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| Fréderique Vidal  French Minister of Higher Education, Research & Innovation | Cédric O  French Minister of State for the Digital Sector, attached to the Minister of Economy &  Finance and the Minister of Public Action & Accounts |



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# PRESS RELEASE

#### Inria’s ambitions for 2023

Together, let’s develop scientific, technological, and industrial leadership in the digital sector.

*18 February 2020 saw the official launch of Inria’s plan for the next three years, “Inria’s ambitions for 2023” in the presence of Ms. Frédérique Vidal, French Minister of Higher Education, Research & Innovation and Mr. Cedric O, French Minister of State for the Digital Sector, attached to the Minister of Economy & Finance and the Minister of Public Action & Accounts. The event was attended by Inria’s principal partners from academia, business, and industry. It was drawn to a symbolic close with the signing of Inria’s “objectives & performance agreement” with the French government for the period 2019-2023.*

As software “takes over the world”, France needs to create the right conditions for its digital sovereignty in order to maintain its strategic autonomy. Inria, the French National Research Institute for Computer Science, is seeking to meet this challenge through research and innovation. This makes Inria a courageous and committed contributor to the academic, industrial, and entrepreneurial digital ecosystem.

Accelerating the development of France’s scientific, technological, and industrial leadership, both developing and using digital technology, as part of a Europe-wide approach. Attracting talents and boosting France’s digital influence. Making an economic impact in the regions, with businesses from the industrial sector committed to digital transformation and the creation of technological start-ups.

Supporting the development of major research universities.

Making daring scientific choices and banking on innovation. Taking risks, pushing the envelope, experimenting with new organisations, and getting creative with major public policies.

**This is Inria’s aim for 2023.**

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| *“We won’t tackle any of the issues of our era without new knowledge and technologies. In addition to programmes to encourage new scientific initiatives, a strong focus was placed on the creation of new businesses, particularly by facilitating technology transfer and supporting the emergence of start-ups. This innovative new INRIA “objectives and performance agreement” is the result of thorough and in-depth dialogue. It provides the ambitious framework we require to meet the challenges of tomorrow”.* |
| MESRI/XR Pictures |

*“With this “objectives and performance agreement”, Inria is ambitiously and responsibly committing to fight for France’s digital sovereignty, fully reflecting its roots and history. This daring research and innovation approach designed to achieve France’s technological ambitions is totally in line with the policy introduced by the government to guarantee our digital sovereignty”* said Cédric O, French Minister of State for the Digital Sector

@Minefi– Photo Gézelin Grée

*“Inria’s “objectives & performance agreement” reaffirms our role as a key player in the French government’s fight for cyber-sovereignty, through research and innovation. It frames our aims, commitments and responsibilities, and defines our duties as a French public research institute. Our work requires unswerving determination, because the challenges are complex and the difficulties numerous. It requires the confidence of all the stakeholders involved, whether internal or external, and their courage to see through the changes set in motion by Inria or driven by ever-faster digital development”.*

Bruno Sportisse, Chairman & Chief Executive Officer of Inria

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### Four strategic goals reaffirm Inria’s role, focusing on impact

#### Accelerating the development of France’s scientific and technological leadership, as part of a Europe-wide approach

Inria has chosen to focus on several scientific themes including core digital technology, digital security, artificial intelligence and quantum computer science, and to meet major societal challenges in which digital technology plays a key role (from personalised medicine to precision farming, as well as reducing the energy footprint of digital technology). To do so, Inria is strengthening its unique organisational model, which is based on project teams with agile and focused innovation research roadmaps geared to risk-taking, interdisciplinarity, software development and a commitment to partnerships, and sharing this model with its partners, i.e. major research universities or organisations (CNRS, CEA, INRAE, INSERM, and, in the future, IFPEN, too). Its scientific policy also supports the development of the European research and innovation space, whether via its involvement in EU programmes (Horizon Europe, Digital Europe, EIT, EIC) or the development of strategic bilateral partnerships, particularly with Germany, as demonstrated by its recent agreement with DFKI on artificial intelligence.

***Making an economic impact in the regions, with the aim of revitalising and ensure the long-term future of a French and European industrial base using and developing digital technology***

Inria has chosen to focus on businesses that create jobs in France, via bilateral agreements and joint project teams. Through its partnership with Bpifrance, Inria has set itself the aim of scaling up for technological entrepreneurship with the target of 100 digital Deeptech startup projects a year in 2023. Central to this scheme is the creation of Inria Startup Studio to codesign entrepreneurial projects backed by public research on digital technology, a programme with its roots in the major research university campuses where Inria works. By creating a range of continuing education courses on freeware developed through public research, Inria also wants to support the digital transformation of French SMEs and midcaps.

#### Increasing Inria’s input into public policies

From coordinating the AI Plan to its clear focus on the Security-Defence sector, with partners from ANSSI (French national information systems security and defence authority) or AID (French defence innovation agency), as well as digital regulation with DGI (French General Business Directorate), Inria has a real role to play alongside the French government. Inria is also continuing to fight the good fight, i.e. inspiring young people, particularly sixth-form / high-school students, to study science and technology, via the “1 scientist - 1 class? No problem!” project, with its partners and the French Ministry for National Education & Youth.

#### Working to develop major research universities

Inria is firmly committed to the development of major research universities. The changes to Inria’s site policy have resulted in strategic convergence with partners via symbolic acts (such as renaming its centres) and the launch of its digital-specific operational programmes supporting regional stakeholders’ strategies.

Our mission also includes the creation of an Inria centre in Lyon and the targeted strengthening of the two branches in Montpellier and Strasbourg, based on existing partnerships and focused on the specific scientific strengths of each region.

One prerequisite to achieving this aim is to implement an effectively and clearly organised research and innovation infrastructure, and to be an exemplary employer.

#### Inria needs to change if it wants to achieve its overall aim.

The Institute is consolidating its organisation by making sure that its culture is shared by everyone involved, under good working conditions, by strengthening social policy promoting parity, taking account of disabled issues, and combating discrimination and all forms of harassment. So societal issues also feed into the challenges that Inria faces as an employer. A good example is the role of women at Inria and more generally in the digital field: Inria has set itself the aim of making sure 30% of its project team managers are women by 2023 (compared to 13% today). Employing disabled staff, particularly scientists, is another issue on which Inria has adopted a proactive policy, with the launch of a Disability plan in October 2019 in the presence of the French Minister of State for Disabled People, Ms. Sophie Cluzel.

**About Inria:** Inria is the French national research institute for digital science and technology. World-class research and technological innovation are part of its DNA, with the aim of developing and supporting scientific and entrepreneurial projects that create value for France, within a European perspective.

[www.inria.fr](http://www.inria.fr/)

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# Appendix

### Indicators to manage Inria’s transformation and collective performance

As it takes on this ambitious project, Inria wants to demonstrate its stand-out ability to objectively measure the impact of its actions. To measure Inria’s progress in each of these strategic areas for the 2019-2023 period, indicators have been created.

### Six scientific vitality indicators

* Two with target values:
  + **Increasing the agility of Inria’s organisational model**: a 22-month project team setup lead time in 2018 reduced to 4 months by 2020.
  + **Increasing risk-taking**: by 2020, 10% of the total number of project teams working on exploratory actions (actions involving a significant scientific risk), compared to 2% in 2018.
* The following indicators will also be monitored:
  + The number of ERC grants awarded to Inria project teams.
  + The proportion of project teams actively involved in interdisciplinarity.
  + The number of project teams with one or more full-time development engineers.
  + The ratio of PhD students to full-time researchers on project teams.

### Five economic impact indicators

* Three with target values:
  + **Supporting the French industrial base:** more medium- to long-term strategic partnerships with businesses based in France between now and 2023, with an objective of 10% joint project teams with businesses by 2023 (0 in 2018) and 50% large-scale Inria actions co-developed with one or more businesses (0 in 2018).
  + **Scaling up for Deeptech:** 100 projects supported annually by Inria Startup Studio in 2023, compared to 11 in 2018.
  + **Providing technological infrastructure for SME-ETIs committed to digital transformation:** 10 open sourcesoftware programmes with a global impact sponsored by Inria or a continuing education subsidiary in 2023 (4 in 2018).

## The following indicators will also be monitored:

* + The ratio of fixed-term contract workers (PhD students, postdoctoral researchers, engineers) from Inria joining a business based in France to the number of fixed-term contract workers heading overseas.
  + The number of Inria digital sciences and technologies continuing education course trainees, particularly accompanying the release of open source software.

### Indicators of effective and clear organisation

* Two with target values:
  + **Promoting the role of women in the digital sector:** 30% female project team leaders in 2023 (13% in 2018).
  + **Being a disability-friendly employer:** 6% disabled staff employed by Inria in 2023 compared to 1.89 in 2018.

## The following indicators will also be monitored:

* + Evaluation of Inria’s environment impact, including its carbon footprint.
  + Quality of working life indicators

### Indicators of Inria’s input into public policies

* Two with target values:
  + **Reaching an age group to raise awareness of science and technology:** the objective is for one age group (year 11 / tenth grade) to be reached by the “No problem!” campaign in 2023.
  + **Increasing the sense of French digital pride**: an assisted awareness rate (general public) of over 23% in 2023, both in France and Europe (rate not currently known).

## The following indicator will also be monitored:

* + The number of visitors to joint actions with CCSTs (Centres for Scientific and Technical Culture), including Universcience.

### Four site policy indicators

* Two with target values:
  + **Providing the means for efficient coordination with zero public/public transaction costs:** at least 90% joint project teams involving higher education and research institutions with an Inria management agreement in 2020, compared to 4.9% in 2018.
  + **Implementing a proactive site policy with major research universities:** 6 site agreements setting up the “Inria integrated university centre” in the first half of 2021 (0 in 2018).

## The following indicators will also be monitored:

* + Evaluation of Inria’s involvement in courses at higher education institutions.
  + Evaluation of the number of joint recruitments sponsored by Inria and its partners (Inria Starting Faculty Position).

### Two financial trajectory indicators

* Two with target values:
  + **Boosting Inria’s presence in Europe:** Inria’s European funding target (excl. ERC) for 2023 is €15 million, compared to €5 million in 2018.
  + **Attracting private fund sponsors for the Inria Foundation project (“Making the digital sector make sense”):** The Inria Foundation’s fundraising target for the period 2019-2013 is €75 million.