

HR Excellence in Research award renewal 2026

Results of the 2026 HREIR
Surveys.



Introduction

Université Côte d'Azur was granted the HR Excellence in Research award in 2022 and is now updating its Human Resources Strategy for Researchers in preparation for renewal of the HR Excellence in Research award in 2027.

The general HREIR survey, circulated from July to September 2026, aims to measure progress since 2022 and translate the needs and priorities expressed by the research community into concrete actions for the future Action Plan.

A dedicated survey was also conducted in February 2026 among postdoctoral researchers to better identify their needs regarding careers, training, research funding, inter-sectoral mobility, working conditions and welcome/support arrangements.

The two surveys are presented separately and complement each other across four HREIR pillars: Researchers' Assessment, Recruitment and Progression; Working Conditions and Practices; Research Careers and Talent Development; Ethics, Integrity, Gender and Open Science. A cross-cutting section addresses the use of and needs relating to artificial intelligence.

246

UniCA staff included in the general survey results

52

postdoctoral researchers in the dedicated survey

Jul.-Sep. 2026

general survey

Feb. 2026

postdoctoral survey

Contents

Click a section to go directly to the corresponding part of the report.

01	Respondent profile Respondent characteristics and R1-R4 profiles	p. 4	02	Pillar 1 Researchers' Assessment, Recruitment and Progression	p. 7
03	Pillar 2 Working Conditions and Practices	p. 13	04	Pillar 3 Research Careers and Talent Development	p. 20
05	Pillar 4 Ethics, Integrity, Gender and Open Science	p. 27	06	Artificial intelligence Uses, needs and expected services	p. 35
07	HREIR communication Information, participation and suggestions	p. 38	08	Themes from open- ended responses Summary of open-ended responses	p. 39

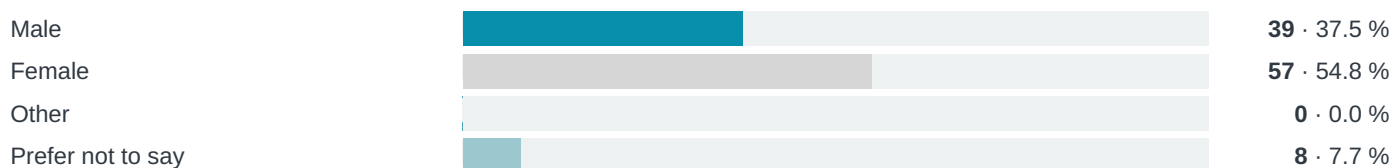
Respondent profile

GENERAL SURVEY - UNICA STAFF

Gender of respondents

Responses: 104

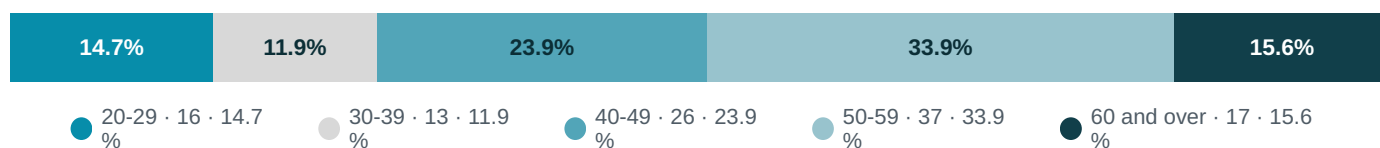
Response rate: 42%



Age of respondents

Responses: 109

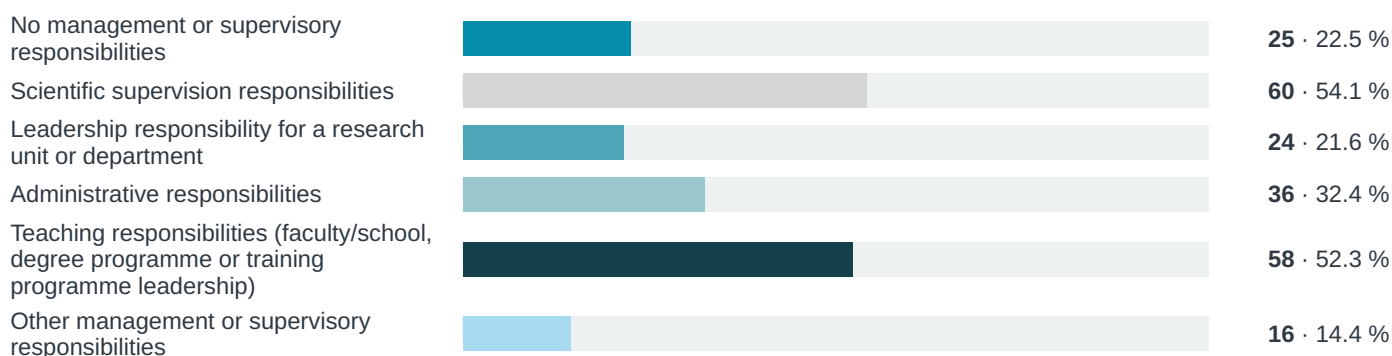
Response rate: 44%



What management and supervisory responsibilities have you held at Université Côte d'Azur? (multiple answers possible)

Responses: 111

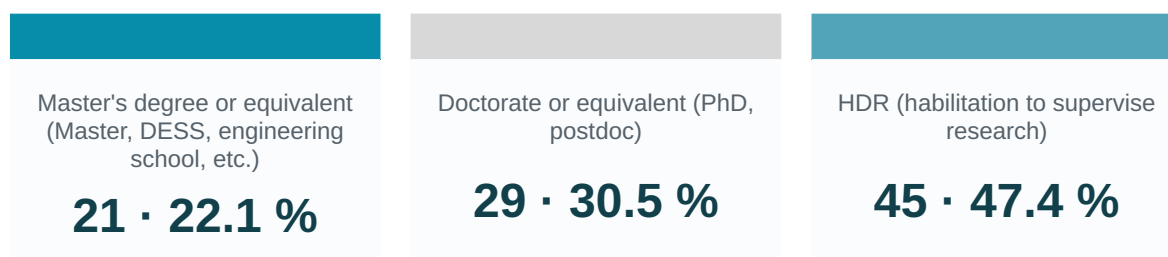
Response rate: 45%



What is your highest level of education (most recent degree obtained)?

Responses: 95

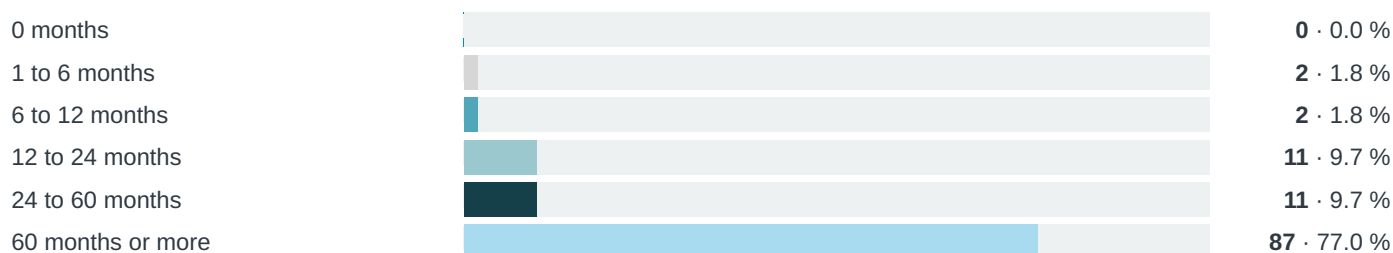
Response rate: 39%



How long have you worked in higher education or research?

Responses: 113

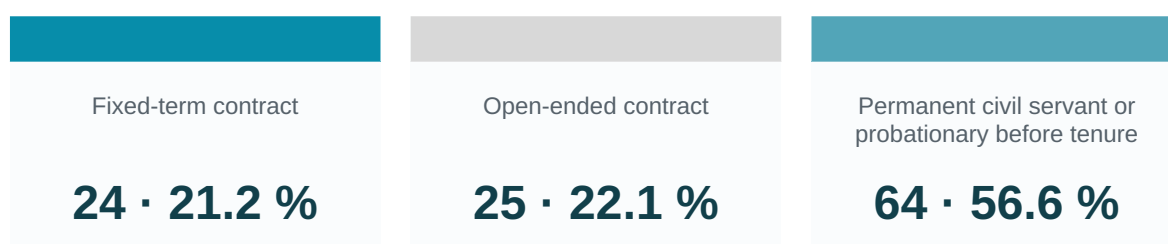
Response rate: 46%



What type of contract do you have?

Responses: 113

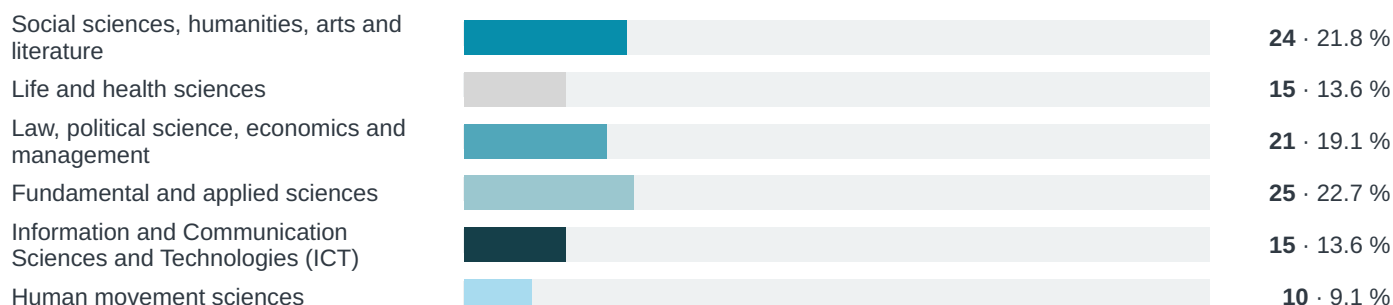
Response rate: 46%



What is your field of research expertise?

Responses: 110

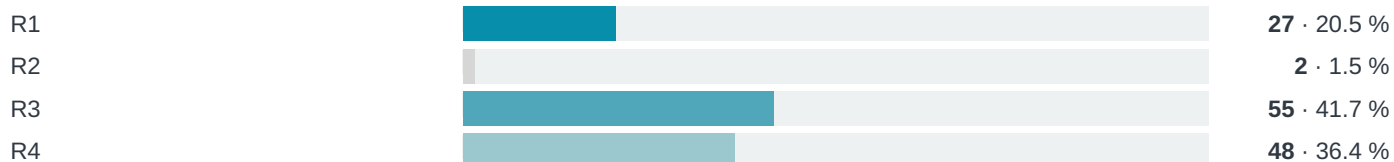
Response rate: 45%



Researcher profile (R1 to R4)

Classified respondents: 132

114 unclassified

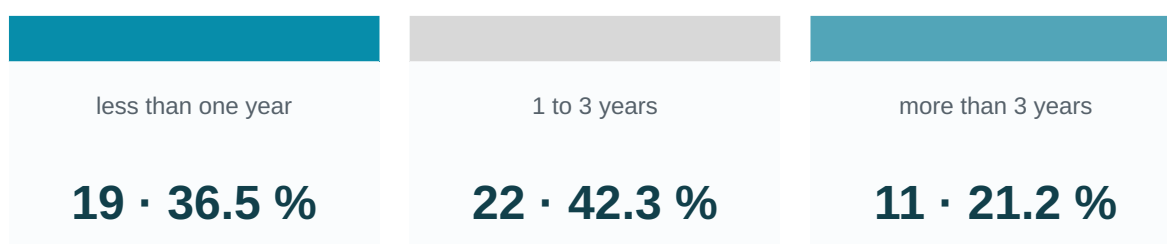


POSTDOCTORAL SURVEY - 52 RESPONSES

How many years of postdoctoral experience do you have?

Responses: 52

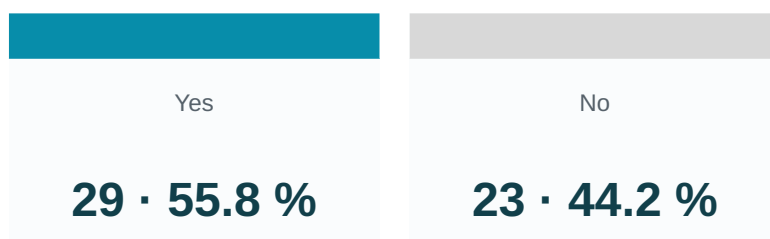
Response rate: 100%



Are you a French national?

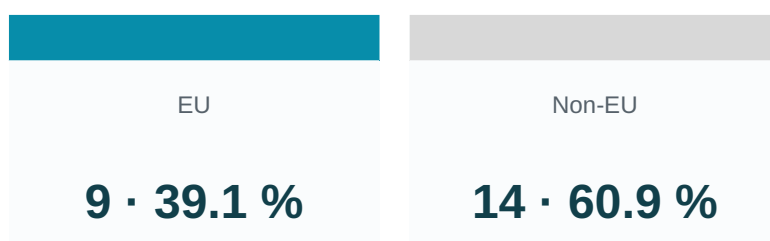
Responses: 52

Response rate: 100%



If not, please specify:

Responses: 23



Assessment of the implementation of the HR
Excellence in Research award criteria by Université
Côte d'Azur researchers

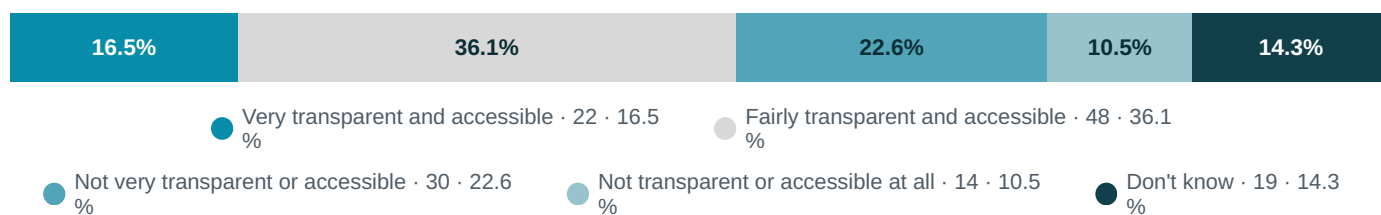
PILLAR 1 - RESEARCHERS' ASSESSMENT, RECRUITMENT AND PROGRESSION



How transparent and accessible do job vacancies and their dissemination within your institution seem to you?

Responses: 133

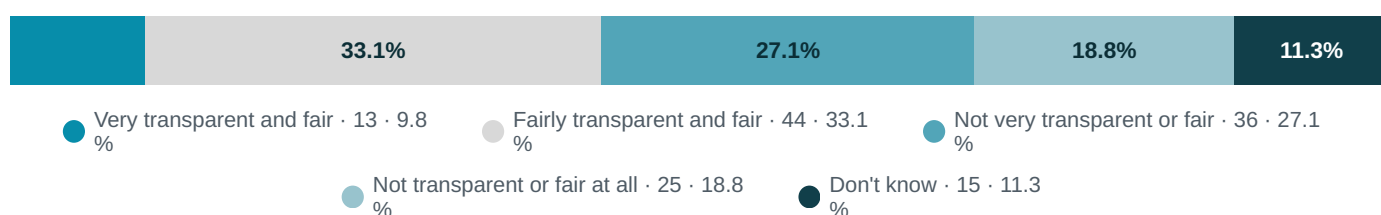
Response rate: 54%



How transparent and fair do recruitment processes within your institution seem to you?

Responses: 133

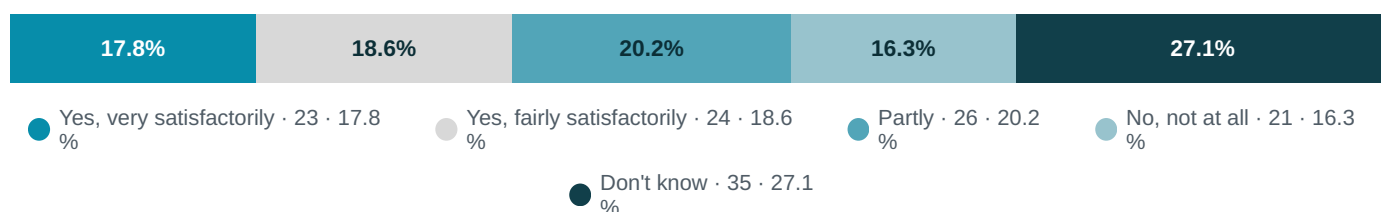
Response rate: 54%



As a candidate, were you adequately informed before and after the selection process, particularly about the composition of the selection panel?

Responses: 129

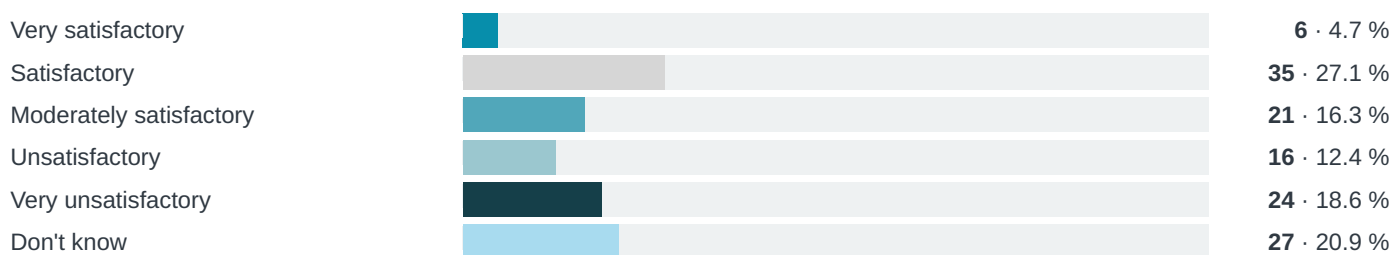
Response rate: 52%



How would you rate the weight given to qualitative assessment in decisions evaluating your research work?

Responses: 129

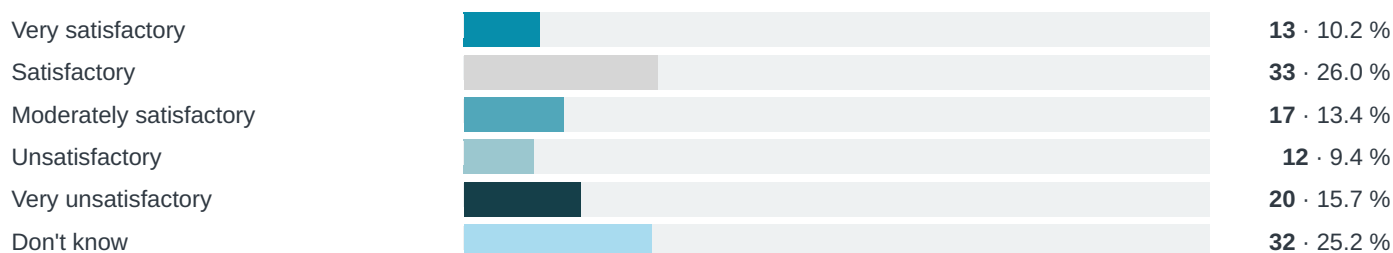
Response rate: 52%



How would you rate the weight given to quantitative assessment (use of metrics: JIF, h-index, number of publications, citations) in decisions evaluating your research work?

Responses: 127

Response rate: 52%



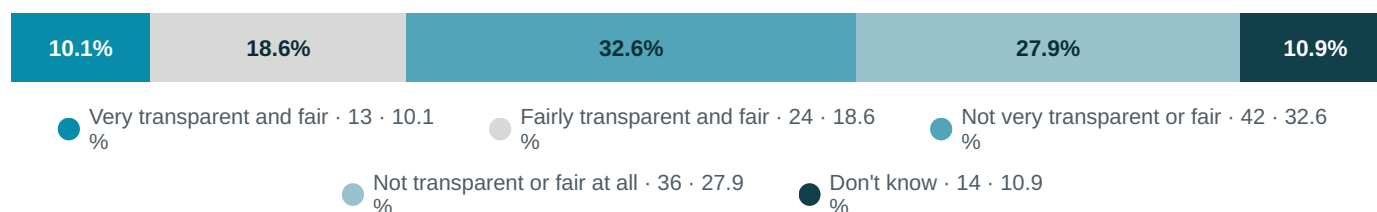
Are the following activities recognised in your career record within your institution?

Item	n	Fully	Mostly	Slightly	Not at all	Don't know
Teaching activities	129	31 24.0 %	38 29.5 %	20 15.5 %	30 23.3 %	10 7.8 %
Doctoral supervision	126	34 27.0 %	40 31.7 %	15 11.9 %	13 10.3 %	24 19.0 %
Administrative duties	128	34 26.6 %	31 24.2 %	28 21.9 %	20 15.6 %	15 11.7 %
Science communication	128	25 19.5 %	17 13.3 %	36 28.1 %	21 16.4 %	29 22.7 %
Open Science	126	16 12.7 %	18 14.3 %	25 19.8 %	28 22.2 %	39 31.0 %
Engagement in the ecological transition	127	11 8.7 %	10 7.9 %	28 22.0 %	31 24.4 %	47 37.0 %

How transparent and fair do promotion criteria within your institution seem to you?

Responses: 129

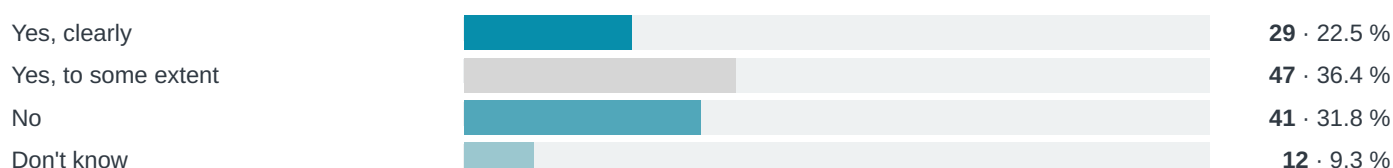
Response rate: 52%



Do you feel that scientific leadership responsibilities (research master's programme, laboratory, doctoral school) remain concentrated among the same people, limiting renewal of leadership teams?

Responses: 129

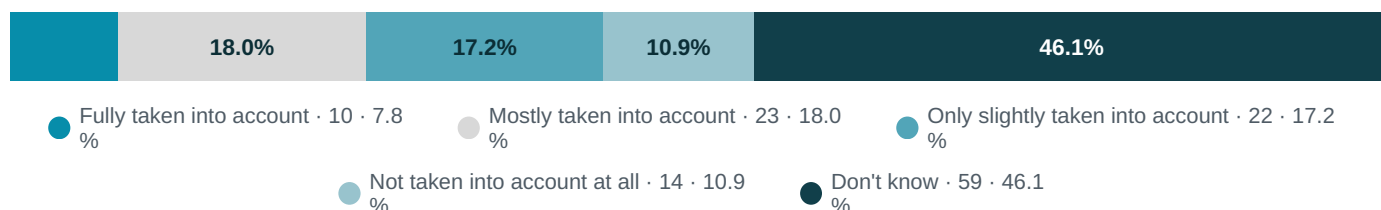
Response rate: 52%



Are career breaks (parental leave, illness, personal mobility) taken into account without penalty when assessing your career path?

Responses: 128

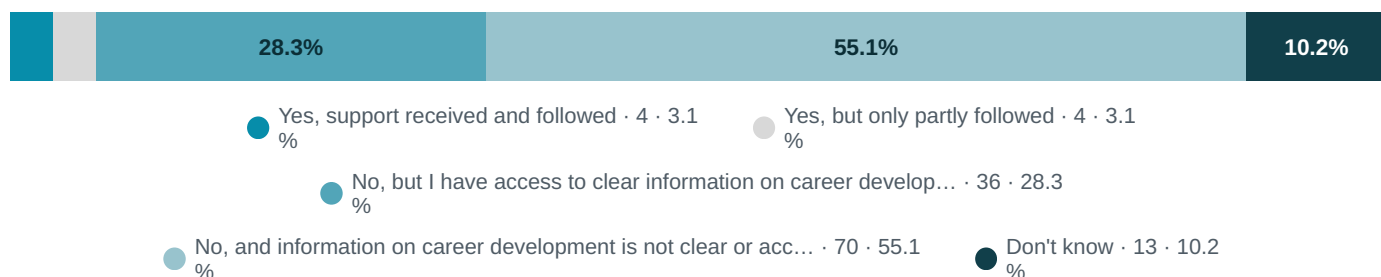
Response rate: 52%



Have you received career development support from the Human Resources Department?

Responses: 127

Response rate: 52%



How satisfied are you?

Follow-up to the question: "Have you received career development support from the Human Resources Department?"

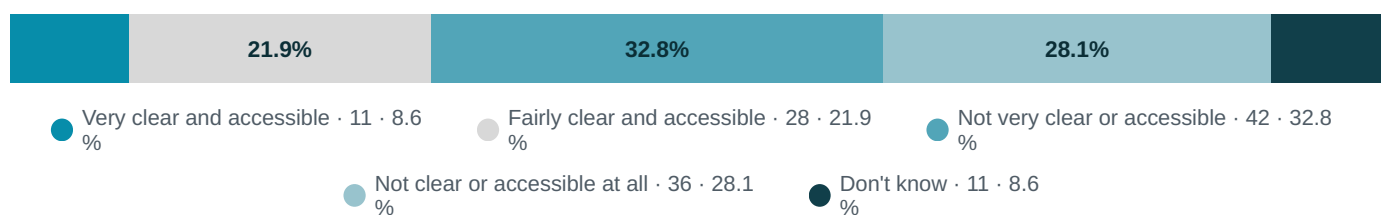
Responses: 8

Response option	Count	(%)
Very satisfied	3	(37.5 %)
Satisfied	2	(25.0 %)
Moderately satisfied	2	(25.0 %)
Dissatisfied	1	(12.5 %)
Very dissatisfied	0	(0.0 %)

Do you find the available information on academic and non-academic career prospects clear and accessible?

Responses: 128

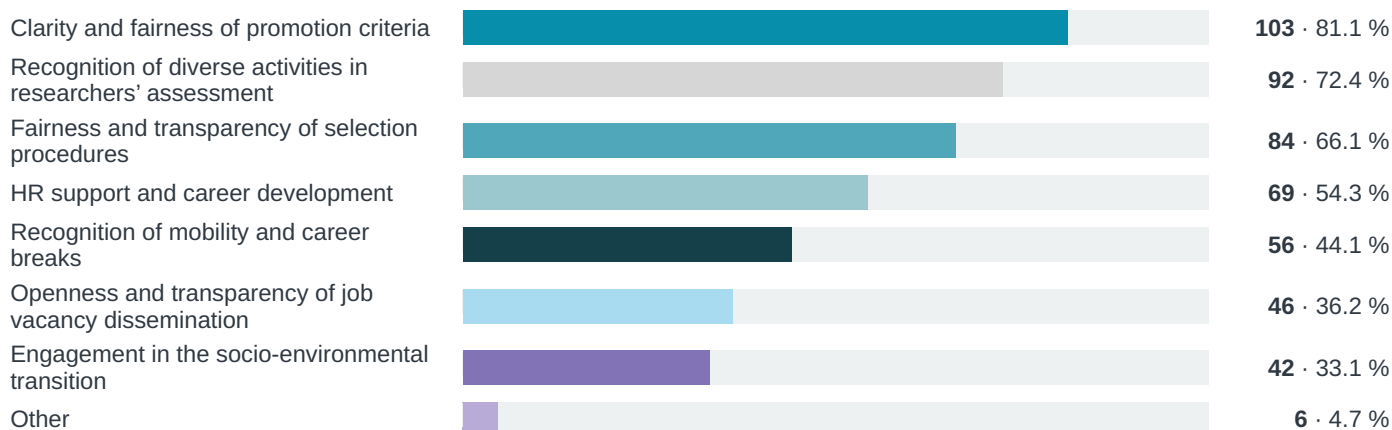
Response rate: 52%



Which of the following areas do you consider most important to strengthen as a priority? (multiple answers possible)

Responses: 127

Response rate: 52%



Other priorities mentioned

Responses: 5

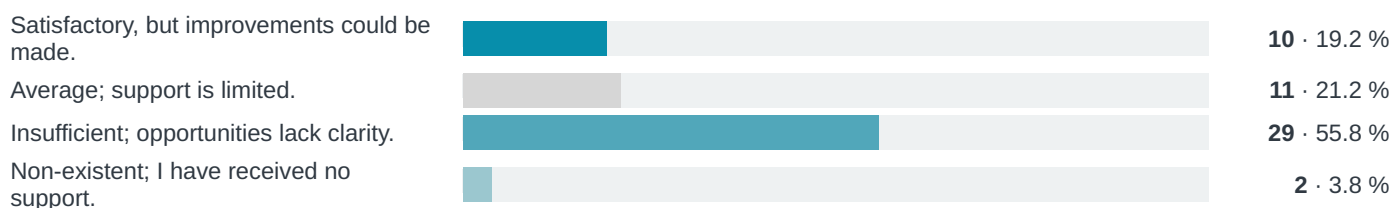
Theme	Count
Weight given to research and small-scale responsibilities in promotion criteria	2
Concentration of resources and promotions among the same people / favouritism	2
Number of promotion positions (full professors)	1
Recognition of leadership experience acquired outside UniCA	1
Occupational health	1

POSTDOCTORAL SURVEY - 52 RESPONSES

How do you assess your career opportunities in public-sector research generally, in France or abroad?

Responses: 52

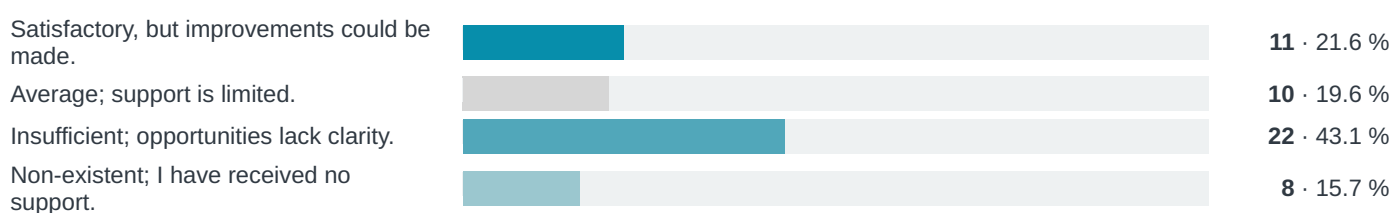
Response rate: 100%



How do you assess your career opportunities at Université Côte d'Azur?

Responses: 51

Response rate: 98%



How do you assess the information available at Université Côte d'Azur about your career development opportunities?

Responses: 51

Response rate: 98%



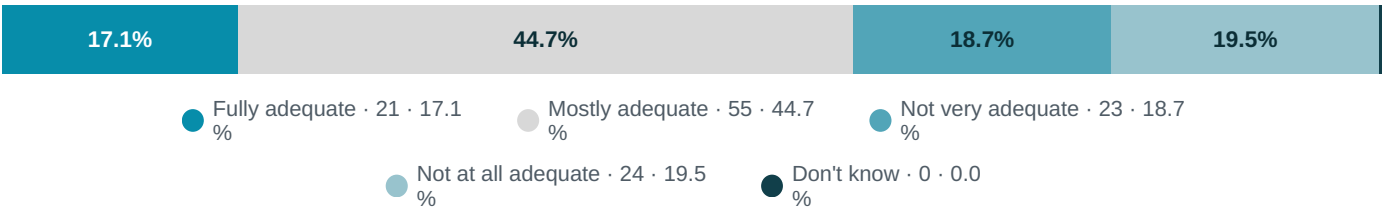
Assessment of the implementation of the HR
Excellence in Research award criteria by Université
Côte d'Azur researchers

PILLAR 2 - WORKING CONDITIONS AND PRACTICES



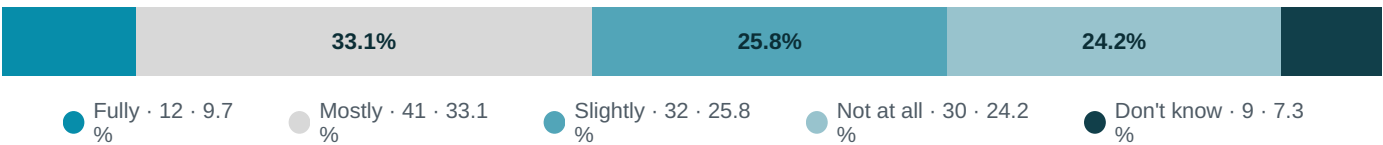
How adequate are your working conditions (space, support, equipment)?

Responses: 123 Response rate: 50%



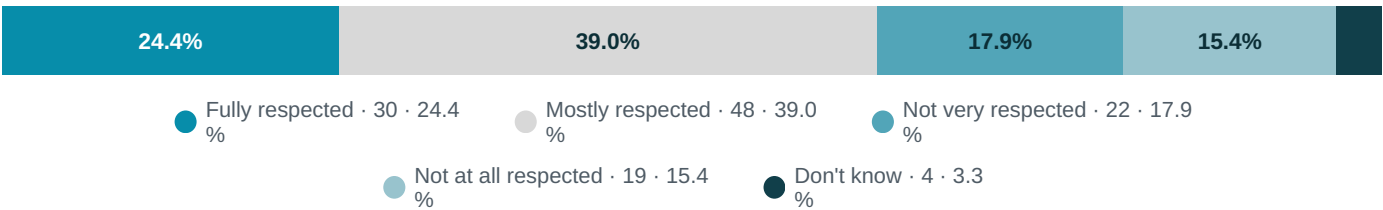
Are administrative responsibilities distributed fairly within your unit or department?

Responses: 124 Response rate: 50%



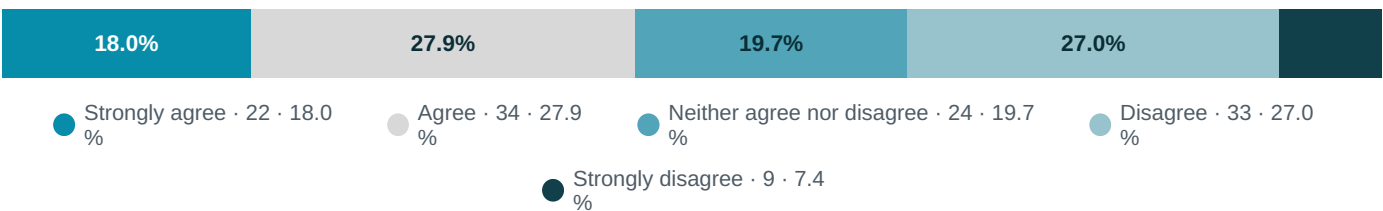
Is work-life balance respected within your institution?

Responses: 123 Response rate: 50%



Does your teaching workload allow you to carry out your research under good conditions?

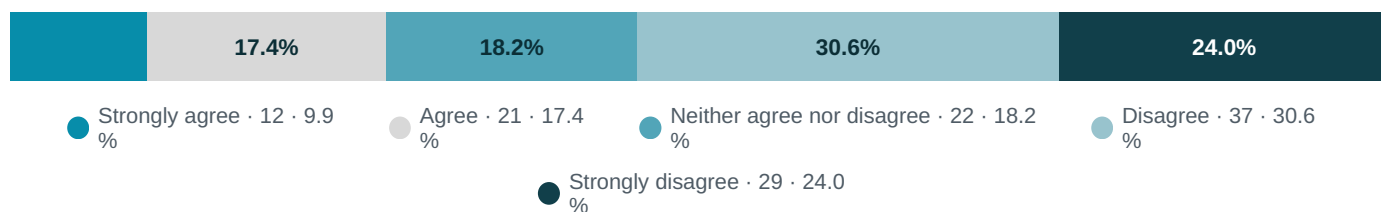
Responses: 122 Response rate: 50%



Does the administrative workload associated with your activities allow you to devote enough time to research?

Responses: 121

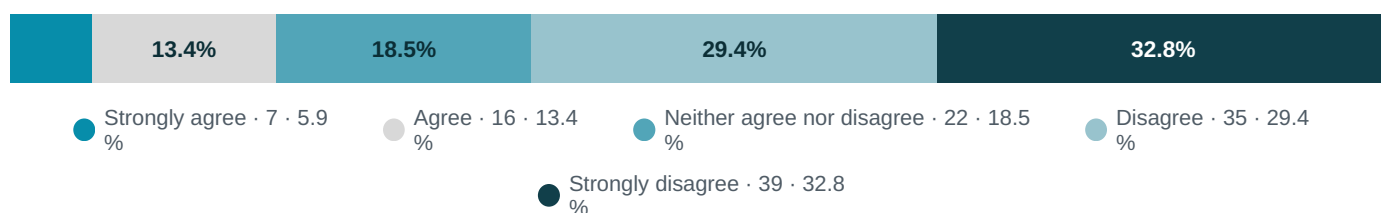
Response rate: 49%



Does your current level of recurring funding allow you to carry out your research under good conditions?

Responses: 119

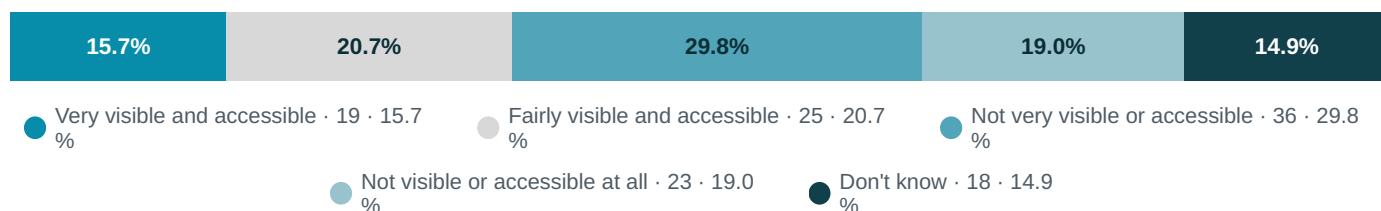
Response rate: 48%



Are wellbeing and mental health initiatives visible and accessible?

Responses: 121

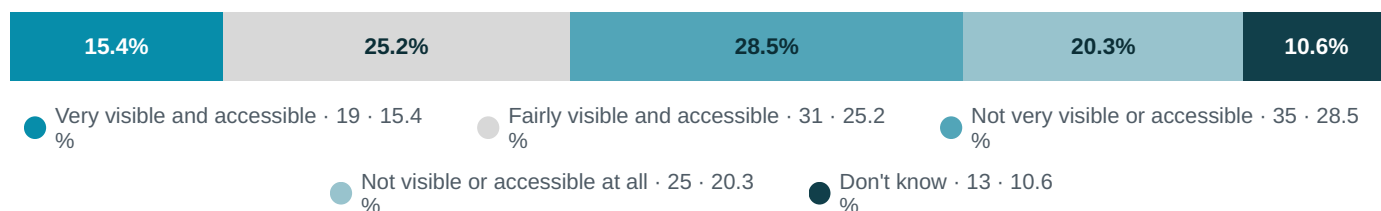
Response rate: 49%



Are Université Côte d'Azur initiatives supporting health and wellbeing at work visible and accessible?

Responses: 123

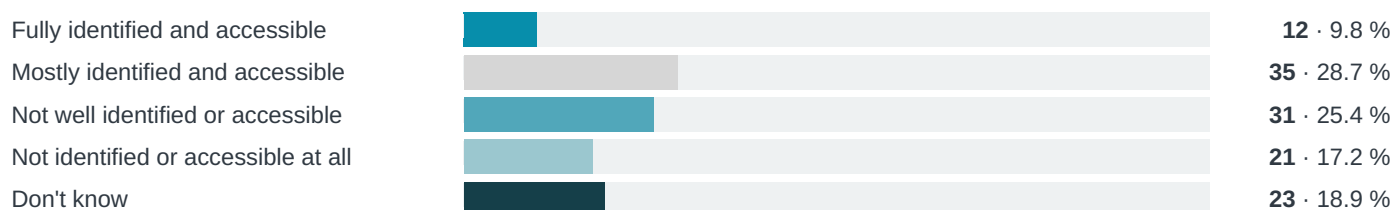
Response rate: 50%



How visible and accessible are occupational risk prevention measures (physical, chemical and psychosocial risks)?

Responses: 122

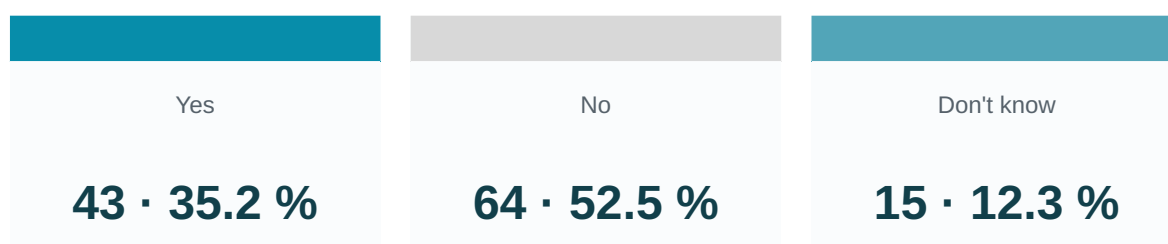
Response rate: 50%



Have you used the website mapping research support structures (platforms, equipment) at Université Côte d'Azur?

Responses: 122

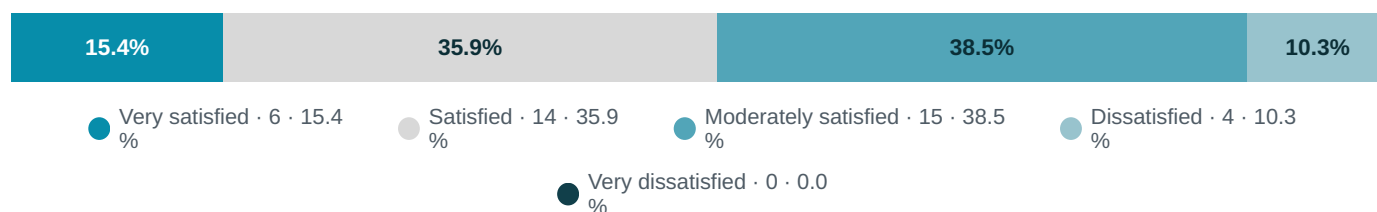
Response rate: 50%



How satisfied are you?

Follow-up to the question: "Have you used the website mapping research support structures (platforms, equipment) at Université Côte d'Azur?"

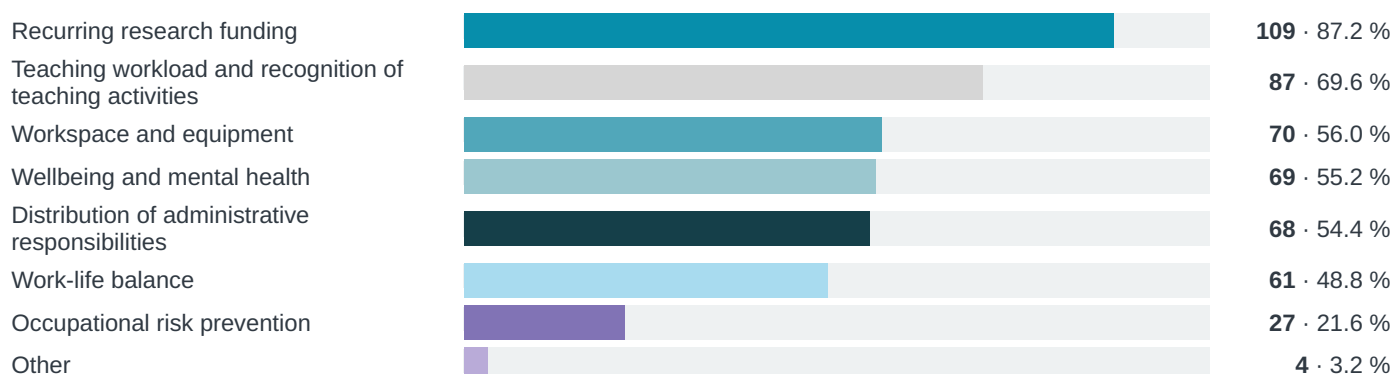
Responses: 39



Which of the following areas do you consider most urgent to improve? (multiple answers possible)

Responses: 125

Response rate: 51%



Other themes mentioned

Responses: 4

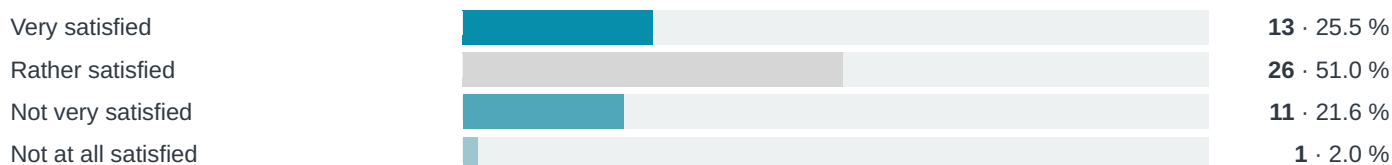
Theme	Count
Administrative and financial support for research	1
Training	1
Committee procedures (recruitment, promotion) - general criticism	1
Ongoing HR support	1

POSTDOCTORAL SURVEY - 52 RESPONSES

Overall, how satisfied are you with interactions and collaborations with other researchers (for example, other postdocs, graduate students, ...)?

Responses: 51

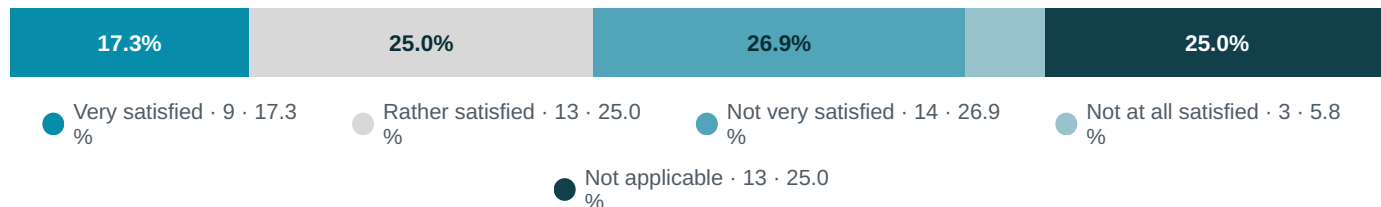
Response rate: 98%



Overall, how satisfied are you with the opportunities to teach?

Responses: 52

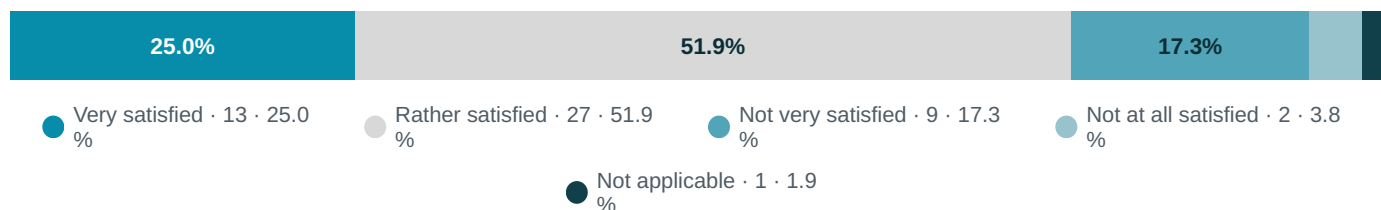
Response rate: 100%



Overall, how satisfied are you with publication opportunities?

Responses: 52

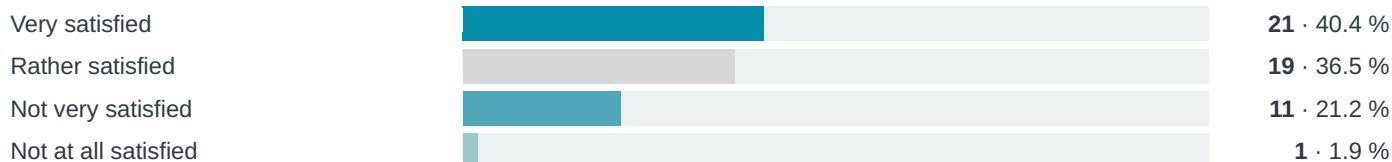
Response rate: 100%



Overall, how satisfied are you with the intellectual stimulation provided by your position/environment?

Responses: 52

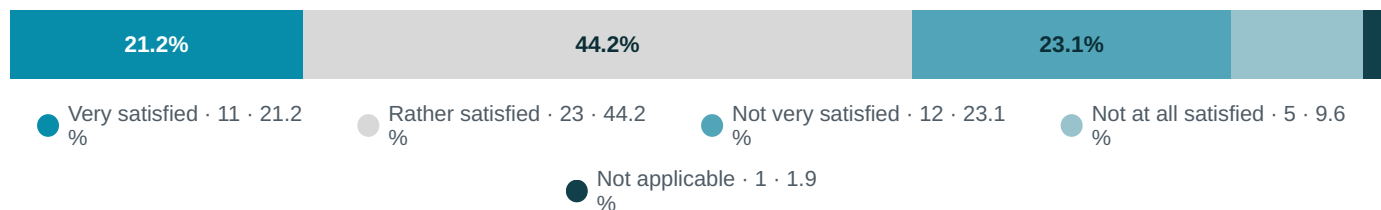
Response rate: 100%



Overall, how satisfied are you with ease of access to scientific platforms?

Responses: 52

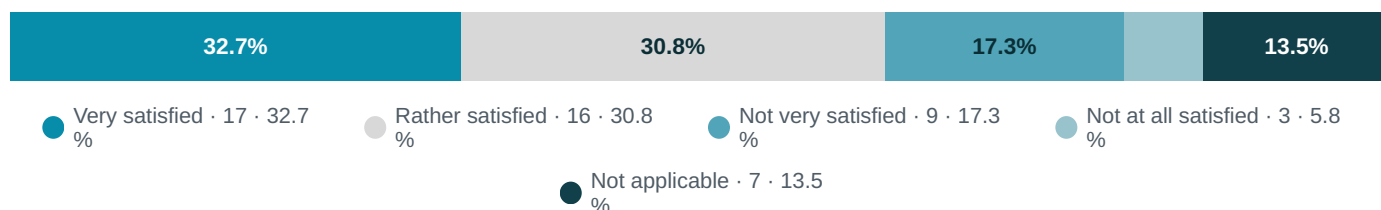
Response rate: 100%



Overall, how satisfied are you with the support provided by your laboratory (or institution) to preserve work-life balance?

Responses: 52

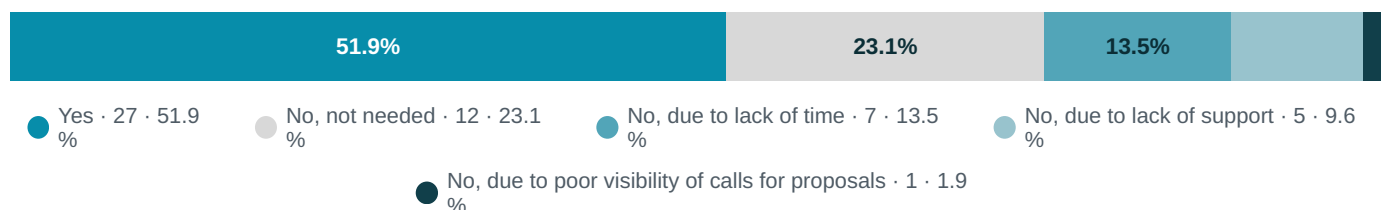
Response rate: 100%



Have you submitted funding applications since joining Université Côte d'Azur?

Responses: 52

Response rate: 100%



Have you received administrative support when submitting applications to calls for proposals? (multiple answers possible)

Responses: 19

Response option	Count	(%)
From your research unit	15	(78.9 %)
From research support services (DRVI)	4	(21.1 %)
From other university services	3	(15.8 %)

Other service involved

Responses: 4

Services mentioned individually (1 response each); names not detailed.

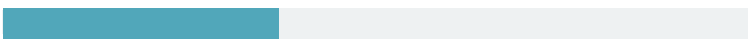
Have you received support for follow-up of an awarded project? (multiple answers possible)

Responses: 14

Response option	Count	(%)
From your research unit	12	(85.7 %)
From other university services	2	(14.3 %)
From DDIE	1	(7.1 %)

Which forms of support do you find most useful when preparing a proposal? (multiple answers possible)

Responses: 27

Personalised advice and review service		24 · 88.9 %
Mentoring by experienced researchers		20 · 74.1 %
Training workshops and dedicated seminars		10 · 37.0 %

Do you have any suggestions for improving postdoctoral researchers' working conditions?

Responses: 14

Response rate: 27%

Theme	Count
Career prospects, status and remuneration	6
Networking, events, conferences, visits and job forums	4
Information, communication and welcome for newcomers	3
Laboratory climate, isolation and relations with permanent staff	3
Administrative workload and administrative support	2
Work-life balance	1
No suggestion	1

Assessment of the implementation of the HR
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PILLAR 3 - RESEARCH CAREERS AND TALENT DEVELOPMENT



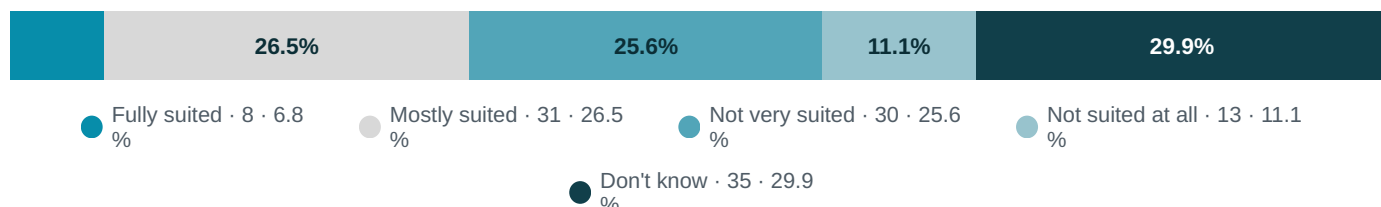
Do the available job-specific training courses meet your needs, and are you aware of your professional training entitlements (CPF - Personal Training Account, institutional training plan)?

Responses: 115 Response rate: 47%



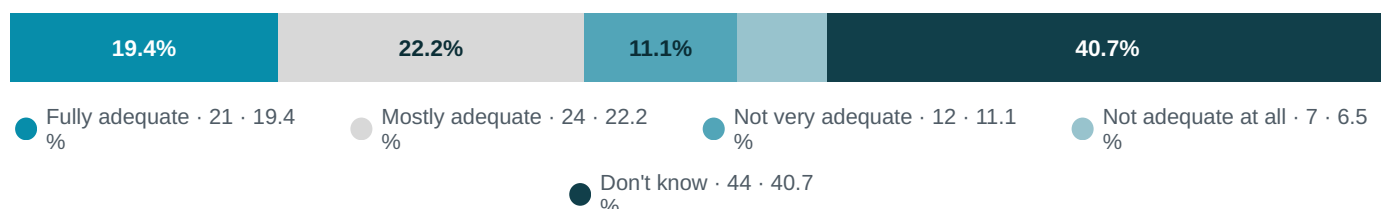
Do the available transferable-skills training courses (skills usable beyond your current position) - communication, project management, digital tools, and research data management and analysis - meet your needs?

Responses: 117 Response rate: 48%



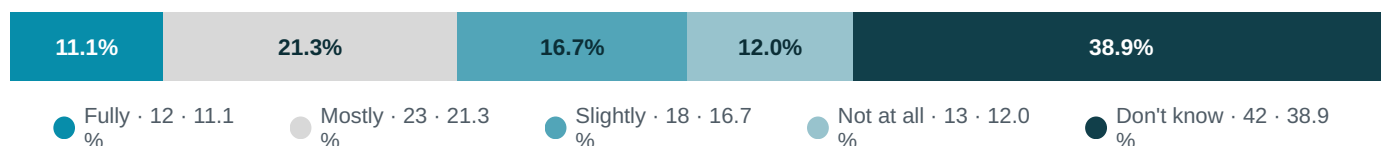
Is the quality of the supervision you receive adequate?

Responses: 108 Response rate: 44%



Does peer-based career development support (mentoring, individual support, career planning) meet your needs?

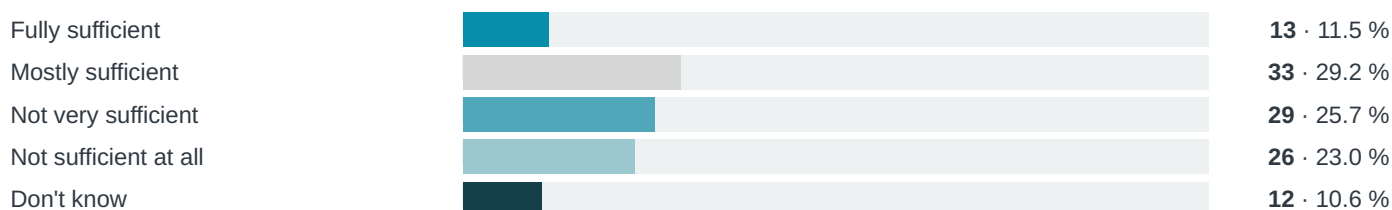
Responses: 108 Response rate: 44%



Are networking and exchange opportunities among researchers at Université Côte d'Azur (inter-laboratory events, thematic communities, financially supported conference participation) sufficient?

Responses: 113

Response rate: 46%



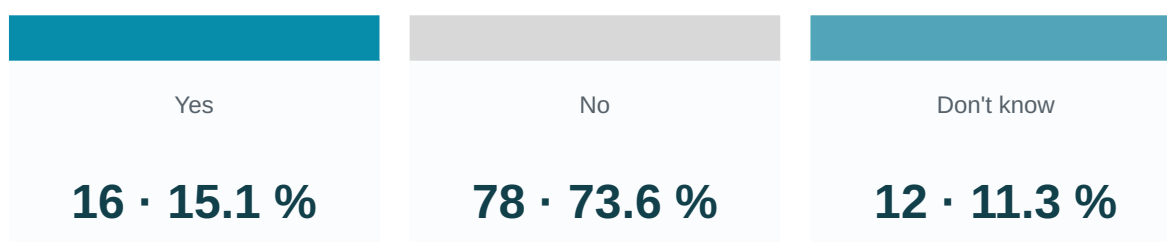
Has support for doctoral and postdoctoral researchers changed since 2022?

Item	n	Strong improvement	Moderate improvement	No change	Deterioration	Don't know
Scientific support	109	19 17.4 %	23 21.1 %	23 21.1 %	3 2.8 %	41 37.6 %
Administrative support	109	19 17.4 %	21 19.3 %	20 18.3 %	10 9.2 %	39 35.8 %
Support in seeking research funding (proposal preparation, calls for proposals)	108	16 14.8 %	17 15.7 %	23 21.3 %	8 7.4 %	44 40.7 %
Social / psychological support	109	10 9.2 %	19 17.4 %	25 22.9 %	8 7.3 %	47 43.1 %
Career entry support (competitive examinations, CV writing, interview preparation)	109	8 7.3 %	16 14.7 %	29 26.6 %	6 5.5 %	50 45.9 %

Have you received training to support doctoral supervision?

Responses: 106

Response rate: 43%



How satisfied are you?

Follow-up to the question: "Have you received training to support doctoral supervision?"

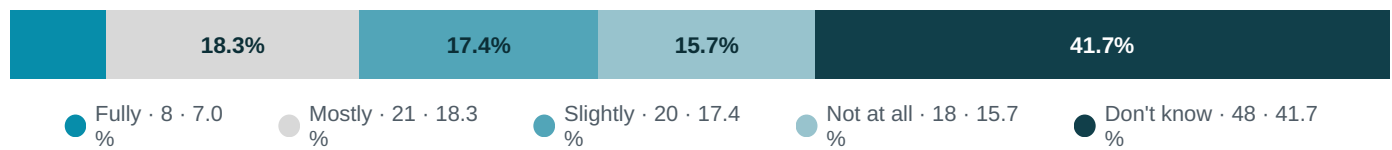
Responses: 15

Response option	Count	(%)
Very satisfied	4	(26.7 %)
Satisfied	9	(60.0 %)
Moderately satisfied	1	(6.7 %)
Dissatisfied	0	(0.0 %)
Very dissatisfied	1	(6.7 %)

Are diverse career paths (inter-sectoral mobility, careers outside academia) recognised and valued within your institution?

Responses: 115

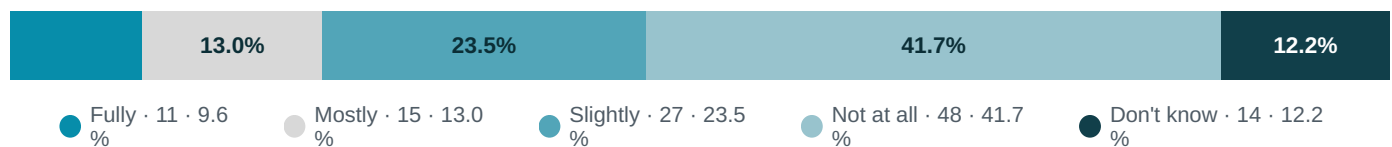
Response rate: 47%



Are you encouraged to explore career prospects outside academic research (industry, public sector, entrepreneurship)?

Responses: 115

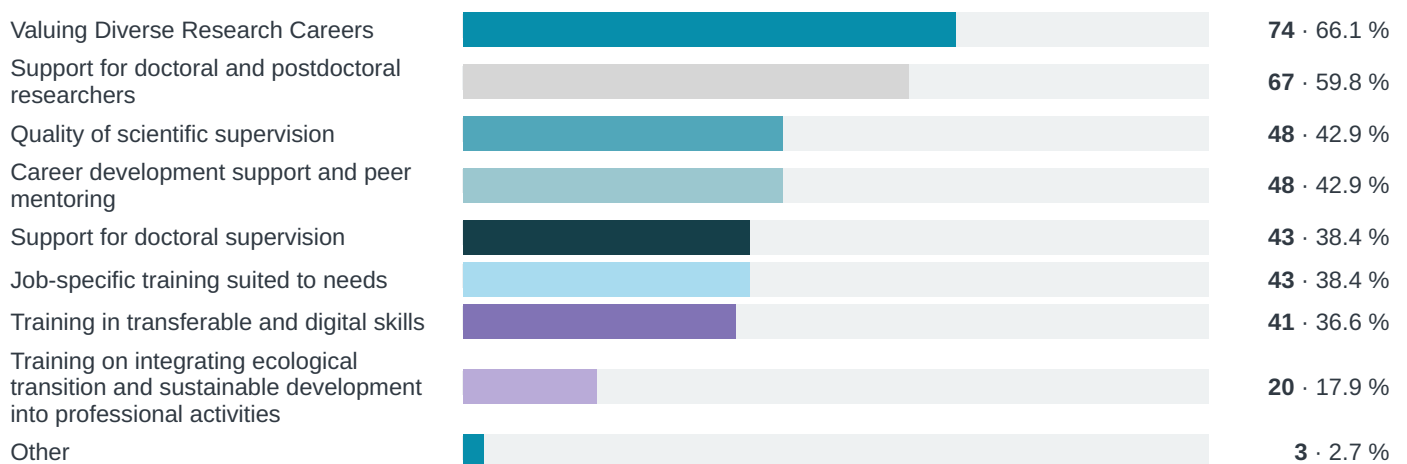
Response rate: 47%



Which of the following areas do you consider most important to strengthen as a priority? (multiple answers possible)

Responses: 112

Response rate: 46%



Other priorities mentioned

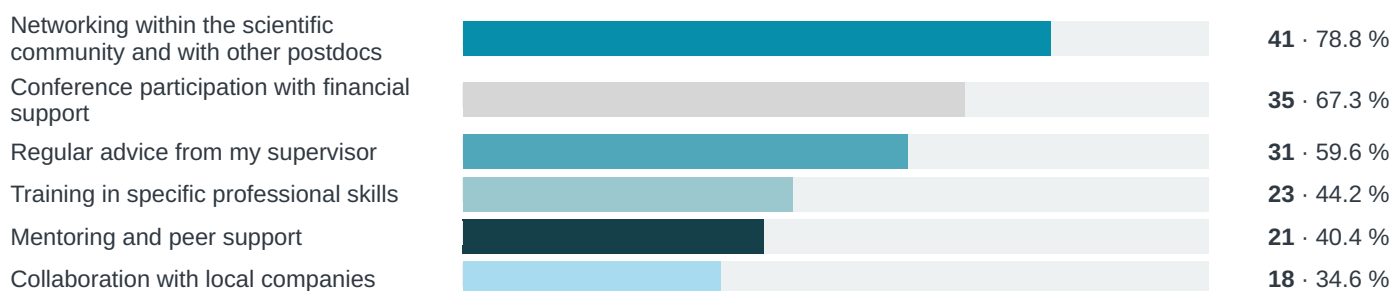
Responses: 2

Theme	Count
Recruitment and promotion criteria (including localism)	1
Financial resources	1
Feedback on supervision and teaching	1

Which career support measures are most appropriate? (multiple answers possible)

Responses: 52

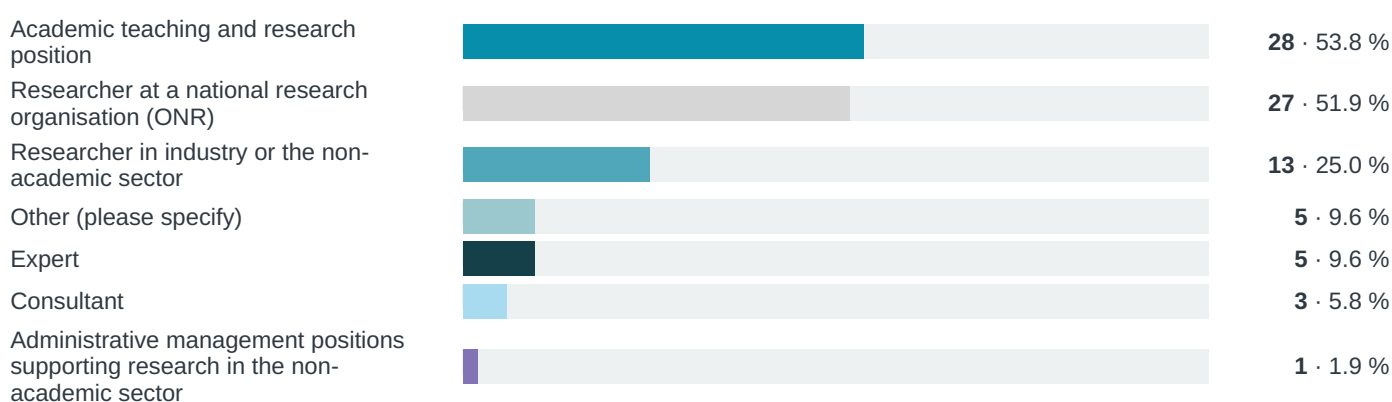
Response rate: 100%



What is your career plan? (multiple answers possible)

Responses: 52

Response rate: 100%



If you selected "Other", please specify here:

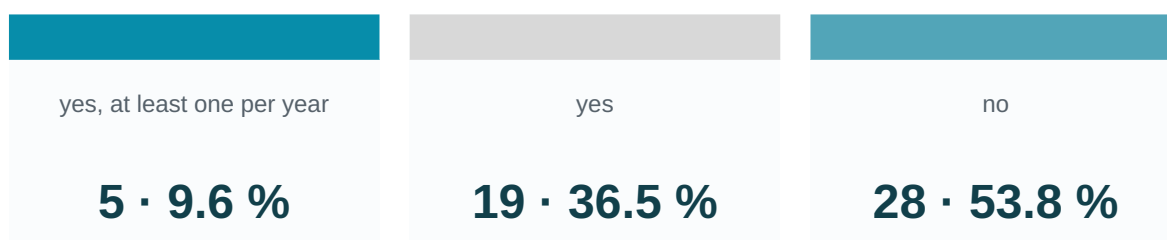
Responses: 6

Theme	Count
Career change outside academia / research	2
Research position abroad or on a European project	2
Secondary education	1
Public policy / sustainable future	1

Have you taken at least one training course since joining Université Côte d'Azur?

Responses: 52

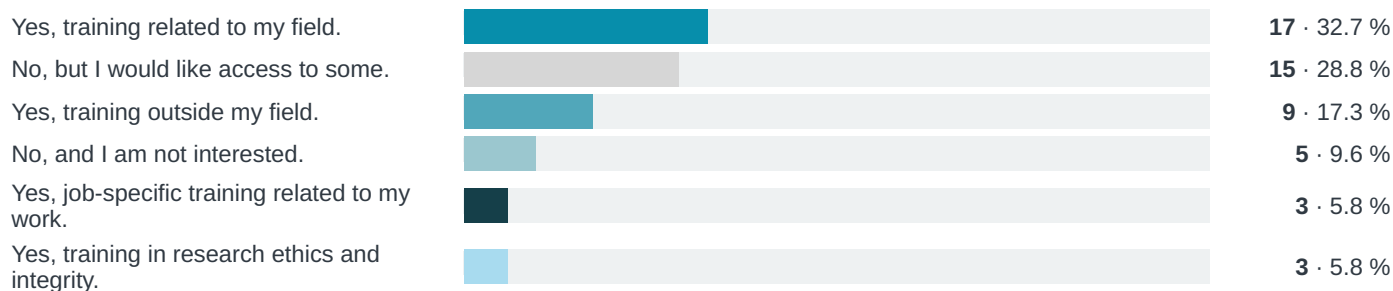
Response rate: 100%



Do you have access to training to develop additional skills?

Responses: 52

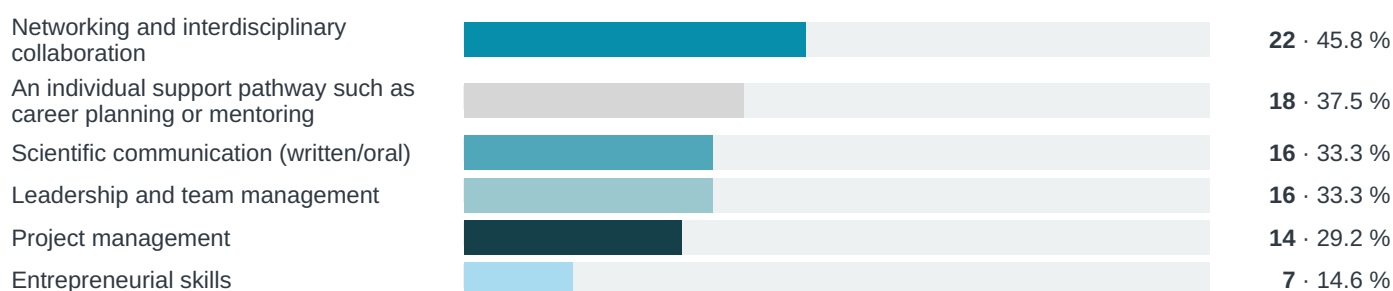
Response rate: 100%



Which transferable skills would you like to develop? (multiple answers possible)

Responses: 48

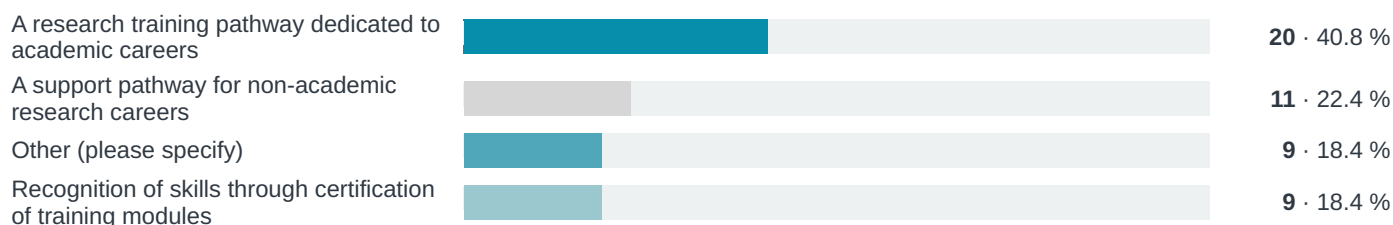
Response rate: 92%



Which training arrangements do you find most useful?

Responses: 49

Response rate: 94%



If other, please specify the arrangement

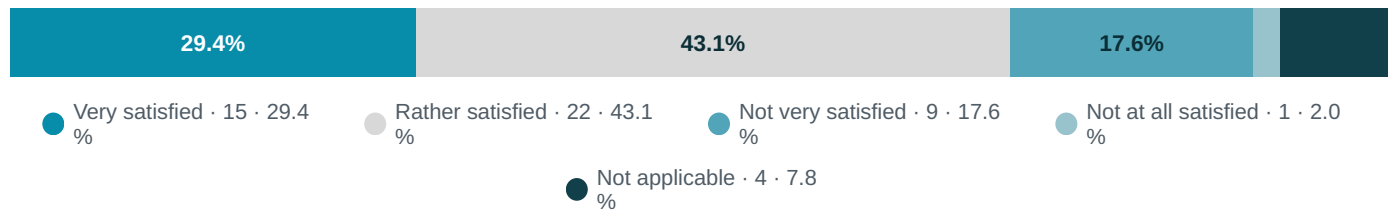
Responses: 6

Theme	Count
Mixed pathway / career support (academic and non-academic, senior postdocs)	2
Open training / technical skills (programming, statistics)	2
Combination of the proposed arrangements	1
Caveat: career entry is not a training pathway	1

Overall, how satisfied are you with the clarity of supervisors' expectations and support (regarding research, teaching, etc.)?

Responses: 51

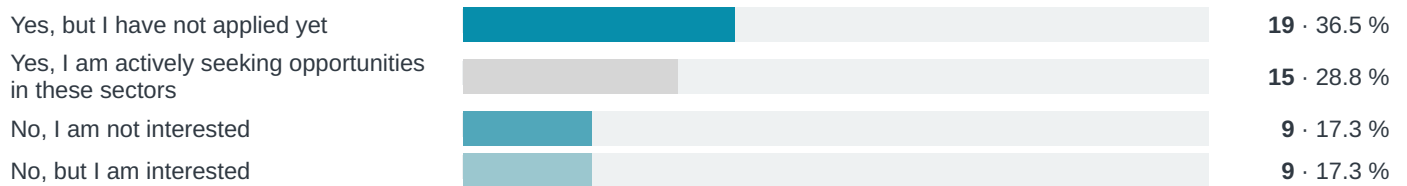
Response rate: 98%



Have you considered working in a sector other than academic research (industry, government, NGOs, etc.)?

Responses: 52

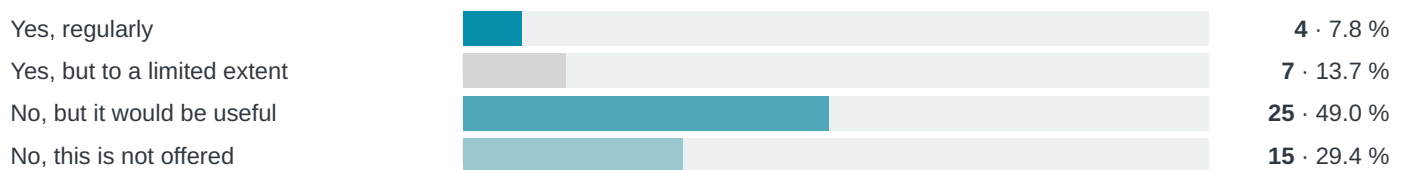
Response rate: 100%



Does your laboratory help you explore opportunities in other sectors (industry, private companies, etc.)?

Responses: 51

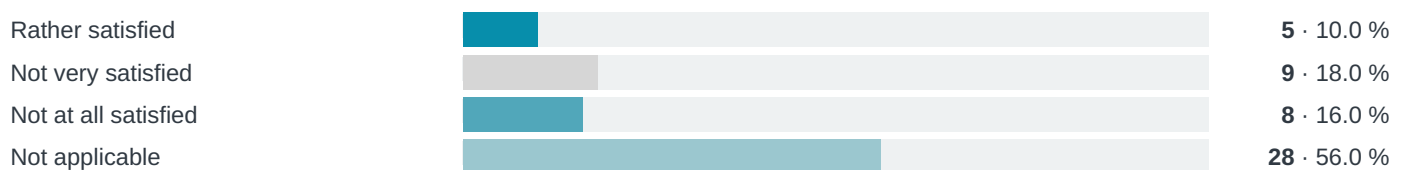
Response rate: 98%



How would you rate support for start-up projects?

Responses: 50

Response rate: 96%



Assessment of the implementation of the HR
Excellence in Research award criteria by Université
Côte d'Azur researchers

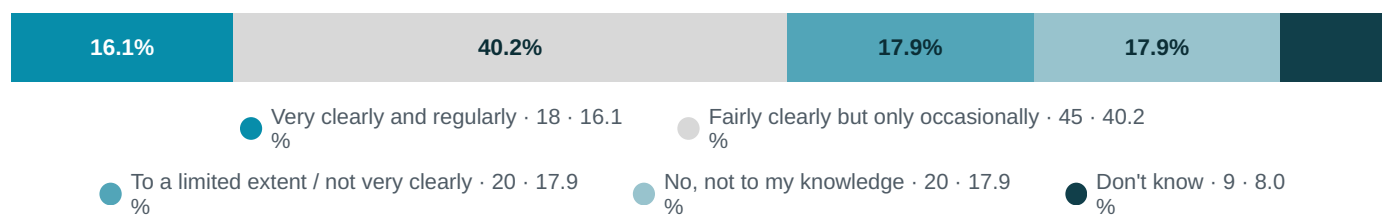
PILLAR 4 - ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE



Does your institution provide clear information on research ethics (compliance with ethical standards for research) and research integrity (honesty and methodological rigour)?

Responses: 112

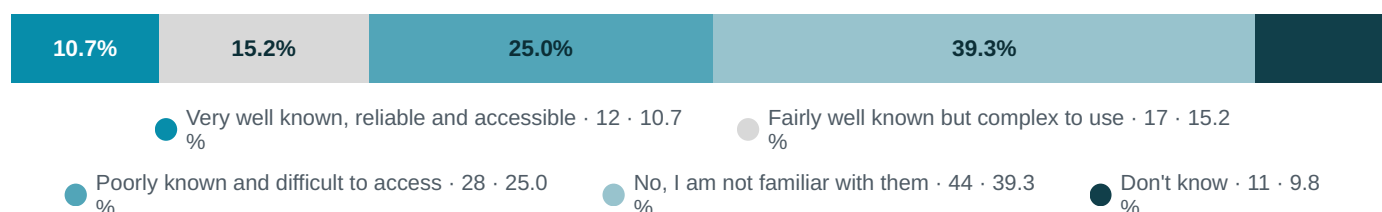
Response rate: 46%



Are you familiar with the procedures for reporting research misconduct, and do you consider them reliable and accessible?

Responses: 112

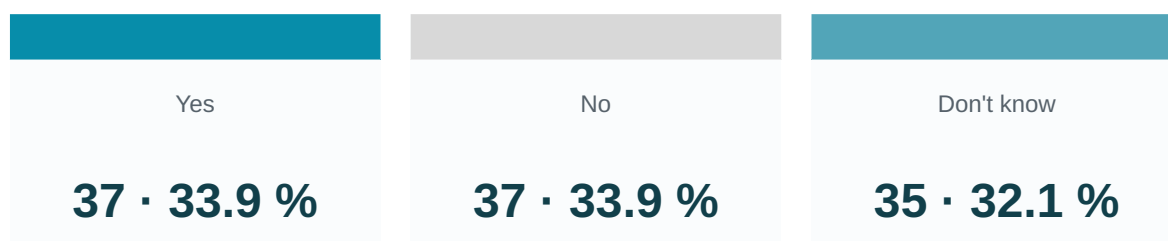
Response rate: 46%



Do you have access to training on research ethics and research integrity?

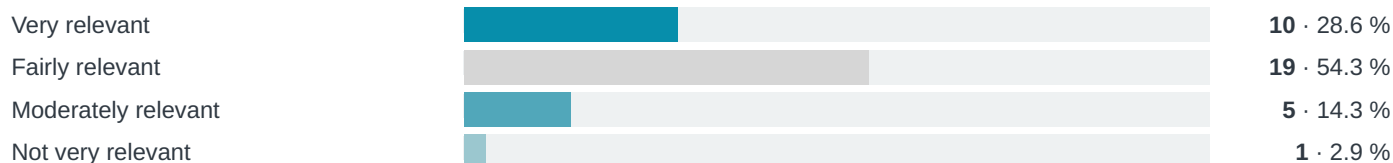
Responses: 109

Response rate: 44%



Do you find them relevant to your work?

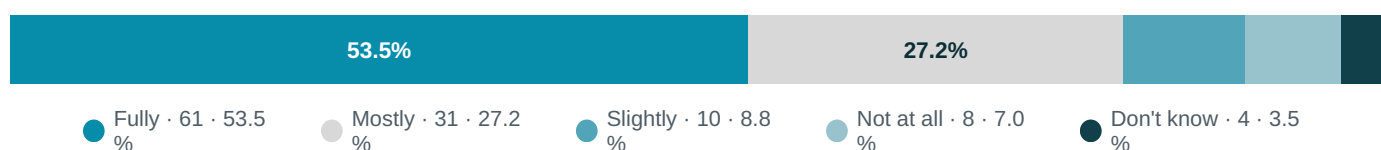
Responses: 35



Do you feel free to conduct your research activity within your institution (choice of research topics and methods, dissemination and publication of results)?

Responses: 114

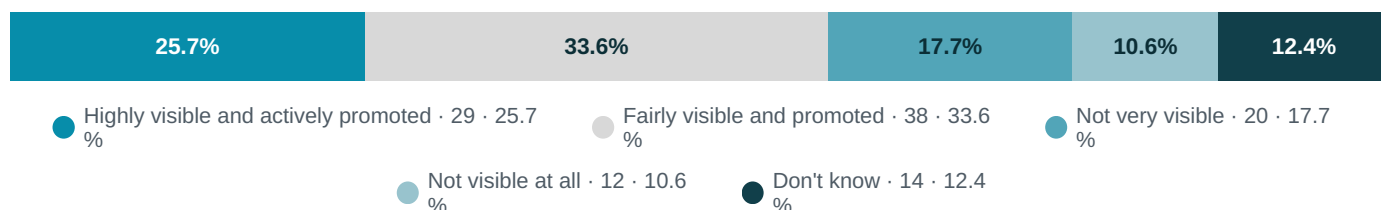
Response rate: 46%



Do gender equality policies within your institution appear visible and actively promoted?

Responses: 113

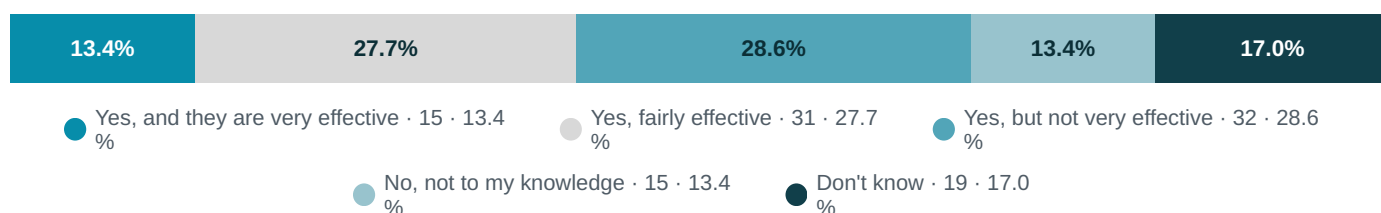
Response rate: 46%



Are there concrete measures to prevent gender-based and sexual violence, harassment and discrimination in your working environment?

Responses: 112

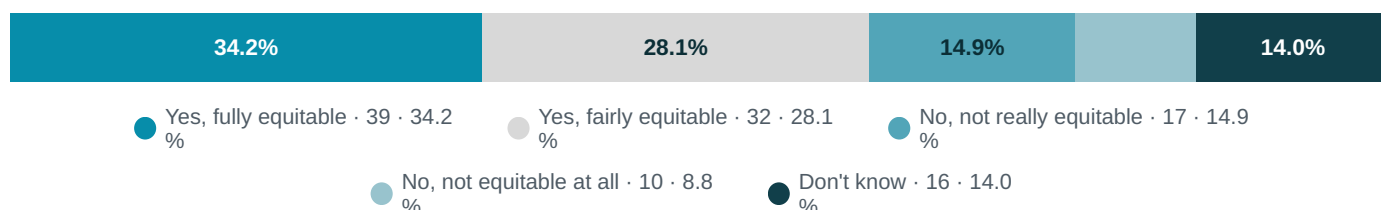
Response rate: 46%



Does access to scientific leadership responsibilities (research master's programme, laboratory, doctoral school) seem equitable between women and men within your institution?

Responses: 114

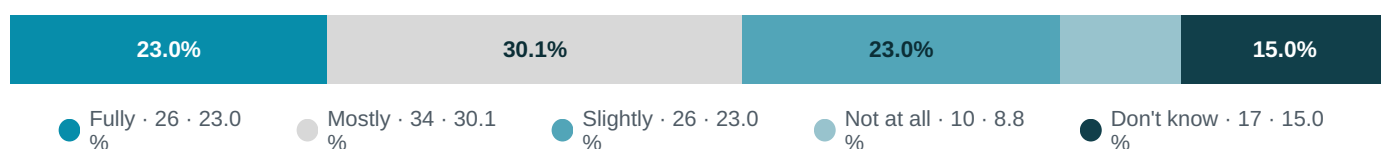
Response rate: 46%



Do your institution's diversity (equality and anti-discrimination) and inclusion (equal opportunities for all) policies - regardless of staff members' personal characteristics (gender, origin, disability, etc.) - seem effective in your working environment?

Responses: 113

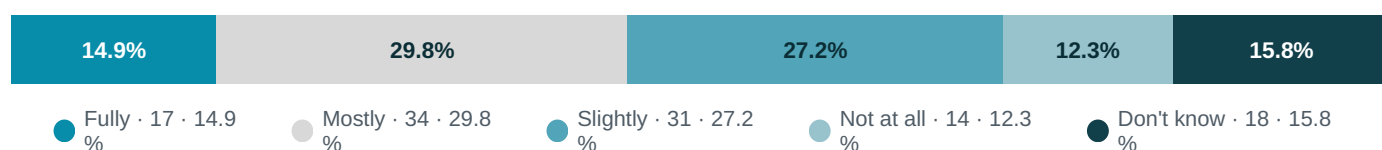
Response rate: 46%



Does Université Côte d'Azur sufficiently promote sustainable research practices in line with the Sustainable Development Goals and encourage reduction of the carbon footprint?

Responses: 114

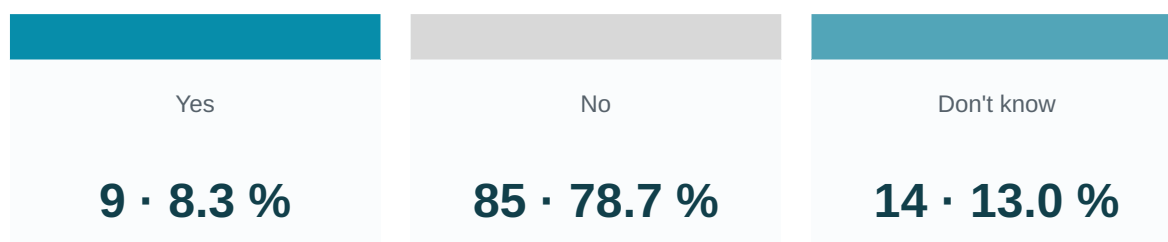
Response rate: 46%



Have you used an inclusion or support scheme for staff with specific needs (workplace adjustments, career support, personalised support, supported employment contract, etc.)?

Responses: 108

Response rate: 44%



How satisfied are you?

Follow-up to the question: "Have you used an inclusion or support scheme for staff with specific needs (workplace adjustments, career support, personalised support, supported employment contract, etc.)?"

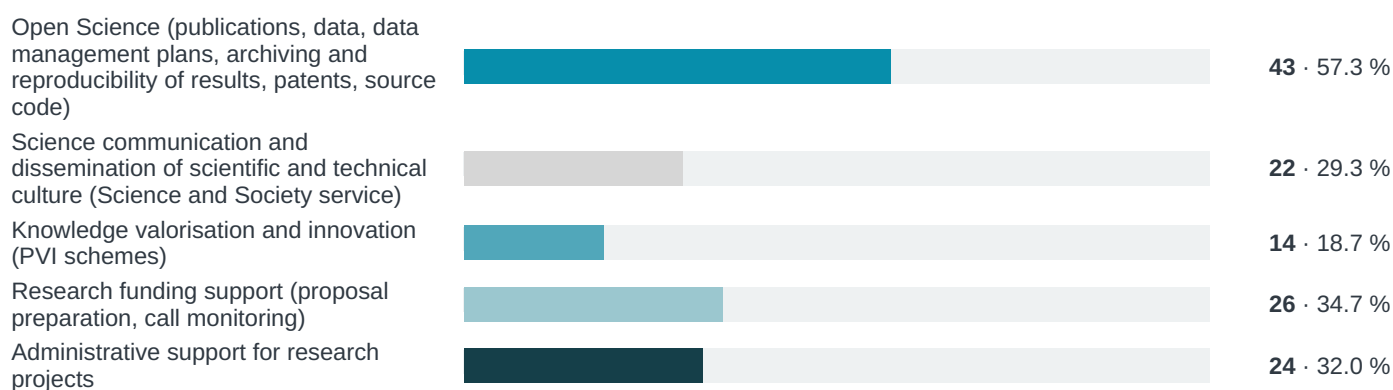
Responses: 8

Response option	Count	(%)
Very satisfied	2	(25.0 %)
Satisfied	3	(37.5 %)
Moderately satisfied	0	(0.0 %)
Dissatisfied	0	(0.0 %)
Very dissatisfied	3	(37.5 %)

Have you used the support services offered by Université Côte d'Azur in the following areas? (multiple answers possible)

Responses: 75

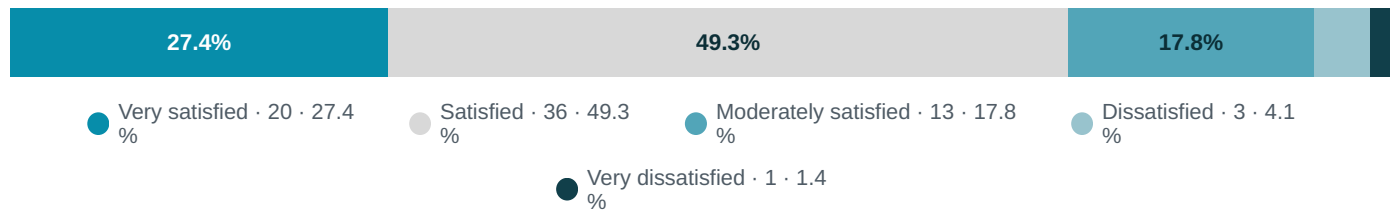
Response rate: 30%



How satisfied are you?

Follow-up to the question: "Have you used the support services offered by Université Côte d'Azur in the following areas? (multiple answers possible)"

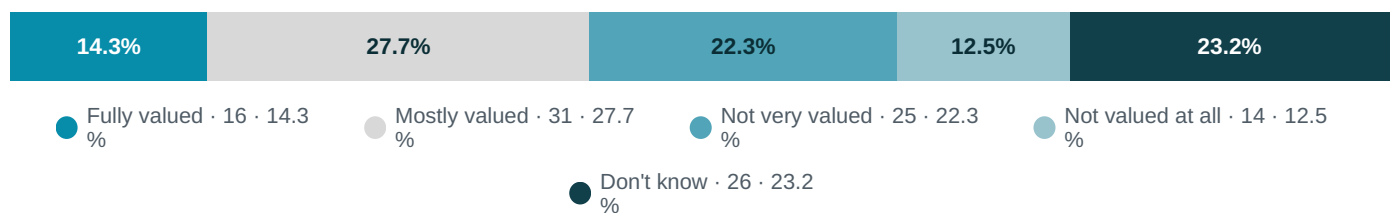
Responses: 73



Are mobility experiences (geographical, inter-sectoral, inter-disciplinary, virtual) valued in your career path?

Responses: 112

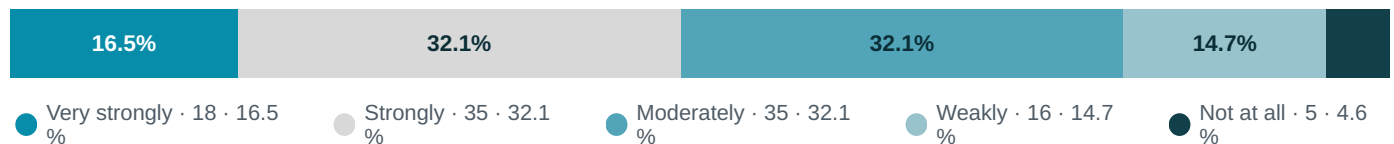
Response rate: 46%



To what extent does your institution support researchers' international mobility and scientific attractiveness (hosting international researchers, outgoing mobility, international projects, funding for conference participation)?

Responses: 109

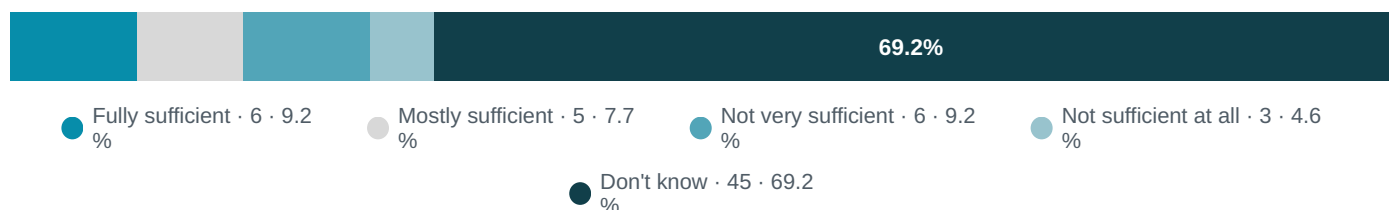
Response rate: 44%



If you are an international researcher or have recently joined the institution: was the support for settling in (administrative procedures, housing, cultural and linguistic integration) sufficient?

Responses: 65

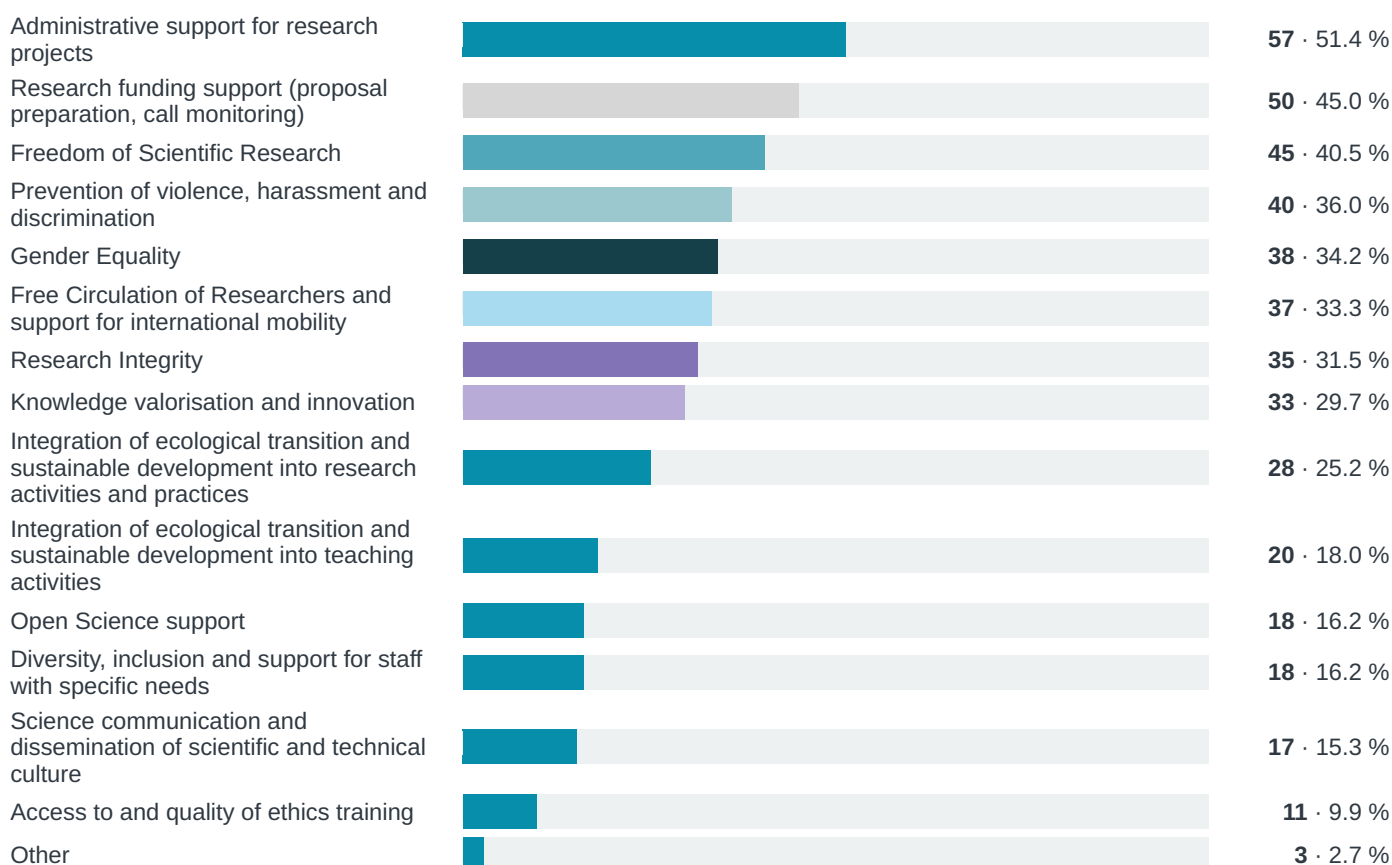
Response rate: 26%



Which of the following areas do you consider most important to strengthen as a priority? (multiple answers possible)

Responses: 111

Response rate: 45%



Other priorities mentioned

Responses: 2

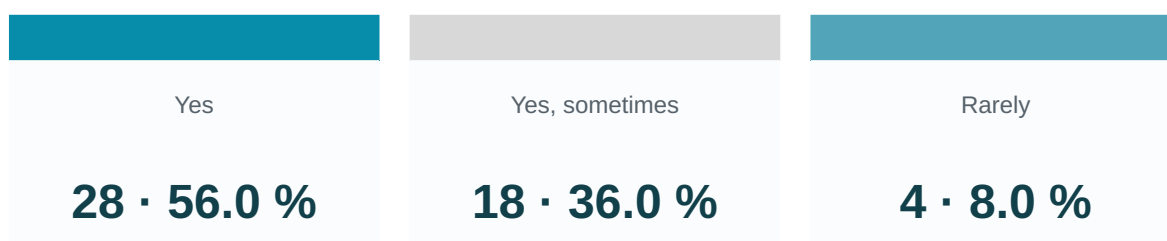
Theme	Count
Assessment and recognition of activities (including teaching and securing contracts)	2

POSTDOCTORAL SURVEY - 52 RESPONSES

Do you have sufficient freedom and support regarding ethics and professional conduct to carry out your research?

Responses: 50

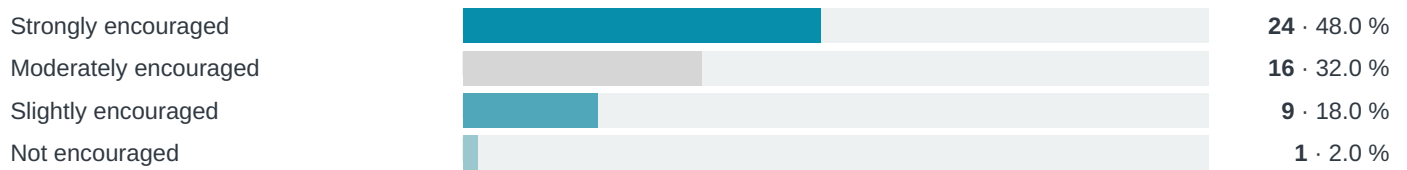
Response rate: 96%



To what extent do you feel encouraged to share your research results through Open Science platforms (open data, open-access publications, etc.)?

Responses: 50

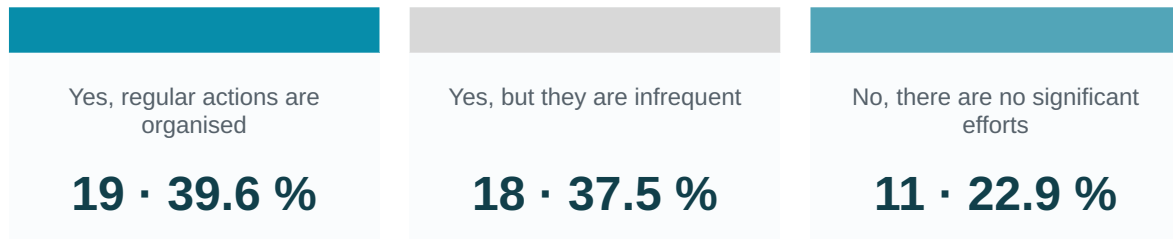
Response rate: 96%



Does your laboratory take concrete action to improve workplace equality, diversity and inclusion?

Responses: 48

Response rate: 92%



How would you rate support arrangements for researchers with specific needs (personalised assistance, international mobility grants, etc.)?

Responses: 50

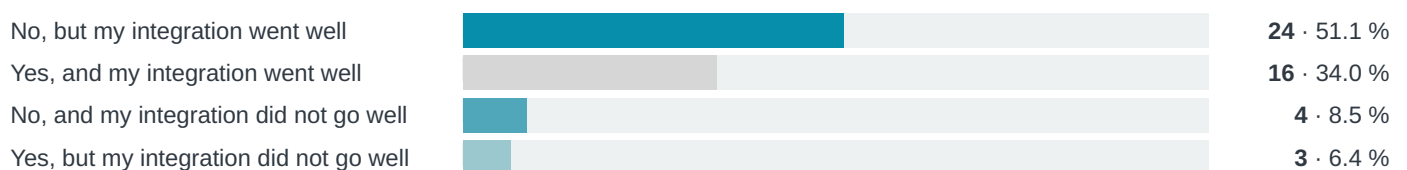
Response rate: 96%



Did you receive support when you arrived (administration, housing, integration)?

Responses: 47

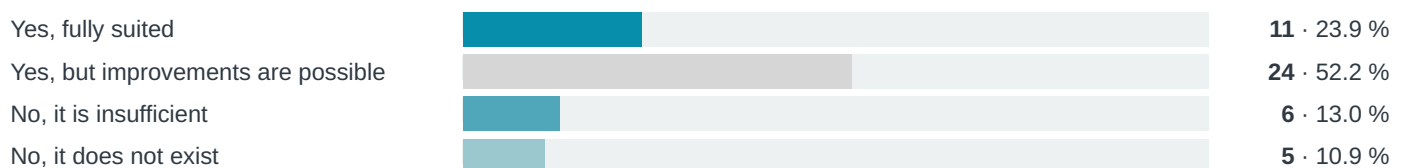
Response rate: 90%



Is the support offered by your laboratory to facilitate cultural and linguistic integration sufficient?

Responses: 46

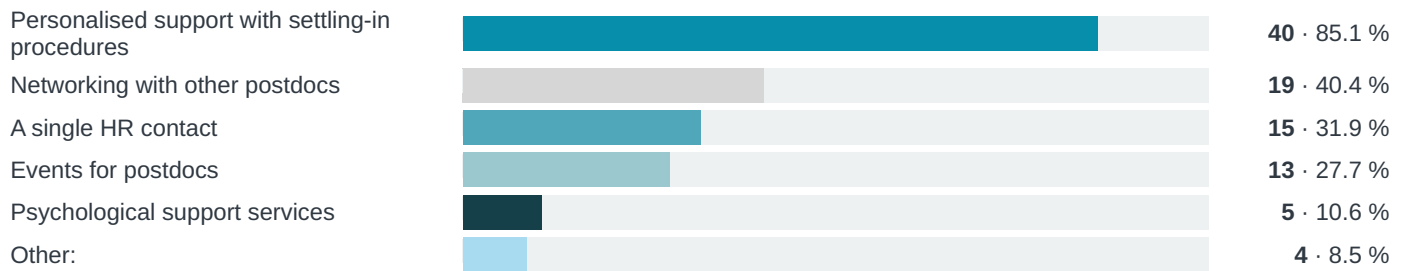
Response rate: 88%



Which measures do you consider most useful for improving the welcome of international postdocs? (multiple answers possible)

Responses: 47

Response rate: 90%



If you selected other, please provide your suggestion

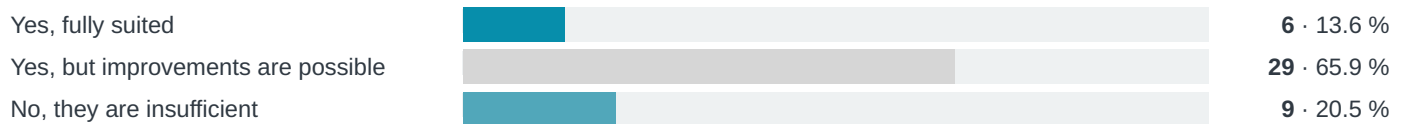
Responses: 6

Theme	Count
Personalised support with settling-in / administrative procedures	2
Events and networking among postdocs	2
Access to housing	1
Language: language support and use of English in the laboratory	2
Comment on the questionnaire (only one answer possible)	1

Are international mobility schemes suited to your needs?

Responses: 44

Response rate: 85%

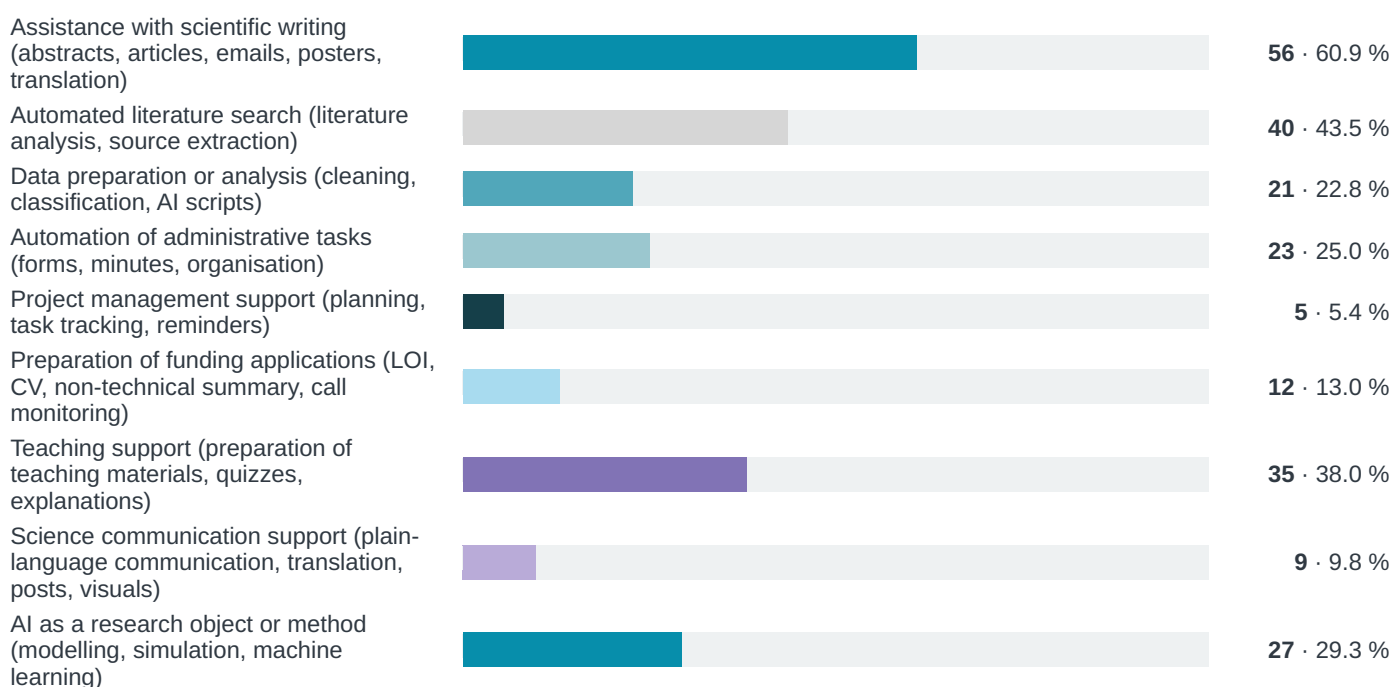


ARTIFICIAL INTELLIGENCE - GENERAL SURVEY

How do you use AI in your research, teaching and other professional activities? (Select up to 4 options)

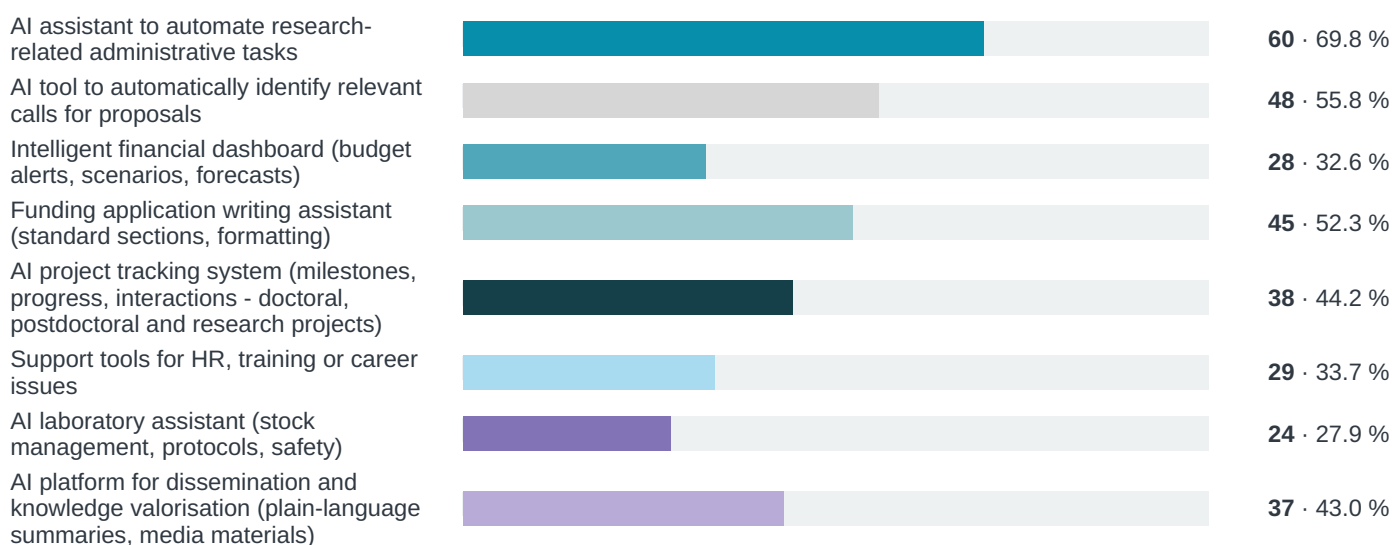
Responses: 92

Response rate: 37%

**Which of the following AI services would you like the university to make available to you? (multiple answers possible)**

Responses: 86

Response rate: 35%



Do you have any suggestions regarding AI tools for your professional activities?

Responses: 31

Response rate: 13%

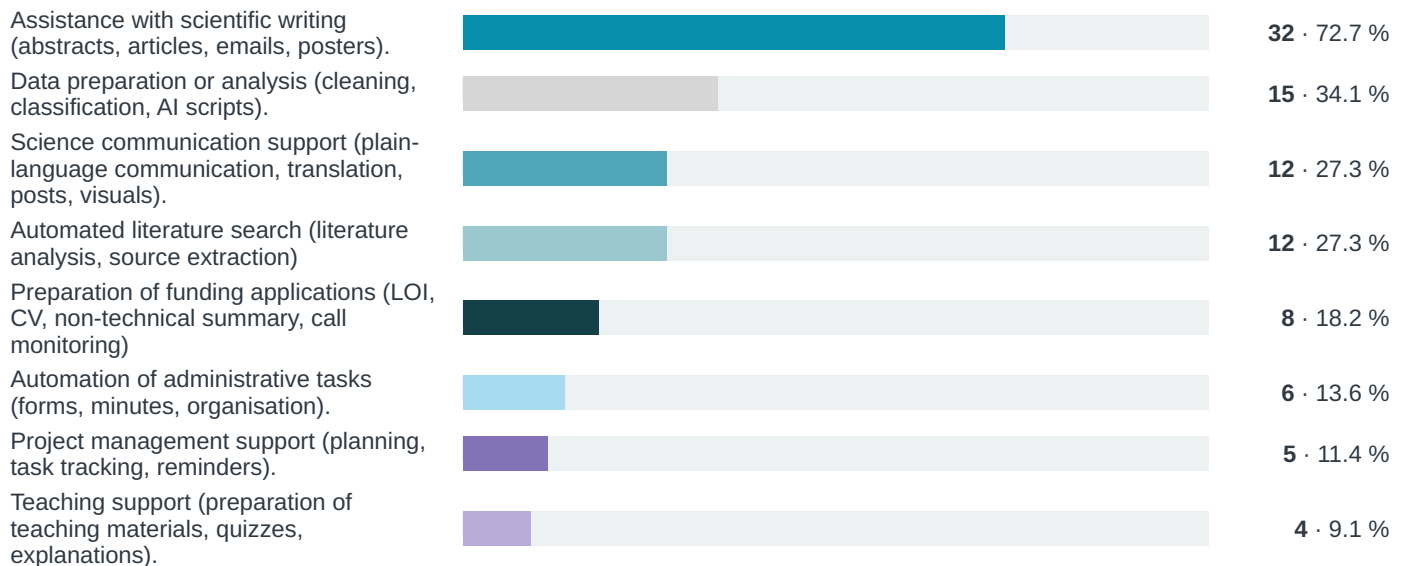
Theme	Count
Institutional access to subscriptions / high-performance models	7
Confidentiality, security and sovereignty; institution-provided tools	4
Specific tools or uses requested (data analysis, writing, programming, translation, proofreading, teaching, agents, time management, detection of use)	10
Reservations or opposition (environment, cognitive health, refusal, do not promote, targeted use, no firm view)	8
Ethical guidance, training and responsible use	1

ARTIFICIAL INTELLIGENCE - POSTDOCTORAL SURVEY

Which of the following uses of AI do you already make in your research activity? (multiple answers possible)

Responses: 44

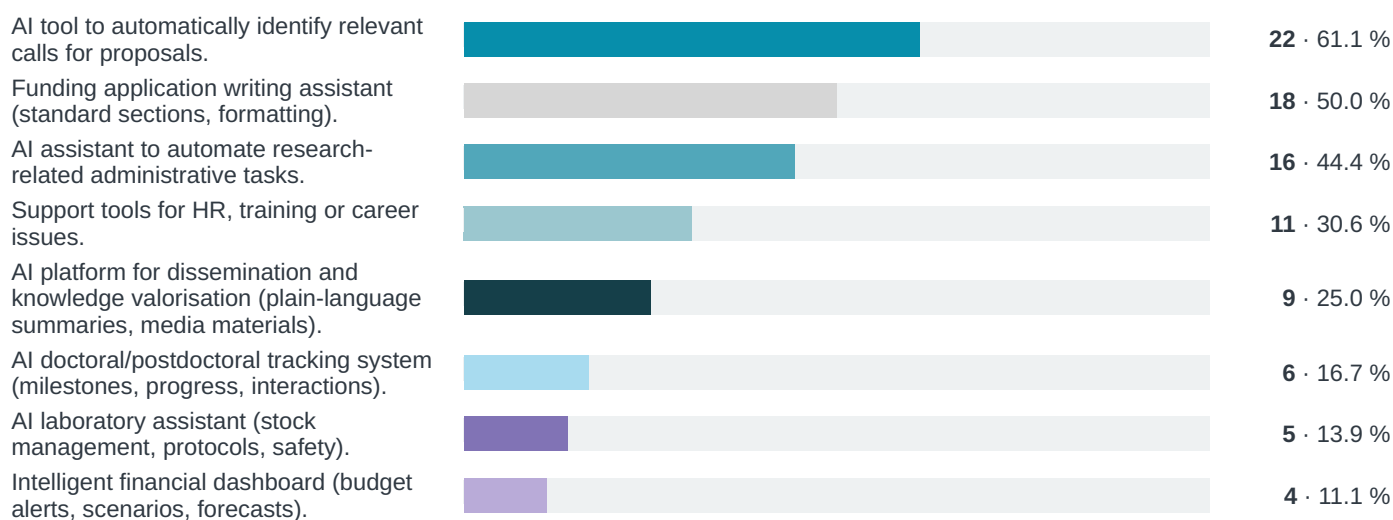
Response rate: 85%



Which of the following AI services would you like the university to make available to you? (multiple answers possible)

Responses: 36

Response rate: 69%



Do you have any suggestions regarding AI tools to support research activities?

Responses: 10

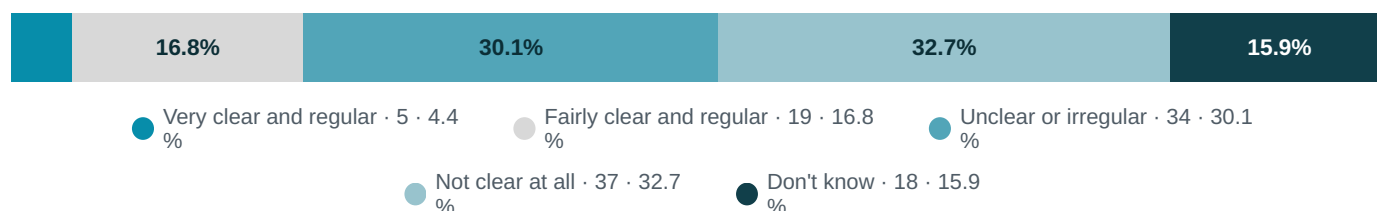
Response rate: 19%

Theme	Count
Comments on the questionnaire (multiple selection not working, design)	4
Reservations and priorities (support functions, social and environmental costs, avoiding additional administrative layers)	3
Requested tools or access (secure local AI, broader access, employment, publications)	3
No suggestion	1

HREIR COMMUNICATION AND PARTICIPATION

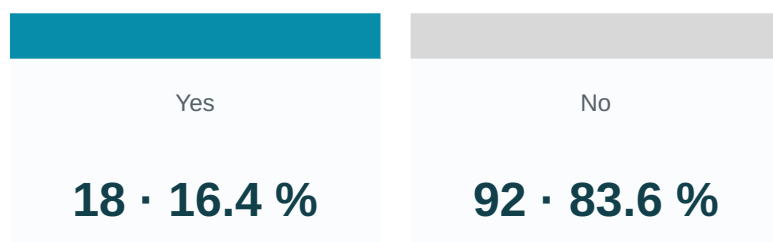
Do you receive clear and regular communication about HREIR (Human Resources Strategy for Researchers) actions?

Responses: 113 Response rate: 46%



Would you like to join a working group on these topics?

Responses: 110 Response rate: 45%



Do you have any suggestions for improving implementation of the HREIR strategy?

Responses: 12 Response rate: 5%

Theme	Count
Information and communication about HREIR	4
Governance, management and working climate (general criticism)	3
Recognition of workloads and multi-role profiles	2
Resources, employment and excellence policy	2
Scepticism about effective implementation of the strategy	1
Training in the use of AI	1
No suggestion ("No comment")	1

Themes from open-ended responses

Visual summary of themes coded from open-ended responses. Text size increases with the number of mentions, using a common scale across all cards. Other open-ended responses are presented as tables in the relevant pillars.

Other priorities mentioned

General survey · Pillar 1 · n = 5

Weight given to research and small-scale responsibilities in promotion criteria²

Concentration of resources and promotions among the same people / favouritism²

Number of promotion positions (full professors)¹

Recognition of leadership experience acquired outside UniCA¹

Occupational health¹

Other themes mentioned

General survey · Pillar 2 · n = 4

Administrative and financial support for research¹ Training¹

Committee procedures (recruitment, promotion) - general criticism¹

Ongoing HR support¹

Do you have any suggestions for improving postdoctoral researchers' working conditions?

Postdoctoral survey · Pillar 2 · n = 14

Career prospects, status and remuneration⁶

Networking, events, conferences, visits and job forums⁴

Information, communication and welcome for newcomers³

Laboratory climate, isolation and relations with permanent staff³

Administrative workload and administrative support²

Work-life balance¹

No suggestion: 1

Do you have any suggestions regarding AI tools for your professional activities?

General survey · Artificial intelligence · n = 31

Institutional access to subscriptions / high-performance models⁷

Confidentiality, security and sovereignty; institution-provided tools⁴

Specific tools or uses requested (data analysis, writing, programming, translation, proofreading, teaching, agents, time management, detection of use)¹⁰

Reservations or opposition (environment, cognitive health, refusal, do not promote, targeted use, no firm view)⁸

Ethical guidance, training and responsible use¹

Do you have any suggestions regarding AI tools to support research activities?

Postdoctoral survey · Artificial intelligence · n = 10

Comments on the questionnaire⁴

Reservations and priorities (support functions, social and environmental costs, avoiding additional administrative layers)³

Requested tools or access (secure local AI, broader access, employment, publications)³

No suggestion: 1

Do you have any suggestions for improving implementation of the HREIR strategy?

General survey · HREIR communication · n = 12

Information and communication about HREIR⁴

Governance, management and working climate (general criticism)³

Recognition of workloads and multi-role profiles²

Resources, employment and excellence policy²

Scepticism about effective implementation of the strategy¹

Training in the use of AI¹

No suggestion: 1