: The two ministries receive a progress report.

November: The preconfiguration phase begins for the directorates, centres, and divisions concerned. Starting in mid-November, those tasked with leading the process receive engagement letters signed by both presidents.

2019

May 6: After the final selection is made by the two ministries, the name of the new institute –INRAE– is shared with all INRA and IRSTEA staff.

May to early July: Events bringing together INRA and IRSTEA research teams take place across France.

October 12: Following their approval by the Council of State, decrees describing the institute's creation appear in the country's official gazette.

December 2019 to mid-February 2020: Participatory debate is held that is open to all staff with a view to collaboratively defining the institute's strategic priorities.

2020

January 1: INRAE is officially launched.

December 2020: The new roadmap is validated “INRAE 2030 – Building a sustainable future through shared science and innovation”.

Main objectives and research themes

INRAE is the world's number-one institute for research in the fields of agriculture, food, and the environment. The institute is more committed than ever to finding solutions to the challenges caused by global changes and to helping fully manage the resulting transitions.

Food security, nutrition security, agricultural transitions, the preservation of natural resources, the restoration of biodiversity, risk prediction and management, a comprehensive approach to health, the protection of food regional... These are all issues of concern in INRAE's quest to sustainably transform agricultural, food, and environmental systems. Drawing upon the rich and diverse work of its research teams, the institute aims to generate new knowledge and novel solutions.

To this end, INRAE will utilize its

- network of research infrastructures and experimental units, unparalleled in Europe
- institutional policies anchored in open and participatory science
- membership within the French system of higher education and research, and its contribution to site policies and research alliances
- international network built upon collaborations with the best research teams in Europe and the world
- strong code of ethical practices based on the highest principles
- corporate social responsibility strategy.

INRAE 2030 strategy document

Upon its creation, INRAE adopted an innovative approach to collectively define its strategic priorities, a project called **INRAE 2030**. The process began at the end of 2019, when all INRAE staff were invited to contribute to this realistic yet ambitious and federating project. It was enhanced and adopted at the end of 2020 after discussions with the institute's different partners and validation by its governing bodies.

The roadmap presents the strategic orientations which will guide INRAE's activities in the coming years. It looks ahead to 2030 while being based on immediate actions or actions which are already underway in order to propose solutions which will be progressively put into place.

This document provides a framework for units, divisions, research support directorates and centres to elaborate their own coherent roadmaps. It also serves as a basis for discussion for developing collaboration with regional, national, European and international partners.

Site strategies and centre plans

In France, higher education and research (HER) institutions are organized into “sites”, which are composed of the HER establishments found within a defined geographical area. These sites can have their origin in the July 22, 2013 law on higher education and research or in high-level projects resulting from the French Investments for the Future Programme (e.g., IdEx, I-SITE, Convergence Labs, Laboratories of Excellence [LabExs], Laboratories of Territorial Innovation, etc.).

Developed under the responsibility of its president, each research centre has its own site strategy and centre plan policy, which has a threefold objective:

- 1• To clearly communicate strategies externally (i.e., to underscore research objectives) and internally (i.e., to ensure consistency in research themes and disciplines)
- 2• To create a tool for facilitating interactions with regional partners (scientific, private, and/or institutional)
- 3• To promote internal scientific activities.

The policy has three distinct parts: 1) a description of the centre's major research themes and activities; 2) a description of the strategies of the site and local partnerships; and 3) a description of the centre's overall research plans.

A centre's major research themes are jointly determined by INRAE's strategic priorities, important local issues, and region-specific manifestations of the division's strategic plans (SSDs). There is a limit on the number of themes a centre can have. [You can access the map here.](#)

The site strategies and centre plans act as roadmaps that centre presidents can use to guide scientific activities and develop policies related to academic, regional, and socio-economic partnerships, as in the case of innovation transfer.

INRAE pursues a sustained policy of cooperation with research and higher education. The scope of its action is reflected in its involvement in the regional structuring of major national university sites and in its commitment to projects on a European and international scale.

Division strategic plans (SSDs)

The divisions' strategic plans (SSDs) define the research directions and activities pursued by the institute's research units in key disciplines, including biology, ecology, agricultural science, soil science, economic and social sciences, mathematics, and digital technology.

The SSDs identify novel scientific questions and priority research topics within these disciplines.

Research-based training

Like all public research establishments, INRAE's main objective is to *organize, perform, and coordinate (...) all types of scientific and technological research*. One of the institute's specific responsibilities is to carry out research-based training.

For example, INRAE's researchers, engineers, and technicians provide instruction to many younger scientists – namely master's students and engineering students. The institute's research units host many interns and are training more than 2,000 PhD students, who come from France as well as a diversity of foreign countries. Furthermore, each year, INRAE provides training opportunities to more than 6,000 permanent and contractual employees, including a large number of these PhD students.

Our academic partners in a few figures

• 45 universities are partners in our research units (35 in our joint research units); 81 of our 124 joint research units (65%) have at least one governing institution which is a university

• **Agricultural and veterinary school partners**
9 agricultural and/or veterinary schools and 14 other establishments of higher education are partners in our joint research units; 68 of our 124 joint research units (55%) have at least one governing institution which is an agricultural and/or veterinary school

• **Research organization partners**
10 national research organizations are partners in our research units; 47 of our 124 joint research units (38%) have at least one governing institution which is a research organization

This research-based training is anchored in the institute's partnerships with institutions of higher education across the country. INRAE's 18 research centres collaborate with 33 universities all over France.

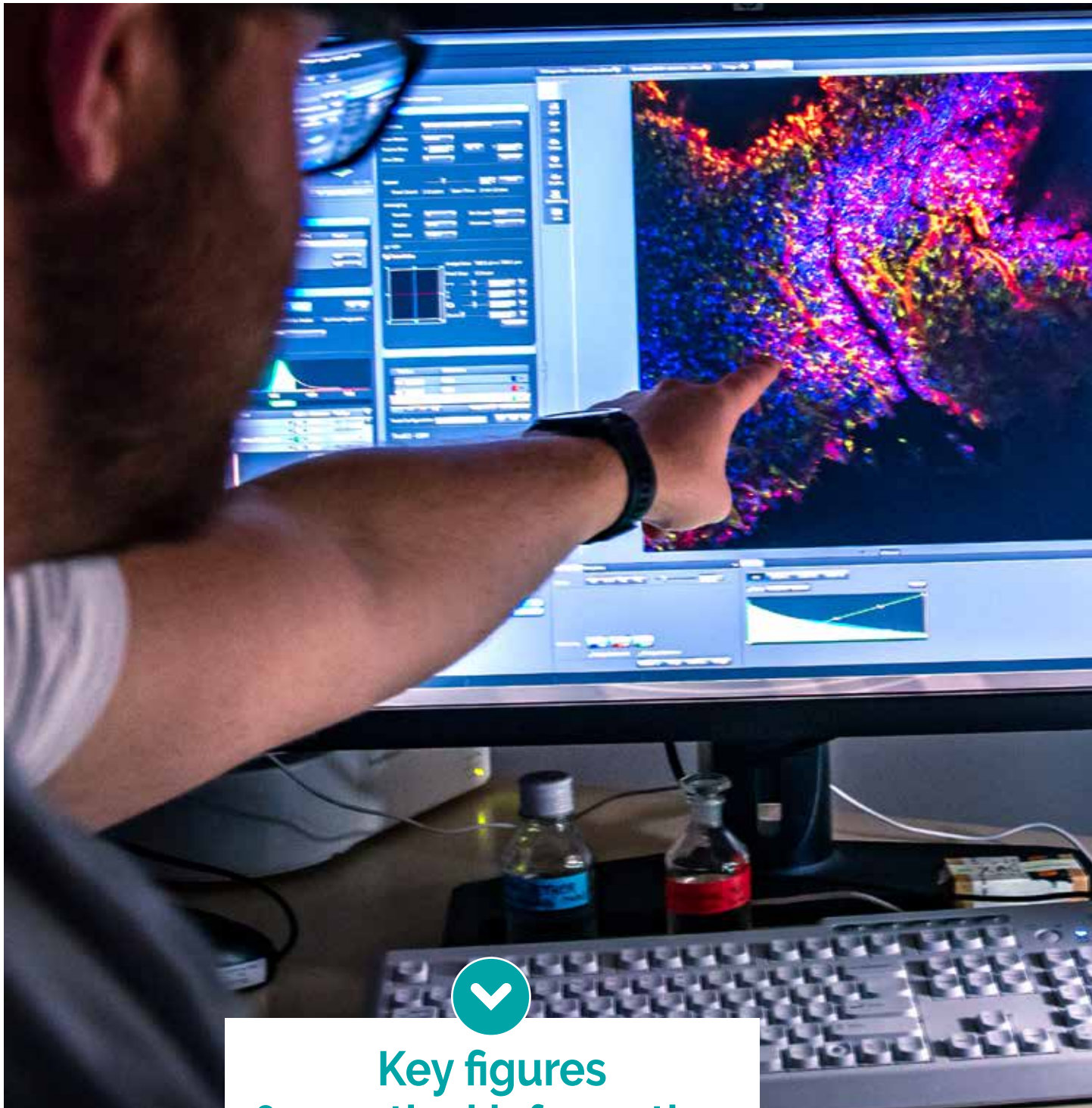
Europe and the world

INRAE's European policy has 3 goals:

- boosting INRAE's visibility as Europe's number-one institute for research on agriculture, food and the environment in European governing bodies and with our partners
- ensuring INRAE's research themes attain prominence within Europe's scientific landscape
- encouraging researchers to take part in European research projects and provide support along the way.

This policy is focused on developing a strategy for increasing the institute's influence within EU administrative bodies and building institutional partnerships as part of European initiatives and/or with our European counterparts. It also aims at providing researchers with information and support to encourage them to participate in European projects. To do so, the institute has developed a specific policy that facilitates the coordination of European projects and that calls upon the expertise of staff specialising in European affairs within INRAE's various scientific divisions. For example, researchers can take advantage of the services provided by INRAE's subsidiary INRAE Transfert as they put together their grant proposals.

INRAE strives to perform globally impactful research that addresses key questions related to agriculture, food, the environment, and the bioeconomy. It examines issues of crucial importance to research and innovation in Europe that are also essential components of the UN's Sustainable Development Goals. Given the increasingly global nature of the research challenges we face, INRAE's metaprogrammes [\[see page 18\]](#) are an important tool for creating value from the institute's work at the international level. INRAE's policies on international relations also involve consolidating alliances formed by French research institutes and institutions of higher education. In particular, the institute uses financially-supported structuring instruments in its international partnerships: International Associated Laboratories (LIAs), laboratories without walls that bring together foreign laboratories to implement long-term joint projects of excellence; international research networks (2RIs), thematic international networks; joint linkage calls (JLCs), mobility projects that enable researchers to work together and develop collaborations.



Key figures & practical information

Key figures*

Personnel

8,092 permanent staff (FTE)**

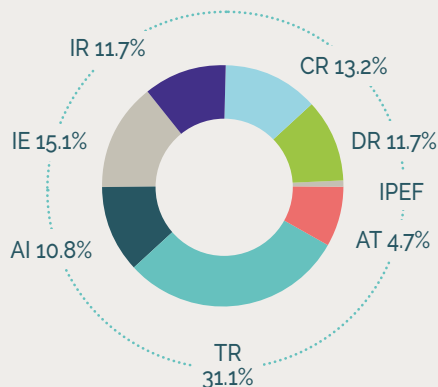


52%



48%

Mean age of tenured staff: **49 years old**



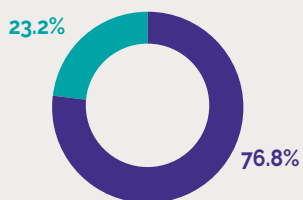
3,123

Contractual staff (FTE) / Mean age: **30 years old**
including 870 PhD students
(25% from outside France)
Main countries of origin: Italy, Spain,
Lebanon, China and Brazil

Budget

(2022 INRAE data)

Resources: **€1,096 million**



- Subsidies for public service expenses
- INRAE resources

Subsidies for public service expenses..... €841.7 M
INRAE resources..... €254.7 M

* 2022 INRAE data

** FTE: full-time equivalent - takes into account the percentage of time (part-time or not) and the working period (one year or less)

Partnerships and innovation transfer (2021 data)

Socio-economic partnerships

More than **450** socio-economic partnerships
€**34** M in revenue
5 Carnot Institutes

Intellectual property

140 declarations of inventions and exploitable research results
30 patent applications filed

Creating value

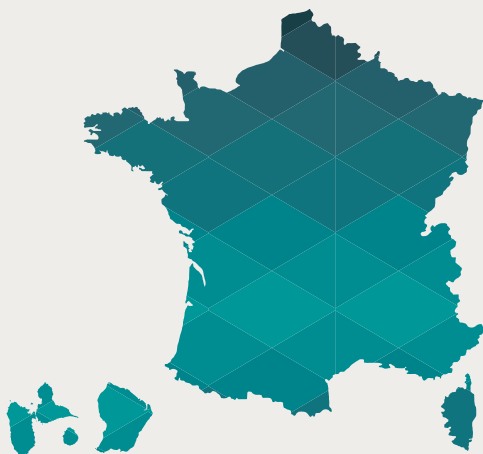
1,768 licenses for patents, know-how, software, and plant variety rights

Revenues

Research contracts with socio-economic partners €**27,7** M
Licenses for plant variety rights € **3,029** k
Licenses for patents and know-how € **1,966** k

Creating new companies

223 start-ups home grown at INRAE since 1999, **179** are still in operation



Structure (INRAE - 2022)

18 research centres

14 scientific divisions

272 research units, experimental units and support units

Practical information

INRAE Head Office

INRAE's Head Office in Paris and Antony has a staff of 500 in our directorates and delegations as well as local research support staff.

3 sites:

- 147 rue de l'Université, 75007 Paris
- 1 rue Pierre Gilles de Gennes, 92160 Antony
- 11 rue Jean Nicot, 75007 Paris

The opening hours of the reception desk at 147 rue de l'Université are:
from 8:30 to 19:00 from Monday to Friday
Tel: +33 (0)1 42 75 90 00 / Fax: +33 (0)1 47 05 99 66

The opening hours for the public at the Antony site: 08:15 > 12:15 / 13:30 > 18:00 from Monday to Friday
Tél: +33 (0)1 40 96 61 21



Our organizational structure

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Organisational Chart



Management Board

INRAE's Chair and CEO works with the Management Board, which brings together the three scientific directors and the deputy directors general. The board ensures that the institute's work is cohesive, effective, and strategically relevant. It meets every week.

The directorates and delegations

INRAE's various directorates and delegations provide functional guidance and support, framing the institute's decentralized professional services and networks (centres, divisions, units) in relation with their different areas of expertise.

› Research Support Units

- Directorate of Partnerships and Innovation Transfer (DPTI)
- Directorate of Human Resources (DRH)
- Directorate of Corporate Social Responsibility (DRSE)
- Directorate of Finance and Procurement (DIFA)
- Directorate of Information Systems (DSI)
- Directorate of Assets and Property (DPI)
- Directorate of Coordination of Research Support Services (DSCDAR)
- Directorate of Support for Scientific Management and Administration (DIAGONAL)
- Directorate of Legal Affairs (DAJ)
- Directorate of Communications (DirCom)
- Directorate of International Relations (DRI)
- Directorate of Evaluation (DEv)

- Directorate of Academic Partnerships, Regional and European Affairs (DESSE)
- Directorate of Open Science (DipSO)
- Directorate of Expertise, Foresight, and Advanced Studies (DEPE)
- Directorate of Support for Public Policies (DAPP)

› Delegations

- Delegation for Research Infrastructure
- Delegation for Biosafety
- Delegation for Science with and for Society
- Delegation for Data Protection
- Delegation for Professional Conduct, Scientific Integrity, Research Project Ethics
- Delegation for Gender Equality and the Anti-Discrimination

The research divisions

INRAE's 14 research divisions pilot multidisciplinary research communities.

The divisions are the link between the institute's research units and general management. They therefore have several roles: they allocate the resources given to them by management, allowing the units to pursue their different research projects; they weigh in on matters of skills management; and they monitor and encourage research activities.



ACT > Transformations in agriculture, socio-ecological systems, and food systems from the perspectives of stakeholders and as manifest in their action
Division head: [Christophe Soulard](#)



AGROECOSYSTEM > Creation and evaluation of agroecosystems; characterization of agroecosystem functions and changes at different organizational scales
Division head: [Thomas Nesme](#)



ALIM-H > Relationships between food, health, the environment, and society; nutrition security and food toxicology
Division head: [Lionel Bretilon](#)



AQUA > Functions of and changes in aquatic ecosystems, the water cycle, and biochemical cycles
Division head: [Mohamed Naaim](#)



BAP > Characterization of the main functions of plants: management and exploitation of genetic diversity
Division head: [Isabelle Litrico-Chiarelli](#)



ECODIV > Structures, functions, and changes observed in continental ecosystems little affected by humans
Division head: [Catherine Bastien](#)



ECOSOCIO > Functions, economic changes, and social changes associated with agriculture, the agrifood industry, food consumption, and the environment
Division head: [Pierre Dupraz](#)



GA > Evolutionary dynamics and functions of animal genomes; genetic architecture of traits; management and exploitation of genetic variability
Division head: [Edwige Quillet](#)



MATHNUM > Mathematics, informatics, and artificial intelligence; data and digital sciences and technologies; modelling and complex systems
Division head: [Hervé Monod](#)



MICA > Functioning, management and exploitation of microorganisms and microbial ecosystems (food, health, biotechnology)
Division head: [Sylvie Dequin](#)



PHASE > Creation of sustainable livestock systems that account for animal welfare; mechanisms behind the development of phenotypes, behaviours and products
Division head: [Xavier Fernandez](#)



SA > Links between livestock health and human health: preventing, detecting, and fighting diseases caused by infectious agents and chemical agents
Division head: [Muriel Vayssier-Taussat](#)



SPE > Environmentally friendly plant-landscape-level approaches to protecting crops and crop health
Division head: [Marie-Hélène Ogliastro](#)



TRANSFORM > Processes for transforming organic matter into food and biobased products; exploiting waste produced by human activities
Division head: [Michael O'Donohue](#)

For more information on INRAE's organization, read the Institute's management charter ([Charte managériale de l'institut](#)) which explains the position of units, the leadership roles at different levels (team, unit, centre, division), and information and decision-making channels.

The units

On January 1, 2023, INRAE was composed of 272 units.

These units are the foundation upon which the institute is built. Each employee is assigned to a unit and reports to that unit's director (the DU).

Each research unit (i.e., autonomous, joint, or under contract), experimental research unit, and support unit is affiliated with at least one of INRAE's scientific divisions, and sometimes several.

The institute's Offices of Research Support Services (SDARs) are decentralized and thus provide aid to units belonging to one or more research centres. They are coordinated at the national level and organized by professional sector (e.g., HR, finances, partnerships, information systems, communications, property, occupational health and safety, CSR, etc.).

The research centres

INRAE comprises 18 research centres that are found across France (including in overseas departments) at more than 150 geographical locations. The head office is considered a 19th centre.

This spatial organization helps the Institute pursue its INRAE 2030 roadmap and its strategic policies at the local levels.

INRAE's Chair and CEO appoints the centre presidents (PCs), who then represent the Institute within their particular regions. They thus help shape the regional scientific landscape. The PCs guide the collective activities of their research centres and carry out the research support tasks assigned to them.

The director of centre support services (DSA) is given all necessary authority to provide a full suite of decentralized research support services.

The research centres

① **French West Indies-French Guiana**

President: Harry Archimède

② **Burgundy-Franche-Comté**

President: Nathalie Munier Jolain

③ **Brittany-Normandy**

President: Hélène Lucas

④ **Clermont-Auvergne-Rhône-Alpes**

President: Emmanuel Hugo

⑤ **Lyon-Grenoble-Auvergne-Rhône-Alpes**

President: Pascal Boistard

⑥ **Corsica**

President: André Torre

⑦ **Grand Est-Colmar**

President: Serge Kauffmann

⑧ **Grand Est-Nancy**

President: Meriem Fournier

⑨ **Hauts-de-France**

President: Julien Fosse

⑩ **Île-de-France-Jouy-en-Josas-Antony**

President: Nathalie Touze

⑪ **Île-de-France-Versailles-Saclay**

President: Egizio Valceschini

⑫ **Nouvelle-Aquitaine-Bordeaux**

President: Olivier Lavalie

⑬ **Nouvelle-Aquitaine-Poitiers**

President: Abraham Escobar-Gutierrez

⑭ **Occitanie-Montpellier**

President: Sylvain Labbé

⑮ **Occitanie-Toulouse**

President: Pierre-Benoit Joly

⑯ **Pays de la Loire**

President: Emmanuelle Chevassus Lozza

⑰ **Provence-Alpes-Côte d'Azur**

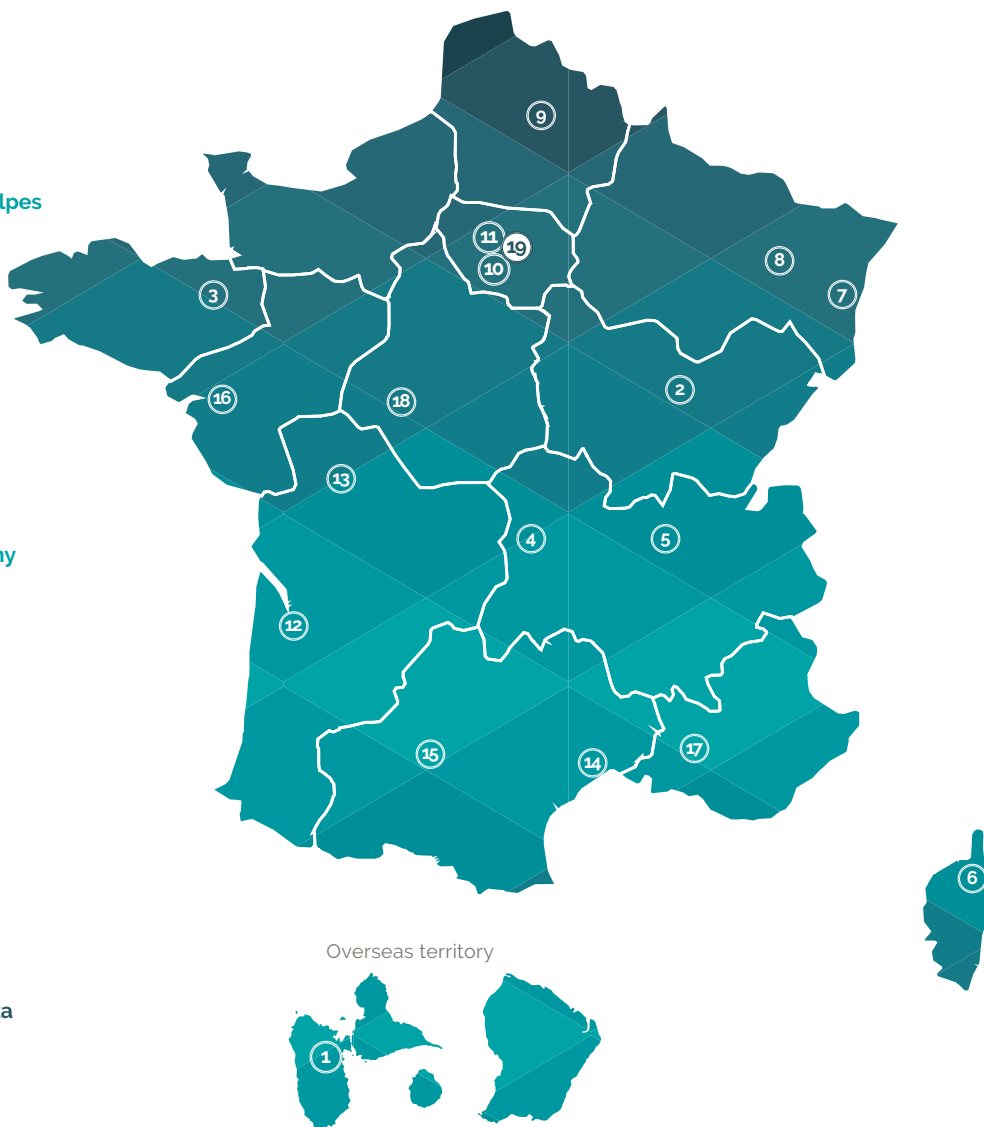
Président: Frédéric Carlin

⑱ **Val de Loire**

President: Marc Guérin

⑲ **Head Office in Paris-Antony**

Head administrator: Karine Gueritat



The metaprogrammes

The Institute's metaprogrammes are a tool for carrying out interdisciplinary research. They help bolster the cohesiveness of INRAE's research, better positioning the Institute to tackle national and international challenges, and they promote systematic, integrative, and multidisciplinary approaches.

The list of metaprogrammes:

› Since 2011:

- Meta-omics and microbial ecosystems (MEM)
- Sustainable management of crop health (SMaCH)
- Adaptation of agriculture and forests to climate change (ACCAF)

› Since 2012:

- Diet impacts and determinants: interactions and transitions (DID'IT)
- Genomic selection (SELGEN)
- Integrated management of animal health (GISA)

› Since 2014:

- Ecosystem services (EcoServ)
- Transitions to global food security (GloFoodS)

› 10 metaprogrammes have been launched since 2019:

- Holobionts and microbial fluxes within agrifood systems (HOLOFLUX)
- Change of scale of organic farming (METABIO)
- Livestock health and welfare (SANBA)
- Sustainable management of crop health (SumCrop which continues on from SMaCH)
- Bioeconomy for urban territories (BETTER)
- Biodiversity and ecosystem services (BIOSEFAIR)
- Food systems and human health (SYALSA)
- Managing climate change in agriculture and forests: Adaptation and mitigation (CLIMAE)
- Digital biology to explore and predict living organisms (DIGIT-BIO)
- XRisks: Representation, analysis and management of multiple risks and uncertainties affecting food systems, agroecosystems and populations

The research infrastructures

INRAE's research infrastructures (IRs) are a key part of the Institute's national research strategies, as shown by the resources invested in them. INRAE's research activities cover a raft of diverse themes that draw from many technological fields.

If we add up all the assets invested in these IRs, which produce and manage data, they represent one third of INRAE's budget; clearly, the IRs comprise a major strategic component of the Institute's overall research programme. INRAE coordinates IRs in fields that fall under its own umbrella, such as agricultural experimentation, plant phenotyping, metabolics, forests, biological resources and biotechnologies. Additionally, INRAE supports generic IRs or others run jointly by several institutions.

In 2022, INRAE possesses around 70 collective scientific infrastructures (**ISC**), organized into 13 IRs. In turn, the ISCs and IRs coordinate or are part of 16 national IRs. At the European level, they are associated with 7 European Strategy Forums on Research Infrastructures (ESFRIs), 11 integrated infrastructure projects, and 4 data infrastructures linked to the European Open Science Cloud (EOSC) initiative.

The administrative bodies

INRAE staff participate in the management and running of the Institute through consultative bodies.

Staff can express their opinions on measures which concern them, whether they are individual or collective, general policies or the organization of services, through their staff representatives who they have elected and who sit in these bodies.

Since January 1, 2023, the Social Administration Committee (CSA) is the consultative body which replaced the Technical Committee and the Committee for Health, Safety, and Working Conditions (CHSCT). Elections were held in December 2022 to elect staff representatives to this new committee.

Individual representation bodie such as administrative commissions (CAP) for civil servants and joint consultative commissions (CCP) for contractual staff, are bodies which INRAE must consult before taking certain individual decisions relative to the career of civil servant staff or to the situation of contractual staff.



Working
at INRAE

Foreword

Whether employed as a civil servant or on a contract basis, when working at INRAE, you are a representative of the French state and subject to the rights and obligations set out in the Civil Service Code. As such, you embody the fundamental values of the French Republic and foster the values of publicly funded research.

In carrying out all work, you adhere to ethical values and principles of conduct, act with impartiality, integrity, dignity and probity, and seek to best serve the public interest.

In working at INRAE, you also promote and implement the Institute's ongoing commitment to diversity and gender parity, its fight against discrimination, and its respect of secular ideals so that each person may apply their skills in an environment that celebrates the richness of diversity and acknowledges that diversity is stimulating and promotes cohesion.

When working at INRAE, it is also important to be conscientious of your actions and to endeavour to limit social, environment and economic impacts in your everyday work.

Corporate social responsibility, a collective priority for the Institute and each staff member

Committed to corporate social responsibility (CSR), INRAE engages in contributing to the UN's Sustainable Development Goals, which are the foundation for the Institute's 2030 roadmap. INRAE is thus striving to maximize the positive environmental, social, and economic impact of its work.

As a publicly funded Institute, INRAE must hold itself to a higher standard in its research and support work, which have major environmental, social, and economic impacts.

The same is applicable in the professional lives and practices of all its staff, regardless of job responsibilities or hierarchical position.

Human resources policy

As part of its CSR strategy, INRAE is developing a human resources policy that makes a major contribution to both individual development and the collective success of the Institute.

Several elements are crucial to boosting INRAE's performance and ability to respond to major challenges in its areas of expertise. These elements include the efficiency of its personnel, its information systems, organizational structure, management strategies, and cohesiveness as well as the mutual and reciprocal exchange of knowledge among its staff and its communities.

As a result, INRAE has prioritized certain HR policies: encouraging personnel to maintain and develop their skill sets, creating a healthy and inclusive workplace, building a shared identity, and committing to sustainable development practices and corporate social responsibility.

» Work schedule

The INRAE workweek and workday

In all INRAE's units, the workweek is composed of 5 days.

Full-time employees can choose to work **36 h** or **38 h 40 min** per week.

Employees who have chosen to work 36 h per workweek can decide to spread those hours out over 4.5 workdays or to work 4 days one week and 5 days the week after.

When employees have been granted permission to work part-time ($\leq 80\%$ of full-time hours), their workweek may be shorter than 5 days.

If employees work 38 h 40 min per week, they receive 15 days of time off in lieu (TOIL) in addition to their regular 30 days of annual leave.

If employees work 36 h per week, they just receive their regular 30 days of annual leave.

Both workweek options now incorporate 10 min of extra work per week to cover the journée de solidarité, instead of employees having to use a vacation day.

Employees are allowed a lunch break of at least **45 minutes**.

» Remote working

Remote working involves carrying out your professional activity elsewhere than your usual place of work. This possibility is open to all our staff, tenured or contractual, whose activities (or part of their activities) can be carried out remotely, on condition that this is compatible with the continuity of service of your team.

You can work remotely up to 144 days per year if you work full-time. These days can be fixed or floating, to enable you to meet both personal or professional constraints.

In order for the Institute to remain a place where we can socialize and to foster team cohesion, you must be present at your usual workplace (or in a situation of regularly authorized absence) at least 2 days per week.

Remote working is a voluntary procedure. You cannot be forced into working remotely nor can you demand that your request be granted. Your unit head can stipulate that certain types of work cannot be done remotely or that remote working is not allowed on certain days.

» Your career

From the moment you start work at INRAE to the moment you leave, your supervisor is there to help you on all matters related to your career's progression. Your unit manager (*gestionnaire d'unité*) will provide you with information to help in administrative matters.

Each INRAE center has its own HR department where you can seek advice on questions relating to your career.

» Career advancement

When you join INRAE following a competitive exam, you belong to the A, B or C category of the French public service. These categories include different *corps*, subdivided into *grades* composed of a number of *échelons* based on your years of service. You have the possibility of accessing higher grades or corps through annual career advancement campaigns, professional selection or competitive exams.

» Advances in grade

In the case of engineers and technicians, advances in *grade* occur based on years of service.

Employees can choose to participate in annual career advancement campaigns or through professional selection (open to research engineers [IR *hors classe*] and research technicians [TR *classe supérieure* and TR *classe exceptionnelle*]).

Researchers can apply to advance in grade; approval of the request will be based on their years of service and the results of assessments by the relevant administrative bodies (CSSs or career advancement commissions).

› Changes in corps

Engineers and technicians can change their *corps* by participating in annual career advancement campaigns or in internal hiring competitions or in competitive exams.

Research scientists can also participate in competitive exams to become research directors (DR2), provided that they have the requisite number of years of experience.

› Employee assessment

› Employee assessment interviews – engineers, technicians and contractual staff

Employee assessment interviews are important moments of exchange between you and your supervisor. During this interview, there is in-depth discussion of the work that has taken place since the last interview. It is also an opportunity to put into place improvement measures based on your work situation in the context of your career path.

› Employee assessments - engineers

INRAE's Commissions for Engineer Evaluation (CEIs) have several responsibilities: to qualitatively evaluate the individual work of the Institute's engineers; to help engineers build and pursue their professional careers; and to improve skills management at INRAE in a manner that is consistent with the Institute's research directions.

Employees are evaluated by their peers (from both inside and outside the Institute). This evaluation process yields results at both the individual and collective levels (i.e., unit/division/Institute). It helps identify an engineer's individual contributions and provides engineers with career advice.

› Employee assessments - researchers

Every 2 years, INRAE's Specialised Scientific Commissions (CSSs) evaluate researchers based on written portfolios. The commissions carry out assessments and provide advice: they evaluate the work of researchers, provide advice on their projects, and inform the relevant administrators in the case of clearly inadequate results or if a researcher is facing difficult or risky circumstances. They pay particular attention to both the situation of young researchers and the balance of work activities over a researcher's career.

› Training opportunities

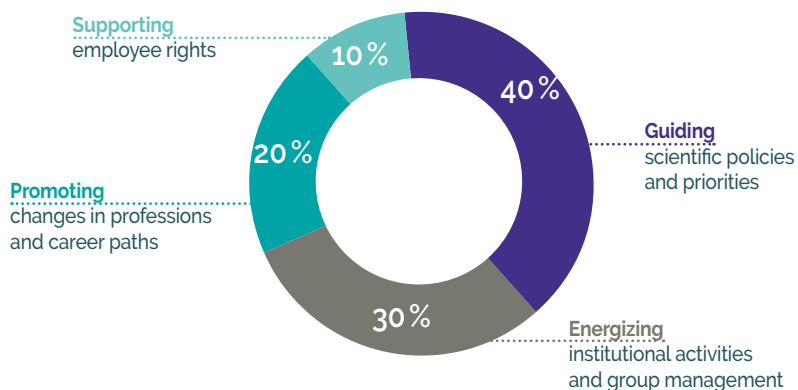
Training is available for all INRAE staff members. To participate in their own professional development, each staff member can develop a training plan to acquire, adapt or upgrade their skills.

From your appointment through the evolution of your career, training programmes are available to develop new skills or obtain qualifications. These include accreditation of prior experiences (*validation des acquis de l'expérience* - VAE), training leading to a qualification and assistance preparing for competitive or State examinations.

You also have a choice of e-learning programmes.

The concept of researcher schools, along with other innovations designed for the scientific community, serve diverse objectives, including knowledge acquisition, development of concepts and the creation of a shared culture.

You should contact the head of training of your INRAE centre to help with your training needs.



➤ Career guidance

INRAE offers a local service for all its employees who wish to reflect on their career, take stock of a situation, make choices or take their professional life in a new direction.

Advisors in each INRAE centre are available to provide tailored, confidential and impartial support to employees through an entirely voluntary process.

➤ Mobility

Whether it involves changing your function, your field of research or your place of work, mobility is an integral part of your career. It provides the opportunity to reconcile changes and needs for particular skills within the Institute with your personal aspirations.

INRAE has 2 main types of mobility for its permanent staff and those on long-term contract:

- The annual mobility campaign: this campaign aims at offering a wide range of positions to be filled. The job profiles provide a description of missions and activities as well as the geographical location of the position.
- The mobility campaign focused on the occupations of the future (*Métiers d'avenir*): this campaign is for staff who wish to move towards new activities and are ready to invest in acquiring new skills. It's an opportunity for you to acquire new skills for a new professional project, all the while benefitting from personalized support.

➤ Risk prevention

Risk prevention policies at INRAE set out to protect health, safety and the environment. In addition to being a legal obligation, they make sure you work in a safe and healthy environment, which in turn improves your quality of life at work.

Risk prevention policies at INRAE aim to:

- identify the regulations and requirements applicable to the Institute and comply with them
- assess the risks for persons, property and the environment
- continuously improve risk management
- seek to reduce the impact of risks in relation to the Institute's CSR policy
- take the necessary measures to prevent them and react in the event of an incident/accident
- ensure that risk prevention requirements are integrated into all processes, both scientific and research support processes, including when new staff begin their job.

INRAE has a network of risk prevention advisors and a doctor in preventive medicine in each centre.

Contractual staff

Contractual staff make up a significant proportion of INRAE's workforce and greatly contribute to its activity, dynamism and drawing power.

These staff members have a wide range of professions, skills, and contract lengths. They are part of INRAE's work community and work with permanent staff to address the scientific challenges targeted by the Institute.

INRAE is developing and implementing an internal charter for contractual staff so that each staff member is able to get full benefit from their period of work at INRAE within the scope of their own career path.

Management

Research demands are constantly changing, which means that INRAE must be able to react quickly and efficiently. The Institute is committed to providing training and support to employees in supervisory roles.

The goals are the following:

- to provide support when they become supervisors and as they carry out supervisory tasks
- to help deal with issues that arise in shifting group settings by promoting participatory management and the development of learning organizations
- to foster cooperation and complementarity within work collectives via "collective intelligence".



**A friendly and
supportive workplace**

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Improving social conditions at work is a key part of INRAE's HR policies. It is a tool that the Institute uses to effectively support its personnel as they conduct their work. This support takes different forms that all aim to lighten the daily load of responsibilities. More broadly, these policies seek to nurture social ties among INRAE employees and to create attractive working conditions across the entire Institute.

Employee benefits

INRAE firmly believes that a workplace should be characterized by group solidarity, social cohesion, and a high quality of life. The Institute therefore offers **employee benefits** that help meet the diverse needs of its staff members. They include housing and childcare subsidies; accommodations that increase workplace friendliness for employees with disabilities or that make leisure and cultural activities more accessible; an income supplement for employees with families; complementary health insurance; holiday housing subsidies; holiday vouchers, contribution to childcare costs (CESU).

› Social services

HR policies aim to improve its employees' working conditions and quality of life. If you are struggling with personal or professional problems, **you can make an appointment** with a social services assistant at your research centre. Anything you share will be kept strictly confidential.

A disability friendly workplace

For several years, INRAE has voluntarily chosen to create a more disability friendly workplace and to develop institutional policies for increasing accessibility, with a view to better supporting its employees throughout their careers (e.g., recruitment, integration, and retention).

Benefits proposed: funding accommodations to work facilities and stations; disability compensation (CESU), increased value for holiday vouchers, among other benefits.

ADAS INRAE

The Association for the Development of Social Activities (ADAS) is an official group whose aim is to organize and promote a variety of social, sporting, and cultural activities for INRAE employees (whether currently employed or retired). ADAS has local chapters in all the Institute's centres. It is easy to **take advantage of the services offered by ADAS**: simply become a member.

Labour union

Within the realm of government employment, the work of labour unions largely centres on informing employees of their rights, coordinating group actions, and conducting negotiations, as well as submitting demands and leading protests (e.g., exercising the right to strike or advocating social justice).

› **CFDT - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'École / Tél: 01 30 83 35 41/01 39 53 76 55 / cfdtinra@inrae.fr

› **CFTC - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'École / Tél: 01 30 83 35 43/01 39 53 37 60 / cftcinra@inrae.fr

› **CGT - INRAE** / Route de Saint-Cyr / RD 10 / 78210 Saint-Cyr-L'École / Tél: 01 39 53 56 56 / cgt@inrae.fr

› **SUD - Recherche EPST - INRAE** / contactinrae@sud-recherche.org

› **Syndicat Force Ouvrière INRAE FO ESR FNEC FP-FO** / 6-8 rue Gaston Lauriau / 93513 Montreuil cedex / Tél: 05 57 89 08 36 / fo-esr@inrae.fr



INRAE,
a committed employer

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Our commitments through common values

In the interests of the common good, in all our research and management work, INRAE is committed to applying a code of ethical practices rooted in responsibility, impartiality, integrity, dignity, probity and secularism.

Ethics, scientific integrity and code of conduct

INRAE produces, disseminates and uses knowledge to foster innovation and provide expertise in public decision-making to respond to the challenges confronting society. All these activities require that clear rules be respected, a rigorous scientific approach be taken at all times and that careful consideration be given to the ethical implications of the projects undertaken. The Institute has appointed advisers on these 3 dimensions, whose mission consists in raising awareness among all staff members, replying to their questions and investigating situations which are brought to their attention.

The Ethics in Common Committee (INRAE/CIRAD/IFREMER/IRD)

The INRAE-CIRAD-IFREMER-IRD Ethics in Common committee considers and provides counsel on matters beyond these institutes' economic and societal objectives—more specifically, it focuses on the ethics of their projects and practices. It does not matter if researchers are looking at aquatic or terrestrial systems, if their study species are plants, animals, or microbes, or if they are examining soil organisms, aquatic organisms, or symbioses between plants and animals. When one of these 4 institutes submits one or more questions related to specific scientific procedures, techniques, or technologies, the Ethics in Common Committee issues a formal opinion. This opinion is based on the principles and values that must frame scientific research at every moment.

Excellence: a policy for all, a guiding light for each of us

INRAE addresses complex research questions with major implications for society, often via collaborative work. At every step in the process, it is crucial to employ a rigorous scientific approach and address any ethical issues that arise. To this end, the Institute is constantly striving to improve professional practices by offering high-quality organizational and management strategies.



HR EXCELLENCE IN RESEARCH

INRAE remains committed to promoting diversity, defending gender equality and fighting discrimination. This commitment is essential to our ability to welcome new staff and to adapt to a rapidly changing international and digital environment. INRAE is also dedicated to sustainable development practices and greater social responsibility.

➤ AFNOR Equality and Diversity at Work certification

Gender equality and anti-discrimination: INRAE has committed itself to the Diversity and Equality at Work certification. This official recognition is important to us all, both individually and collectively, because it is a beacon of the work community's objectives: to share values, welcome newcomers, help employees find their place, provide attractive workplace conditions, and work efficiently. INRAE is the 1st public research establishment recognized by the dual Equality-Diversity certification.

➤ Human Resources Excellence in Research Award: the European Commission recognizes the high quality of INRAE's HR policies

In 2010, INRAE was the first French research organization to receive the HR Excellence in Research Award. This honour signifies that the Institute is constantly working to further improve its HR policies. INRAE is proud of the work that earned it the award: its respect for labour rights, its transparent hiring practices, its training and mobility opportunities, its commitment to promoting a healthy work-life balance, and its open, innovative research environment.

INRAE embraces a pioneering CSR strategy

INRAE is leading the way among public scientific and technological establishments (EPST) in implementing a corporate social responsibility (CSR) strategy.

The Institute's CSR strategy is directly overseen by INRAE's Chair & CEO and the Management Board. The CSR office (DRSE) is responsible for managing both the CSR strategy and the **action plan** in conjunction with all of the Institute's different entities. The various directorates (HR, Procurement, Communications, Assets, etc.) work together to implement the CSR action plan, with each directorate overseeing the actions under their purview.

Two committees, which bring together internal and external stakeholders on an ad hoc basis, have also been set up to deal with strategy-related issues: a CSR Advisory Committee (COS RSE) and a CSR Operational Steering Committee (COPI RSE).

Based on local contexts, the CSR managers in all the INRAE centres ensure that the CSR action plan is implemented, with the support of the centre presidents, the support service directors and the units, especially the support services. The sustainable development liaisons in the units are involved in setting up unit projects and integrating CSR considerations into them. This includes taking into account all Institute-wide activities, such as the sustainable mobility plan, building energy policy, procurement and tender contracts, and institutional food services.

The action plan also covers:

- making investments to safeguard and enhance biodiversity at the 150 INRAE sites;
- promoting social responsibility, with the deployment of initiatives to support workplace quality of life, individual skills development, equality, diversity and inclusion at the Institute;
- maintaining ongoing dialogue with site policy stakeholders, especially the lead partners of the joint research units and local/regional authorities, to develop collaborative projects. The action plan is tailored to the specific needs of the local regions, namely through Site Strategies and Centre Plans (known as S3C).

The Institute assesses its environmental impact based on an estimate of its total footprint by regularly publishing its greenhouse gas emissions report, developing an ambitious and realistic carbon neutrality pathway, reducing pollution and safeguarding and restoring biodiversity.



**Discover and share
INRAE's research**

INRAE's mission includes the diffusion of knowledge and informing discourse with partners (including other scientists, policymakers, local governments, businesses and stakeholder organizations) and the broader public. INRAE is also compelled to present itself to potential partners that may be interested in the Institute's work, expertise, values and methods.

Communication

INRAE carries out communication activities and develops materials to disseminate information about the Institute's research. These include public events, media outreach, awareness-raising and educational activities, analyses of topical issues, press relations, web sites and multimedia content.

What should you do if a journalist contacts you for a written or televised interview?

Before answering, you must always notify your centre's communications officer, or INRAE's Press Office, of the invitation. They will approve the request and provide guidance from the beginning to the end of the interview. For more information, please see the infographic: "[What to do if the media contacts you](#)"

Public expression, what reflexes should you have?

[The Charter on Public Expression](#) is the reference document which, along with 6 fact sheets, gives guidelines for public expression.

Who should I contact at INRAE?

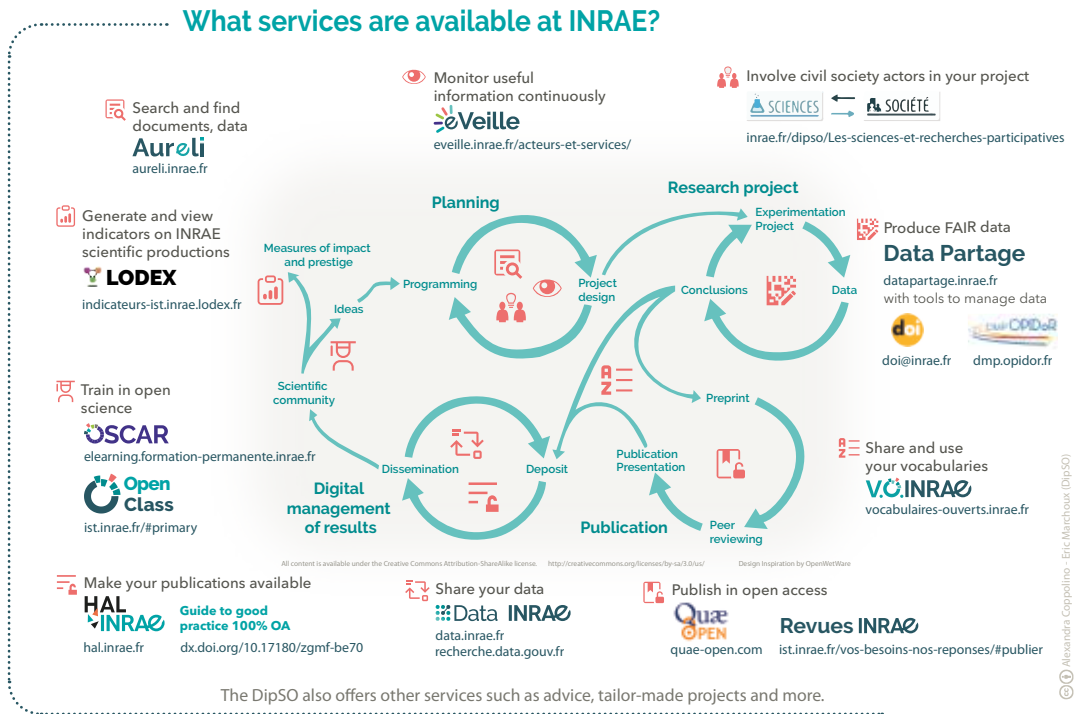
As an INRAE employee, if you participate in an event or are called upon by the media, you can ask for the help of the communication correspondent of your unit or your research centre's communication team or the communication officer of your research division. You can also ask members of this network to promote your projects, your research results and find out the good practices to respect (press relations, written communication, etc.).

Open science

Open science is a movement to share scientific knowledge and outcomes with not only the wider scientific community but with society at large. Open science also offers the possibility of including non-scientists in the research process.

With the digital transformation, making digital scientific knowledge accessible, reusable and understandable for others has become a major focus for research at INRAE. The aim is to develop new fields of knowledge, make openness more secure and reinforce links with users and research partners.

INRAE fosters data governance, offers support and assistance for decision-making in scientific management, and supports the development of open science approaches and skills.



Innovation and expertise frame our relationship with society

INRAE's research revolves around major, increasingly complex societal challenges involving a wide range of stakeholders. These relationships drive innovation and have far-reaching impacts. The Institute draws on its researchers' knowledge, know-how and expertise to accelerate the design and implementation of public policies and solutions that truly work for economic and societal stakeholders.

◉ Partnerships and innovation

The Institute's innovation-driven partnership policy is extremely dynamic thanks to the five INRAE-led Carnot Institutes, the introduction of a new partnership model (the associated partner laboratory concept), and the division of the partnership offer into 14 innovation areas.

INRAE co-finances the research costs for external start-ups that need the skills offered by INRAE's laboratories and want to work with them. The Institute does this by granting them favourable conditions for making use of their results that support their business development and by giving them access to the equipment and facilities they need to launch their activities.

Finally, INRAE employees have access to comprehensive in-house support, including training and advice, business start-up coaching, help with preparing sales pitches, networking with investors and more.

◉ Expertise and support for public policies

INRAE and its employees work closely with ministries, government agencies and local and regional authorities through framework agreements to develop expertise and support for public policies at local, national and international levels, including collective expertise reports, foresight and other studies, and public policy evaluation tools and indicators.

This strong desire to develop expertise is reflected in many ways within the Institute. For example, these activities are included in the individual assessments of INRAE researchers and engineers as well as in training programmes in public policy support for researchers that are designed to strengthen this culture within the Institute and further enhance current projects.

If you have an idea, a project or a question, don't hesitate to contact:
creation-entreprises@inrae.fr

Find out more

- [What we have learned from 20 years of scientific expert reports, foresight studies and advanced studies](#)
- [A guide to collective scientific expertise at the service of science-society relations](#)

A generic overview of INRAE

Our boilerplate to use when communicating about INRAE

The French National Research Institute for Agriculture, Food, and Environment (INRAE) is a major player globally in research and innovation. Gathering a community of 12,000 people with 273 units including fundamental and experimental research, spread out throughout 18 regional centres in France.

Internationally, INRAE is among the top research organisations in agricultural and food sciences, plant and animal sciences, as well as in ecology and environmental science. It is the world's leading research organisation specialising in agriculture, food and the environment. Faced with a growing world population, climate change, the depletion of resources and declining biodiversity, the Institute has a major role to play in providing the knowledge base supporting the necessary acceleration of agricultural, food and environmental transitions, to address the major global challenges.

INRAE, l'Institut national de recherche pour l'agriculture, l'alimentation et l'environnement, est un acteur majeur de la recherche et de l'innovation. L'institut rassemble une communauté de 12 000 personnes, avec 273 unités de recherche, de service et d'expérimentation implantées dans 18 centres sur toute la France.

Institut de recherche finalisée, il se positionne parmi les tout premiers organismes de recherche au monde en sciences agricoles et alimentaires, en sciences du végétal et de l'animal, et en écologie-environnement. Il est le premier organisme de recherche mondial spécialisé sur l'ensemble « agriculture-alimentation-environnement ». INRAE a pour ambition d'être un acteur clé des transitions nécessaires pour répondre aux grands enjeux mondiaux. Face à l'augmentation de la population et au défi de la sécurité alimentaire, au dérèglement climatique, à la raréfaction des ressources et au déclin de la biodiversité, l'institut a rôle un majeur pour construire des solutions et accompagner la nécessaire accélération des transitions agricoles, alimentaires et environnementales.

The INRAE website presents the Institute, its research themes and scientific news to the general public and our partners:

<https://www.inrae.fr/en>

The INRAE Jobs website promotes our job offers and the advantages of working at the Institute: <https://jobs.inrae.fr/en>

If you need to produce INRAE documents or other materials, you can consult the Institute's style guidelines (in French only): <https://intranet.inrae.fr/charte-identitaire>

INRAE glossary and helpful links

INRAE's website: <https://www.inrae.fr/en>

National intranet portal: intranet.inrae.fr/national

- › INRAE abbreviations
- › Intranet for the Site strategie and centre plan (S3C) policies
- › Learn about the institute's major research themes
- › Learn more about INRAE's Europe-focused policies
- › Learn more about INRAE's international policies
- › INRAE's Management Charter
- › National regulations
- › **Overview** of INRAE's structural organisation: the Management Board, centres, and scientific divisions and departments
- › List of the research centre intranet sites
- › List of the research division intranet sites
- › More about INRAE **Metaprogrammes**

International Affairs:

- › Information about **LIAs**
- › Information about **2RI**
- › Information about **JLC**

The offer of Open Science services at INRAE:

www6.inrae.fr/dipso/

Other useful links

- › Partnership
- › **Communication kit**
- › Quality intranet site
- › INRAE in the media: each month a selection of INRAE citations in the media

- › Media library
- › All you need to know about digital tools at INRAE: VPN, videoconferences, creating a website
- › Ariane portal for it assistance

Intranet for HR:

- › Information on Remote working
- › Information on Employee assessment interviews
- › Charter for contractual employees
- › Information on Career Paths
- › Information on Hiring Competitions
- › Information on Mobility
- › Information on Training
- › Information on Career Advancement
- › Information on Management Practices
- › Intranet for risk prevention: INRAE tools, guidelines, and rules
- › Internal memos
- › Online information about **INRAE's code of ethics**
- › Find out about the principle of secularism
- › Learn more about INRAE's **policies for promoting gender equality and diversity and fighting discrimination**
- › Website discussing INRAE's **HR Excellence in Research Award**
- › Written guide to INRAE's social policies
- › Find out about INRAE's disability policy

Intranet for ADAS

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**Institut national de recherche pour
l'agriculture, l'alimentation et l'environnement**



**RÉPUBLIQUE
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*Liberté
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Fraternité*

INRAE