



Strategic Plan

2021-2025 universcience



5 Introduction

8 PILLAR 1 **Place innovation at the heart of the Universcience offering and ways of working**

- 10 Develop new formats in order to retain current audiences and attract new ones 7
- 14 Redesign the visitor experience
- 18 Prepare for the launch of the new Palais de la Découverte
- 20 Foster collaborative initiatives within the institution and work to modernise internal management processes

22 PILLAR 2 **Ensure that sustainability is at the heart of Universcience's strategy**

- 24 Put in place an HR policy that is aligned with our social sustainability objective
- 28 Move towards carbon neutral operating practices
- 36 Refurbish our buildings, to make them more environmentally friendly
- 38 Strengthen the institution's financial sustainability

40 PILLAR 3 **Promote a spirit of critical thinking**

- 42 Cultivate digital literacy
- 44 Make Universcience a recognised source of science-based information and training in critical thinking skills
- 46 Provide a new library at the Cité des Sciences et de l'Industrie, to support training in critical thinking skills

48 APPENDIX **Major international events taking place in 2021-2025**

Introduction

This Strategic Plan is the result of a consultation that began at the end of the first half of 2019, which involved all Universcience departments and divisions. During the first phase, we took stock of the previous plan and identified the areas to continue working on, as well as the areas where we needed to broaden the scope of the work. The second phase consisted of focus groups, which were each based on a theme and brought together colleagues from various different departments and divisions, to identify actions that we could implement for 2021-2025. A meeting was also held with the trade unions, to discuss proposals regarding human resources. In February 2020, all the actions put forward by the focus groups were reviewed at a management meeting, to determine those with the potential to be progressed, in light of the three strategic pillars.

The health crisis led to a delay in finalising the project, which meant it was necessary to re-evaluate all the priorities and planned actions. While this unprecedented set of circumstances only made us more sure of the three strategic pillars that were set out at the beginning of 2020, it also led us to incorporate new actions into the Strategic Plan, so that we could be in a better position to address the consequences of the health crisis, which we had by then identified. The Strategic Plan was finalised in the first half of 2021 and includes 100 actions, which ladder back to the three strategic pillars that underpin the Universcience roadmap for the same period. An implementation timeline for the Strategic Plan can be found in

the appendix (Appendix 1). The implementation of the plans and actions set out will be staggered across the 2021-2025 period, with varying implementation timelines.

This Strategic Plan has been discussed with representatives from the institution's supervisory ministries and has received input from them. It was submitted to the Universcience Social and Economic Committee (SEC) for consideration on 11 June 2021, following briefing sessions which took place on 11 & 12 March and 16 April 2021. The SEC was also consulted regarding the evaluation of the 2016-2020 Strategic Plan and with regards to the overall strategic direction of this Strategic Plan, which was presented and discussed at a board meeting in the Autumn of 2020. The 2021-2025 Strategic Plan was well received by the institution's Scientific Advisory Board on 7 June 2021, before being submitted to the Audit Committee on 15 June. It was approved by the Board on 13 July 2021.

All Universcience staff will be informed about the contents of the plan. This plan represents a roadmap for Universcience for 2021-2025, but it is by no means an exhaustive one. In addition to the actions listed here, the institution can also put forward any new projects and collaborations that it would like to pursue during this period. This plan will also help with drawing up the performance and objectives contract with our supervisory ministries, which will be drafted in the second half of 2021.



Introduction

Since its inception in 2010, Universcience has strived to promote scientific, technological and industrial culture to all audiences, by devising an offering that is both unique and accessible, for newcomers and insiders alike. With our eyes open to the world around us and with the keen awareness of the diversity that is part of our DNA, Universcience showcases science and technology in motion, giving a voice to those who are working in these fields. Standing strong behind our values of openness, inclusiveness and innovation, the institution plans to continue in this direction for 2021-2025, so that we can play our part in exploring what the future might look like and lead debates on the key issues of our time.

Universcience is a national public institution and as such falls within the scope of the French government's policy and strategy, which is set out in the National Strategy for Scientific, Technological and Industrial Culture. In accordance with the statutory decree of 2009 which established our institution, Universcience aims to bring research, science and society closer together, by providing all audiences, whatever their age and level of knowledge, with the keys to unlock their understanding of the issues faced by modern scientific research and innovation. The institution takes care to showcase the scientific process and the science and technology professions to school children and to our younger visitors, which plays a part in the teaching of science subjects in schools. It also plays a key role in the dissemination of scientific and technological culture at the national and international

level, by engaging with networks in these areas, as well as putting partnerships in place with other organisations operating in these fields. It contributes to scientific research and shares the results of this research.

The role of Universcience has been further solidified by the Research Planning Law for 2021 to 2030. It will play an active role in implementing measures set out in this law, in particular the "1% scientific culture" measure, and the measure that ensures each school pupil will visit an institution for scientific culture. In addition, Universcience will continue its work in education in relation to culture and the arts, as well as contributing to the influence and renown of French culture and science abroad.

The Strategic Plan for 2021-2025 falls within the scope of the continuation of the 2016-2020 plan, the objectives of which were for the most part either met or exceeded. In 2019, the two physical Universcience sites – Palais de la Découverte and Cité des Sciences et de l'Industrie – welcomed visitors, as did our third space, the digital site at leblob.fr, which reached its highest number of visitors since this public institution was established in 2010. Through the development of tailored offerings, Universcience met its objective of diversifying audiences, which was part of the previous Strategic Plan, the focus being on young adults, pensioners and tourists. This objective will remain at the heart of the initiatives that are planned for the next five years. This development has also enabled us to increase the number of handicapped visitors and visitors from more

deprived backgrounds by 112% between 2016 and 2019; their proportion of paying visitors has now surpassed the threshold of 5%. As the host of the Assembly of Cultural Institutions for Accessibility (RECA) and the leader of the Living Together initiative, Universcience intends to continue its commitment to making culture accessible to all, in collaboration with all relevant stakeholders.

On the back of the momentum generated during 2016-2020, the plan for 2021-2025 focuses on developing these efforts still further, to increase the institution's appeal, both in France and abroad, by modernising its offering, as demonstrated by the renovation and diversification that is underway. For Universcience, it is a case of offering cultural services that are in line with the expectations of the general public¹, bearing in mind that the context in which the institution is evolving is being shaped by significant and fast-moving changes in habits, among younger generations in particular.

This Strategic Plan takes into account the lessons learned from the health crisis. During this period we saw a tremendous resurgence of interest in science among the general public, while our teams developed a new remote offering that included exhibitions about Covid-19 that visitors could download, a series of videos titled Little Discoveries, distance learning modules for schools, and more. It also further established the widespread practice of remote working and increased pressure on resources to a degree that has rarely been seen. In addition, within the context of this unique and evolving situation, the institution attaches increasing importance to the quality of life of its employees in the workplace, in a broad sense, and will ensure that they have the opportunity to develop their skills.

The health crisis provided irrefutable confirmation of the relevance of an institution for scientific culture such as Universcience, while at the same time presenting it with new challenges. We have identified that we need to develop new approaches that combine the physical experience with remote interactivity, on the basis of an economic model that for the most part is yet to be invented. We do not yet know what all the consequences of the crisis will be; but it is certain that they will have a long-term effect on the institution's offering and the way in which it operates.

The period of this Strategic Plan will be a unique time for the institution: the Palais de la Découverte temporarily closed its doors to the public for renovation works at the beginning of the planning period. As a result, it will serve its audiences in a different way from 2021 to 2025, thanks to a temporary structure, Les Étincelles du Palais de la découverte, which is located in the fifteenth arrondissement in Paris. This time will be put to good use to develop the programme and the museum space at the Palais and prepare for its reopening, in accordance with the Science and Culture Plan adopted in March 2019.

During 2021-2025, feasibility studies will also be carried out for the Cité des Sciences et de l'Industrie Master Development Plan (MDP). This will enable us to estimate the required timeframe and the cost of the works to be carried out, with a view to a complete refit of the building. Other than the restoration of the two domes of the Cité, which began on 6 July 2020, the major renovation project at the Cité des sciences et de l'industrie will enable us to upgrade the structure of the building, correct practical issues in terms of how the space can be used, and reduce the environmental impact of the main building and its ancillary buildings. During the period of the Strategic Plan we will be focused on deciding between various options.

By leveraging the engagement of its staff and the support of numerous external partners, Universcience will focus on three key aspects in the years to come, which constitute the strategic pillars of this plan:

Innovation, the hallmark of Universcience, which will be cultivated still further;

Sustainability, an area in which the institution is fortunate to have unprecedented staff engagement; The concept of **critical thinking**, which has up to now been applied exclusively for a scientific outreach programme, will be extended to the entire offering, within the context of the growing crisis of reason.

Although this plan is for Universcience, the institution keeps in mind that it belongs to a wider family of institutions for scientific, technological and industrial culture. Following the lead of the Association of Museums and Centres for the Development of Scientific Culture (AMCDSC) and its network, the institution intends to pursue a collaborative regional strategy, as it has done since its inception. It will

¹ / Study by the Ministry for Culture on cultural habits in France over fifty years, published in July 2020; research conducted by the Universcience Visitors Observatory.



thereby continue to develop various collaborative projects with other centres for scientific, technological and industrial culture, such as promoting joint initiatives to forge closer connections between the general public and the world of science.

Universcience will maintain and develop relationships in the sphere of research, in order to ensure that advances in science are communicated to the general public. Universcience will establish a flagship scientific partnership with a research institution (such as CNRS, INRAE, INSERM, INRIA, CNES, IRD, The Pasteur Institute or the University of Geneva) for each of its exhibitions, which will further strengthen its vital links with organisations working in the field of science. In addition, Universcience will carry out an exercise to predict future trends, in order to determine the broad themes for research over the coming years. The institution will continue to work to ensure both professional collaboration between sister organisations and collective support for this unique cultural sector, which is essential to the democratic functioning of our society.

Universcience is keen to enhance its international presence, and as such will align its programme of exhibitions and activities with major European and international events, as well as significant international years and decades as outlined by the United Nations, which are listed in the appendix (Appendix 2). In conjunction with the other institutions within Parc de la Villette, Universcience will develop a specific programme to coincide with the Olympic and Paralympic games, which will be held in Paris in 2024, focusing on parasports and accessible sports in particular. The institution will also continue to promote scientific and technological culture in connection with cultural seasons and French and European capitals of culture. Universcience has established a strong level of engagement within Europe – having served as Vice President of the European Network of Science Centres and Museums (ECSITE) – and the institution will continue to pursue its strategy of collaborating with European institutions. To that end, the three strategic pillars set out in this Strategic Plan are fully aligned with the European Union's six priorities for 2019 – 2024, which include the implementation of a European "Green Deal", a Europe fit for the digital age, and promoting the European way of life. Within this context, Universcience plans to strengthen its presence on the European stage, as well as increasing its level of involvement with the European Network of Science Centres and Museums (ECSITE). For 2022, the year in which France will hold the presidency of the Council of the European Union, Universcience has planned a special multi-disciplinary programme around European issues.

Innovation is not only a **core value of the institution**; it is also a **major part of its identity**. Innovating in terms of content, formats and working practices is a key part of Universcience's DNA, and we must strive to continue on this path, by **placing innovation at the heart of both our ways of working and our offering**. This means ensuring Universcience **is renowned for its ability to innovate and experiment**, with a strong reputation within the cultural sector and beyond. Innovation will help to support better communication to all audiences around the issues facing research, as well as scientific and technological advances, and the debates generated by them.

Innovation will therefore be at the heart of the Universcience offering. We will continue to divide innovation into four main areas: Exhibitions, Scientific Outreach & Learning, Digital, and Events. For the next five years, the objective is to **introduce new formats across the offering**, with innovation playing a key role in content, format and production. Without seeking to rethink all the existing formats, the institution plans to revisit some of them, in order to adapt them to changing needs, both among the general public - with the **desire to create an audience that is also a stakeholder and participant** - and within the sphere of scientific and technological culture. This will involve testing out **new ways of communicating with the general public, as well as new stances for the institution in terms of its dialogue with the public**. This new offering will enhance the existing one, reinforcing the appeal of the institution among both current and new audiences.

Place innovation

at the heart of the Universcience offering and ways of working

The programme that will be rolled out over the next five years **will leverage digital as appropriate, and will encourage a multimedia approach**, which will enable us to make our offering available in multiple formats. There will be a particular focus on making these new offerings accessible, in line with Universcience's objective to improve access to visitors who are handicapped or from more deprived backgrounds. Similarly, Universcience will take care to ensure that the institution's offering is accessible to those who are living more remotely or are unable to visit the institution in person.

Innovation also involves **removing barriers in terms of the various scientific disciplines and approaches**, to help plant the seeds for new ideas and create an environment in which new and original initiatives can emerge. Finally, Universcience will innovate in terms of its **ways of working** and will update its practices by encouraging a collaborative approach and project-based working, with the aim of **increasing cross-functional cooperation between departments and divisions**.



Develop

new formats in order to retain current audiences and attract new ones

Update formats

For 2021-2025, Universcience will introduce new and innovative formats to its audiences, while maintaining the strengths it has developed over the previous period.

The institution will leverage its renowned expertise in museography aimed at children under the age of twelve, to **revamp the Cité des Enfants**, which is one of the Cité des Sciences et de l'Industrie's flagship offerings and a source of inspiration for many cultural institutions both near and far. The Cité des Enfants has been replicated and copied many times over, and as such must mitigate the risk of starting to seem commonplace or unoriginal. Precisely because it has such high visitor numbers, the offering at the Cité des Enfants must evolve in a significant way. The institution has planned for this by devising exhibitions for the "Curious Little Ones" programme, as a testing ground for different approaches to support children's creativity and stimulate their imagination. Universcience has also launched Le Lab de la Cité des Bébés, an experimental space aimed at children aged 0-2, which supports cognitive and psychomotor development:

ACTION 1

Revamp the Cité des Enfants, in multiple stages. The new displays, facilities and programme for the Cité des Enfants will be based on recent research into childhood development. The new Cité des Enfants will be expanded in 2022 with the addition of the Cité des Bébés, aimed at children aged 0-2, while a new Cité des Petits will open in 2024. This revamp will extend beyond the timeframe of this Strategic Plan.

Universcience wishes to **strengthen and consolidate its offering with regards to science and the arts**. This aspect of the institution's activity, which was initiated successfully under the previous Strategic Plan, adheres to the founding spirit of the Palais de la Découverte and the Cité des Sciences et de l'Industrie.

ACTION 2

Devise a new Art & Science programme, to build on the work carried out under the previous Strategic Plan. This might take various forms, including commissioning works, planning exhibitions or events, organising artist residencies, participating in *All-Nighters*, etc.

The institution also wishes to continue to develop **varied forms of programming**:

ACTION 3

Trial a new small-scale exhibition format at the Cité des Sciences et de l'Industrie; based on the "pop-up space" planned for the renovated Palais de la Découverte, this new format will enable us to offer a more flexible exhibition space, which can be produced under tight timelines and with limited budgets. It will also enable us to trial new educational tools as part of our scientific outreach programme, in conjunction with our community of researchers.

ACTION 4

Develop events aimed at attracting new audiences. This will include making outdoor activities available all year long, following the example of "The Great Game", which was launched in summer 2020 and was a resounding success with the public, and **trailing new offerings based on innovations in the fields of technology and industry**.



On the back of the experience we have gained over the last few years and the discussions resulting from the unique set of circumstances we faced during the first half of 2020, Universcience aims to **leverage digital to enhance its remote offering, while taking care to ensure inclusiveness**:

ACTION 5

Develop new online offerings, in particular:

- **Create digital versions of exhibitions**, which will serve as a continuation of the physical exhibition and will enable visitors to take a deeper look. These digital elements will help the public to prepare for their visit. They could also become an integral part of the exhibition, available online only. This content will help us to improve communication around the Universcience offering to audiences who are unable to get around easily, either temporarily or on a long-term basis. The economic model for these digital versions would need to be defined, as a matter of priority.
- **Diversify communication channels** by focusing certain offerings on particular platforms, such as podcasts, or developing specific offerings for social media platforms.
- **Introduce new "live" content**: organise events, scientific outreach programmes, and workshops that are broadcast and facilitated live online, either in a completely virtual way or in a hybrid way, in conjunction with the physical museum programme.

ACTION 6

Trial the use of multi-sensory interfaces. The interactive offering has been expanded significantly within Universcience's physical spaces. There is a need to invest in the area of remote interactivity, in a way that delivers an experience that is superior to just using a screen. This will mean utilising tactile and multi-sensorial interfacing technology, olfactive methods, and even taste, which are in the process of being developed to support both the in-person and remote offering. The institution will initiate calls for proposals to *Univers-tech* and will endeavour to forge partnerships with tech companies.

Encourage visitors to become “visitor-participants” by trialling new ways of communicating with the general public

One of the elements of the 2016-2020 Strategic Plan was the intention to promote public participation in our offering. This new plan is a continuation of that effort, and **allocates additional space for visitor interaction within our museum**, in such a way that encourages the **emergence of “visitor-participants”**. To that end, the scientific outreach and learning spaces at the Cité des Sciences et de l'Industrie will be modernised and will become modular, enabling us to develop an immersive and inclusive offering.

ACTION 7

Trial new formats for scientific outreach and learning. The aim of these new formats is to get visitors to participate more during their visit, and they will take various forms:

- **Augmented learning tools** will leverage technological innovations to enhance the content of our scientific outreach programme, by involving more input from the visitor, who will be able to virtually and temporarily leave the learning space to explore other ways of approaching science and technology. The development of these new tools will enhance the offering at the renovated Palais de la Découverte’s “remote laboratory”, offering viewers a virtual deep dive inside the world of research.

- **The creation of an immersive space run by scientific facilitators** will enable us to offer escape games, role plays, co-creation games, innovation challenges and even hackathons, based on various scientific themes.

ACTION 8

Develop a line-up of scripted lectures that incorporate new technologies (such as augmented reality and online communities), to promote interaction between the audience and the speakers.

ACTION 9

Trial an Agora Collaboration; this will give audiences the opportunity to have a dialogue with scientists, researchers, representatives from voluntary organisations and professionals from the world of industry, on the key issues and current challenges facing our society. Together, and in a collaborative way, they will try to come up with solutions.

ACTION 10

Develop Le Blob as a media platform in its own right. Universcience would like to use its third space to house an innovative offering based on news from the world of science and industry. New formats will be developed to facilitate engagement, debate and audience participation. Visitors to the museum and website will be able to ask questions on various topics, which will build richer content. *Le Blob* will also offer tools to help with decoding and processing scientific information.

ACTION 11

Open a sound and video recording studio for the general public within the new library space at the Cité des Sciences et de l'Industrie. This studio will provide resources to create short films and podcasts (script writing resources or tools to create video and sound montages, for example). It will also be open to all departments within the institution, so they can record interviews with researchers or create bite-size science programmes, to be broadcast on our networks

ACTION 12

Set up a Users Committee. In keeping with the institution’s collaborative approach, this committee will give Universcience a better understanding of its audiences, including their habits, needs and expectations. A panel of visitor volunteers will be assembled on a quarterly basis. This will help us to come up with new ideas to improve the visitor experience; enable us to gauge visitor perception and opinion; and we will be able to ask visitors for their suggestions with regards to the institution’s offering and services.

Prepare for the opening of the new La Géode

In February 2017, Universcience put out a **call for innovative project proposals**, with the aim of selecting the most ambitious cultural project, to maximise La Géode over the coming decades. At the end of this process, **the Cinémas Gaumont Pathé (LCGP) proposal was selected.** Works began on La Géode in December 2018. When it reopens to the public, it will offer audiences a spectacular and unique new experience, incorporating the **best of digital technologies in a programming line-up that has been both enhanced and diversified.**

ACTION 13

Prepare for the opening of the new La Géode



Redesign

the visitor experience

To grow and retain audiences, it is important to ensure that visitors receive a high standard of service, find the support they need, and have an enjoyable visit. To this end, Universcience is keen to improve the quality of its services and develop new ones.

Rethink the visitor experience by supporting visitors from the moment they buy a ticket and even beyond their visit with us

The institution aims to **rethink the visitor experience** by setting the starting point of the visitor journey as the moment a visitor purchases a ticket online. The objective is to design a new visitor experience, which will be more accessible, and will bear the markings of the Universcience identity in a more visible way. At the Palais, as well as at the Cité, the visitor journey from the Métro through to the exhibition or activity space will be punctuated by memorable experiences, each with a scientific, technological or industrial dimension. We will pay particular attention to accessibility at the Cité des sciences et de l'industrie, working together with stakeholders at the Parc de la Villette, the RATP and the City of Paris. The whole look and feel of the visitor journey will become clearer and easier to understand:

ACTION 14

Reconfigure the north and south squares at the Cité des sciences et de l'industrie to create an art installation trail. A *Land Art trail* could, for example, be trialled at the north side of the Cité. The objective of this project would be to incorporate an environmental aspect, as well as helping the public to prepare for their visit.

ACTION 15

Revamp the entrance to the Cité, so that the visitor is immersed in the world of science from the moment they arrive and start their visitor journey at the museum. The plan is to take advantage of the building layout to introduce the visitor to what is on offer at the museum and provide better support to guide them around the museum during their visit. A large-scale digital art installation could be trialled, which would be a spectacular way to introduce the current offering. We could rethink the positioning of the reception staff in the hall and exhibition spaces, as well as how they communicate with visitors, taking an innovative approach and with the objective of providing a better service to visitors.

ACTION 16

Put in place an updated and innovative catering offering, that is in line with the museum's offering, with more environmentally friendly options. This offering will also include an "augmented" element, based on innovative methods.

ACTION 17

Leverage the opportunity provided by the toilet refurbishment plan to **trial gender-neutral toilets**, which will also educate visitors about sustainable development.

ACTION 18

Consider altering opening hours for the spaces at the Cité and the Palais, taking into account the new ways visitors are using these spaces since the health crisis.

ACTION 19

Establish a partnership with the Convention and Visitors Bureau in order to offer tailored services for international visitors, and increase awareness of the institution among international audiences.





Leverage digital to improve support for visitors

During 2021-2025, our time will be put to good use, developing digital tools to support visitors, including:

ACTION 20

Complete the redesign of the websites in order to make our new offerings available to new remote audiences, while ensuring accessibility across the board. The new websites will allow you to navigate easily between the different sections, helping to ensure a smooth online experience that links our content pages together in a more effective way.

ACTION 21

Create a unique portal where the visitor can log in (using a unique username and password) and access online services such as purchasing digital tickets via a specially designed interface, booking a space or some equipment at the Library, booking tools for the *Fab Lab* at the Carrefour numérique² (Digital hub) or viewing the calendar of events.

ACTION 22

Enhance the *myCité* visitor guide mobile app and develop *myPalais*, in preparation for the reopening of the Palais. These improvements will make the visitor experience more interactive, as well as providing personalised services for visitors and building a better visitor support service for before, during and after the visit.

ACTION 23

Develop an onboard multi-lingual interpreting system, which Universcience would like to be the first cultural institution to introduce. This system will offer international audiences **simultaneous translation of exhibitions and learning modules**.

Develop tailored services for children

Universcience aims to be recognised as providing an innovative space for children under the age of ten. The institution already has a specific offering for this audience, but wishes to develop **new tailored services for children** to improve their visitor experience. Several initiatives will be carried out to achieve this:

ACTION 24

Develop tailored visitor journeys aimed at children, based around offerings that have been created for them (*Cité des Enfants*, children's exhibitions, youth services at the library, the Louis Lumière cinema, the aquarium, the Argonaute, etc.).

ACTION 25

Create special signage for children; which will incorporate visual cues indicating the exhibitions and spaces aimed at them, and will be placed at an appropriate viewing height for children.

ACTION 26

Establish a Children's Committee, based on the format of the Users Committee (Action 12). This will enable us to obtain feedback and suggestions from this particular audience about the offerings and services developed for them.

Prepare

for the launch of the new Palais de la Découverte

The 2021-2025 period will be dedicated to **preparing for the reopening of the Palais de la Découverte**, in accordance with the Science and Culture Plan – which was adopted by the Universcience Board on 14 March 2019 – with regard to the renovation and refurbishment of the Grand Palais - Palais de la Découverte.

The activity of the Palais de la découverte can still be found “beyond the walls” thanks to the **“Critical minds, think again!” exhibition, which is touring the regions** and was co-produced with Cap Sciences, the centre for scientific culture in Bordeaux, and the Quai des Savoirs in Toulouse. **The Palais can also be found on the web:** its website will offer rich content, resources and news related to critical thinking, as well as outlining the museum’s future offering and sharing memories of this unique place.

When it reopens to the public, the Palais de la Découverte will deal with topics relating to contemporary science, through **an updated and diversified offering that takes into account the ways in which the sciences have evolved**, as well as changes to cultural practices and habits. The Palais will provide a benchmark and a space for **dialogue about the issues facing the world of research today**. It will remain faithful to its hallmark of providing **in-person learning and impressive tools**, which so many researchers, teachers and members of the public are fond of, and rightly so.

During the renovation works, the Palais de la Découverte will welcome its visitors, and school groups in particular, within a **temporary structure, Les Étincelles du Palais de la découverte, which is located in the 15th arrondissement in Paris**, on a site provided by the City of Paris. This facility, which has a total surface area of 770 m², will include **three spaces for scientific outreach and learning**, which will host talks, demonstrations and workshops based on the following six subjects: chemistry, geoscience, physics, computer science and digital technology, life sciences, and maths. This will be complemented by the “One researcher, one experiment” tool. Visitors will also be able to explore astronomy, at the planetarium. New formats will be trialled in conjunction with the *Learning Lab*, which will enhance the museum’s offering when the Palais reopens following its renovation.

"an updated and diversified offering that takes into account the ways in which the sciences have evolved"



Foster

collaborative initiatives within the institution and work to modernise internal management processes

Encourage collaborative initiatives

The institution would like to encourage **more collaborative ways of working**, which are geared towards generating new ideas, enhancing creativity and boosting innovation. We will also support **remote working** through our innovative systems, which were put to the test during the lockdown of spring 2020. Another challenge over the next five years will be to **modernise administrative and financial management** processes, and in particular to provide more clarity in the area of public procurement

ACTION 27

Encourage "project style" management, to help us develop more collaborative ways of working, bring teams together, increase cross-functional collaboration, and break down barriers between the different disciplines. The institution's objective for 2021-2025 is to build professional project management skills within the organisation, by clarifying processes and conducting a full and routine evaluation of completed projects. There will be professional skills training to support the development of "project style" working.

ACTION 28

Encourage staff to use the Fab Lab and the Living Lab at the Carrefour numérique², where equipment, resources and methodologies will be made available to support our teams. This experimental laboratory will encourage staff to share ideas and knowledge, while supporting inter-departmental projects.

ACTION 29

Develop collaborative initiatives; collaborative projects will be put in place, which will encourage interaction between staff from different departments and divisions, while showcasing the skills of each individual. This will build on the pilot schemes that were carried out during the 2016-2020 period. These included Le Lab de la Cité des Bébés project, which improved cohesion between the teams involved. In addition, an idea box will be set up to gather suggestions from staff regarding new offerings, in coordination with the Programming Committee's activities, which will have increased visibility.

ACTION 30

Update our digital tools, to enable us to centralise and distribute information relating to the institution's offering, via the "Offering Hub". This tool will be upgraded over the 2021-2025 period and will benefit from the planned integration of our databases and software (API).

ACTION 31

Enhance the internal services culture and improve the quality of our internal services; by clarifying processes, setting quality standards and scheduling full and routine evaluations.



Continue to modernise administrative and financial management processes

For several years now, Unverscience has been in the process of **modernising its administrative and financial management processes**. This initiative requires a redesign of the Finance department's IT system, which will be completed on time in 2024. At the same time, the work to modernise administrative and financial management processes will continue and will be scaled up.

ACTION 32

Continue to digitise processes, making sure to support staff with their assignments and evaluate processes once they have been digitised.

ACTION 33

Make adjustments within the management organisation to adapt to digitised processes, and more specifically within business units, the Finance department, and within the administrative and purchasing functions of our departments and divisions.

ACTION 34

Set out a strategy to implement a cost accounting process to encompass all or part of the institution's activities, while upgrading our current cost-tracking tools.

These actions will have three objectives: ensure that processes are secure, with regards to purchasing and finance in particular; simplify the way requests are processed in order to speed this up; and help to break down barriers between teams and projects.

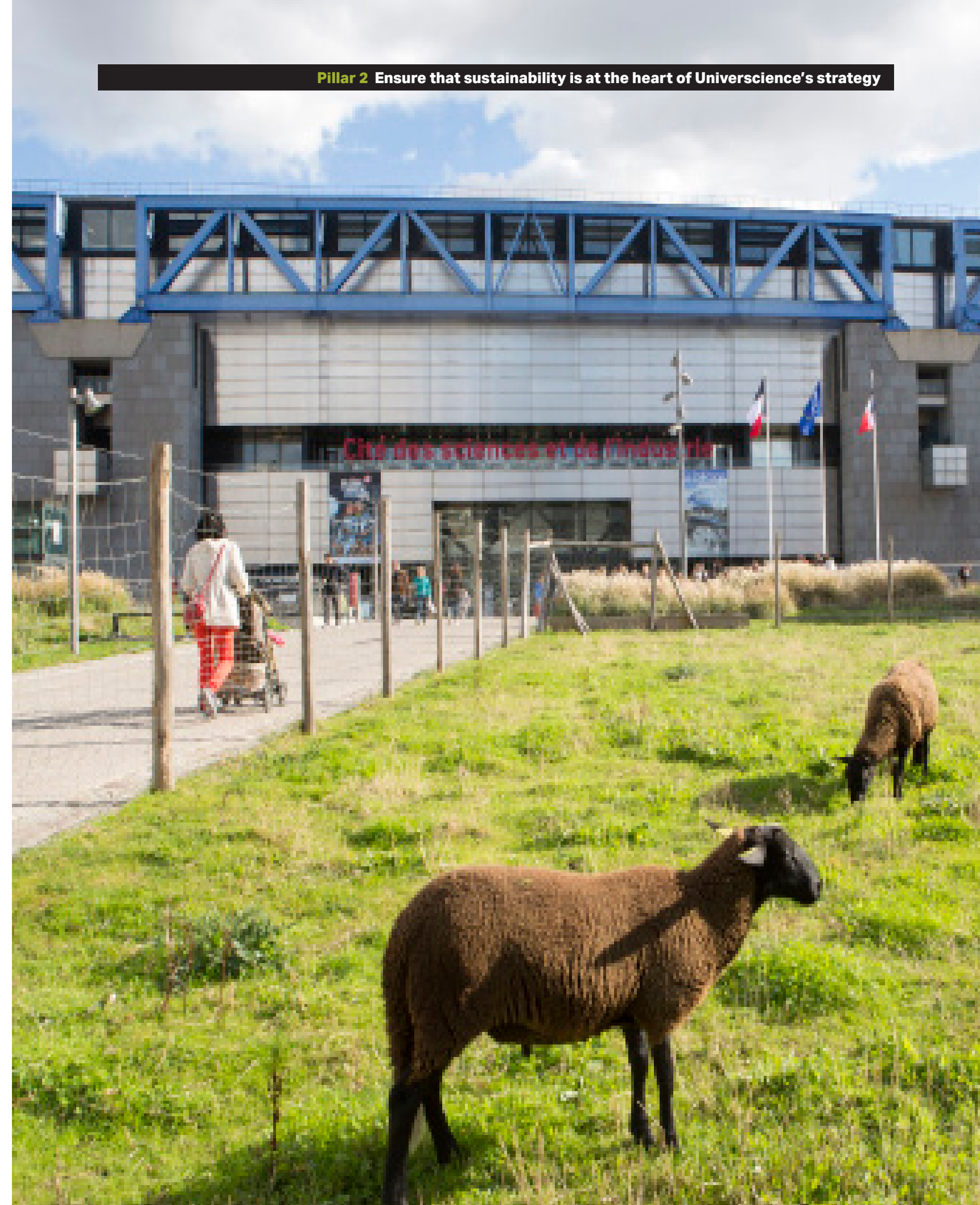
Mindful of our **dual purpose of setting an example as a public institution and being a source of information as a centre for science**, Univercience would like to put in place a Strategic Plan for 2021-2025 that sets out specific actions to reduce the environmental impact of the institution, and promotes an offering that is in line with the values of sustainability.

Univercience's commitment to more sustainable practises is a longstanding one. It is demonstrated by the institution's membership of the **Sustainable Development Club for Public Companies and Institutions**, which it joined in 2011. The first organisation of its kind, it promotes strategic thinking and supports the implementation of sustainable development initiatives within public organisations.

Nevertheless, the health crisis has underlined the sense that a **rapid behavioural change** is needed, on the part of **both citizens and institutions**. As a scientific institution, Univercience has a duty to **set an example**, by implementing an ambitious policy on sustainable development, while providing the public with an offering that is aligned with our sustainability objective, and that informs and educates them about environmental and sustainability issues.

Ensure that sustainability is at the heart of Univercience's strategy

In working towards this objective, Univercience knows it can count on the **support of its staff, who were keen to get involved in the Solemn Appeal in 2019**. The aim of this appeal was to support the implementation of a voluntary policy to reduce the institution's carbon footprint. On the back of this internal engagement and the dialogue generated by this initiative, Univercience intends to pursue a proactive sustainability policy, which will fall within the scope of its ambitious CSR policy, and will involve all aspects of the institution: our HR policy; ways of working; the offering aimed at the general public; the renovation of our buildings; and the funding for the work we plan to carry out to meet our objectives.



Put in place

an HR policy that is aligned with our social sustainability objective

The quality of the Universcience offering and the expertise that underpins it are intrinsically linked to **its staff's wealth of professional expertise and personal qualities**. In accordance with our **social sustainability objective**, Universcience wishes to develop an HR policy that **promotes dialogue between its teams and builds strong relationships**. The proposed actions are aimed at **improving quality of life at work**, to enable each employee and staff member to flourish in their role, from the moment they arrive at the institution and throughout their career. These actions have been drawn up with the lessons learned from the health crisis in mind. The aim is to create an environment at Universcience where human resources can be managed in a sustainable way, so that we can make sure that we invest in our human legacy over the long term, by focusing on developing our staff's skills and expertise and encouraging autonomy.

Update the staff recruitment policy

The human richness of an institution is determined by the variety of people it recruits. In order to attract applications from people from more diverse backgrounds, Universcience wishes to update its hiring practices. Several actions will be undertaken to achieve this:

ACTION 35

Increase diversity within staff recruitment by questioning current processes. This will involve widening the field of candidates in order to open up opportunities to join the institution to people from different and more diverse backgrounds. New, and less conventional, approaches will be developed in conjunction with local organisations specialising in social and professional integration.

ACTION 36

Reduce recruitment lead times; in order to fill vacant positions within suitable timeframes, to better meet the needs of the institution, recruitment lead times will be cut in half by 2025.

ACTION 37

Improve the way new staff members are integrated into the organisation. The aim here is to build relationships between the person recruited and their teams before they start work at the institution, and to familiarise them with the cultural offering, values and history of Universcience. For this, we will utilise digital and remote communication tools, which have been widely used during lockdown.

ACTION 38

Work on Universcience's brand as an employer. First we will need to evaluate how Universcience is perceived as an employer, in terms of how its "employer brand" is conveyed to staff and prospective candidates, and what their actual experience of it is. Once we have these findings, we will carry out promotional and communications activities to enhance Universcience's appeal among prospective candidates and professionals.

Improve career development

Each member of staff plays a leading role in their professional development, and as such, Universcience wishes to **improve the support offered to each individual throughout their career**. Several actions will be undertaken to achieve this:

ACTION 39

Improve support for staff to develop their skills and expertise, in an effort to ensure fairness when it comes to career progression and developing career paths, both internally and externally. This measure will be reinforced by one-on-one support for staff, in the form of career counselling.

ACTION 40

Introduce new approaches to professional development, improving training course design. We will diversify our training methods, investing in areas such as dramatisation, which promotes interactivity, virtual reality, and collaborative workshops. By leveraging the growth in distance learning courses as a result of the health crisis, the institution will introduce more online courses.

ACTION 41

Improve the structure of middle management, to help each department and division run more smoothly. The institution will strengthen the position of mid-level managers within the hierarchy, by clarifying roles and responsibilities at each level, and by developing a managerial culture that is consistent across the organisation.

ACTION 42

Ensure healthy career development for the latter part of employees' careers. The average age of a Universcience employee is 46, and the average tenure 17 years². The institution will ensure better support for the latter part of our staff's careers, by putting specific measures in place, in terms of remuneration and training in particular. Communication tools will be put in place to help with inter-generational sharing of experience and practices.

2 / 2019 Data7.



Ensure good quality of life at work for everyone

Some staff may require personalised support from time to time, and the institution would like to make this available to everyone.

ACTION 43

Improve support for employees returning to work.

Any Universcience employee may encounter a situation in life that keeps them away from the institution for a long period of time, such as a long illness. Their reintegration will be organised on an individual basis in advance, with all the relevant stakeholders (such as Occupational Health services, a psychologist, the adjacent teams, and Human Resources), and will be monitored over the first six months.

ACTION 44

Continue to implement measures to support the integration of those with disabilities into the workplace.

Since its inception, Universcience has attached great importance to supporting disability in the workplace and to recruiting staff with disabilities. The policy that was implemented to support these members of staff has borne fruit; at the end of June 2020, they represented 7.58% of staff numbers. Aside from the policy put in place to retain employees with disabilities, the institution would now like to offer internships or work-study placements, as well as one-on-one career planning advice, to young people with disabilities. The innovative measures in this area will be discussed within the context of industrial relations.

Improve professional practices

Universcience would like to build its teams' professional experience. Several innovative measures are proposed in order to achieve this:

ACTION 45

Establish exchanges between the different cultural institutions, to include staff from all areas. The objective is to encourage staff to adopt new practices, based on the approach introduced to facilitators at the Palais de la découverte during the renovation works.

ACTION 46

Schedule "amphi-projects", whereby the offerings developed by the institution will be presented to staff; Universcience is keen to inform its staff about current projects on a regular basis, with an emphasis on face-to-face contact with project managers.

The institution will also establish **joint initiatives**, which will follow the project management model (see 1.4)..



Move

towards carbon neutral operating practices

Univscience aims to become **carbon neutral** by the end of the period of the Strategic Plan. With that in mind, Univscience has updated its carbon footprint assessment, which was originally carried out in 2017 to identify the areas responsible for the highest levels of greenhouse gas emissions. Based on this assessment, the following high priority actions have been identified, which are set out in order of recorded emissions, from highest to lowest level of emissions. Using the approach recommended by the Ecological Transition Agency (ADEME), which can be summarised as “**avoid emissions - reduce emissions - offset emissions**”, these measures are of a largely experimental nature.

In addition, Univscience will make efforts to **stimulate discussions** among institutions for scientific culture and the wider museum community, on the subject of **how museums can play their part when it comes to environmental sustainability**.

Encourage the general public and museum staff to use more eco-friendly modes of transportation

The carbon footprint assessment found that **the highest level of Univscience's emissions is generated by the general public and museum staff travelling to and from the museum**. 8,615³ tonnes of CO₂ equivalent are emitted each year, which amounts to 45% of the institution's total emissions. Visitors generated 76% of this volume, while 17.5% is due to staff commuting to and from work, and 6.5% is the result of travel undertaken by staff for work purposes. The objective for the 2021-2025 period will consequently be to act upon these three levers.

In order to analyse the greenhouse gas emissions generated by visitors travelling to and from the museum, we will carry out a survey of our visitors, to identify their travel patterns. The results of this study will enable us to take several actions:

3 / The figures quoted are from the 2017 carbon footprint assessment. A new carbon footprint assessment is in the process of being carried out, which will enable us to update the data from 2017..

ACTION 47

Provide visitors with a CO₂ calculator when they purchase their ticket which will enable them to estimate the volume of CO₂ generated by their planned journey to the Univscience site, and identify which modes of transport have the lowest emissions.

ACTION 48

Trial tickets that link the price of entry to the museum with travel on an environmentally friendly mode of transport. This will encourage visitors to use alternative means of transport other than their car, and to reduce the institution's impact on the environment.

ACTION 49

Improve the provision of facilities where visitors can park their bikes, to encourage the general public to use alternative means of transport other than their car.

The objective for the coming period will also be to reduce the greenhouse gas emissions generated by Univscience staff. Five actions will be implemented during the 2021-2025 period:

ACTION 50

Put a Travel to Work scheme in place for staff, with an emphasis on travelling by bike. This will include:

- Introduce **sustainable travel plans**, such as those suggested by the *Law on Mobility Orientation of 24 December 2019*
- A campaign to **raise awareness about eco-friendly transport options**
- **Increase the number of secure parking spaces** for bikes
- Provide **facilities for staff who cycle to work** (such as showers and a bicycle pump station)
- Organise **bike repair workshops**
- Trial a “**bike share**” scheme

ACTION 51

Put rules in place limiting the use of plane travel for work purposes. Staff will be expected to take the train for shorter journeys



ACTION 52

Continue to follow new organisational models relating to ways of working. The health crisis enabled us to develop new ways of working – working remotely, online meetings, distance learning, etc. – which have been proven to be effective. The institution will endeavour to capitalise on this experience to formalise the adoption of these new ways of working.

ACTION 53

Encourage the use of alternative modes of transport within Parc de la Villette, such as car sharing in particular.

Reduce greenhouse gas emissions generated by the institution's energy consumption

With 4,052 tonnes of CO₂ equivalent being emitted each year – which is 21% of our total emissions – energy consumption is the institution's second largest source of emissions. 74% of this comes from electricity consumption, 24% from computer emissions, and 2% from oil. Several actions will be implemented to reduce greenhouse gas emissions generated by this consumption of energy:

ACTION 54

Create an energy consumption dashboard, broken down by energy type and building. Specifying the building will enable us to identify which locations produce the highest level of emissions and, where appropriate, to reduce these emissions.

ACTION 55

Implement an efficient centralised building management system, based on this dashboard, for all buildings (museum and ancillary buildings). This tool will give us greater understanding of and control over the energy consumption generated by all of our technical equipment (such as internal and external lighting, air conditioning, heating and CCTV equipment).

ACTION 56

Introduce a green energy contract requiring 50% or more of electricity to come from renewable energy sources.

ACTION 57

Share best practice in terms of energy use within buildings (Eco-friendly Tips kit): with regards to water consumption, air conditioning, heating and lighting.

Over the longer term, within the context of the Cité des Sciences et de l'Industrie Master Development Plan, the institution will consider installing **heat recovery systems in high traffic areas** (such as the CCV, exhibition spaces and IT server rooms). In addition, building renovation projects will keep in mind the imperative to reduce the carbon footprint of our facilities (see 2.3).

Develop a culture of digital sobriety

In accordance with the recommendations from the Senate's fact-finding mission on the environmental impact of digital technology in 2020, Universcience would like to pay particular attention to reducing its **digital carbon footprint**, by putting a **digital sobriety strategy** in place. Most of the data currently available indicates that digital technology was the source of 3.7% of total greenhouse gas emissions globally in 2018⁴. By 2040, if all the other sectors reduce their carbon emissions in line with their commitments as part of the Paris Agreement, and if the government do not introduce a policy on digital sobriety, digital technology could account for close to 7% of France's greenhouse gas emissions, a level far exceeding the current emissions of the airline industry (4.7%⁵). Several actions will be carried out to reduce the institution's digital carbon footprint:

ACTION 58

Educate staff about the use of digital tools by distributing a dedicated Eco-friendly Tips kit. This will make users of digital technology aware of its environmental impact.

ACTION 59

Organise an internal event dedicated to digital sobriety – "Digital Spring". At this event, staff will be educated about the carbon footprint of digital technology. We will also organise server cleaning days.

ACTION 60

Put limits on the frequency with which devices can be replaced. The manufacturing and distribution of these devices accounts for 70% of France's entire digital carbon footprint. This measure could be supported by introducing an initiative where staff can donate their used or second-hand devices, with a view to refurbishing these devices.



4 / The Shift Project, *Lean ICT: Towards Digital Sobriety*, 2018.
5 / Source: Directorate General of Civil Aviation.

ACTION 61

Improve the design of our websites and digital services to make them more eco-friendly, in order to reduce the carbon footprint linked to the required data usage, without compromising the quality of the service provided to our visitors.

ACTION 62

Implement an electronic archiving project for our data banks. This will enable us to streamline digital document storage on our servers and thereby limit the ecological impact of storing this data. Within the scope of this action we will, among other things, update our DAM (Digital Asset Management) system, to optimise the management, storage, promotion and distribution of the still and moving images (e.g. videos and multi-media content) produced by the institution. In addition to providing better visibility to the institution's resources, this update will also enable us to showcase the historic, scientific and technology-related content from our DAM system, both internally and externally.

Adopt a policy of eco-conscious purchasing

Each year, 3,691 tonnes of CO₂ equivalent, which represents **19% of the institution's total greenhouse gas emissions, are generated by the purchase of industrial and office supplies** (49%), renovation works (36%) and professional services (15%). Several actions will be taken to reduce this third source of emissions, bearing in mind that regulation for public procurement places strict limits on our ability to take action in this area. We will pay close attention to purchasing: **the institution is aiming for 100% eco-conscious purchasing by 2025.** Several actions will be undertaken to achieve this:

ACTION 63

Train staff on how to make eco-conscious purchasing decisions, through specific training and the creation of an Eco-Conscious Purchasing Guide.

ACTION 64

The office supplies catalogue we use will include only recyclable, rechargeable, single-component or refurbished products. Bulk buying and grouped deliveries will be preferred.

ACTION 65

Include "sustainable development" and social clauses as technical requirements within contract documents for purchasing, leasing and outsourcing as a matter of course. Staff will also be encouraged to use local companies.

ACTION 66

Increase the proportion of business earmarked for vocational rehabilitation centres, to ensure that the institution's purchasing policy supports social sustainability.

Improve the management of waste generated by the institution's activity, by adopting the principles of the circular economy

Waste is our fourth largest source of greenhouse gas emissions: 104 tonnes of CO₂ equivalent are produced each year, which is 0.54% of total emissions. This source of emissions is relatively smaller in comparison with the previous ones, but nevertheless remains an important lever for action and a symbol of our firm commitment to reducing our carbon footprint. Five actions will be implemented during the 2021-2025 period:

ACTION 67

Aim to be 100% paperless, by limiting the amount of paper documents created for the public, supervising staff's paper usage, and promoting recycling. When paper must be used, it must be **recycled paper**.

ACTION 68

Encourage low-carbon events:

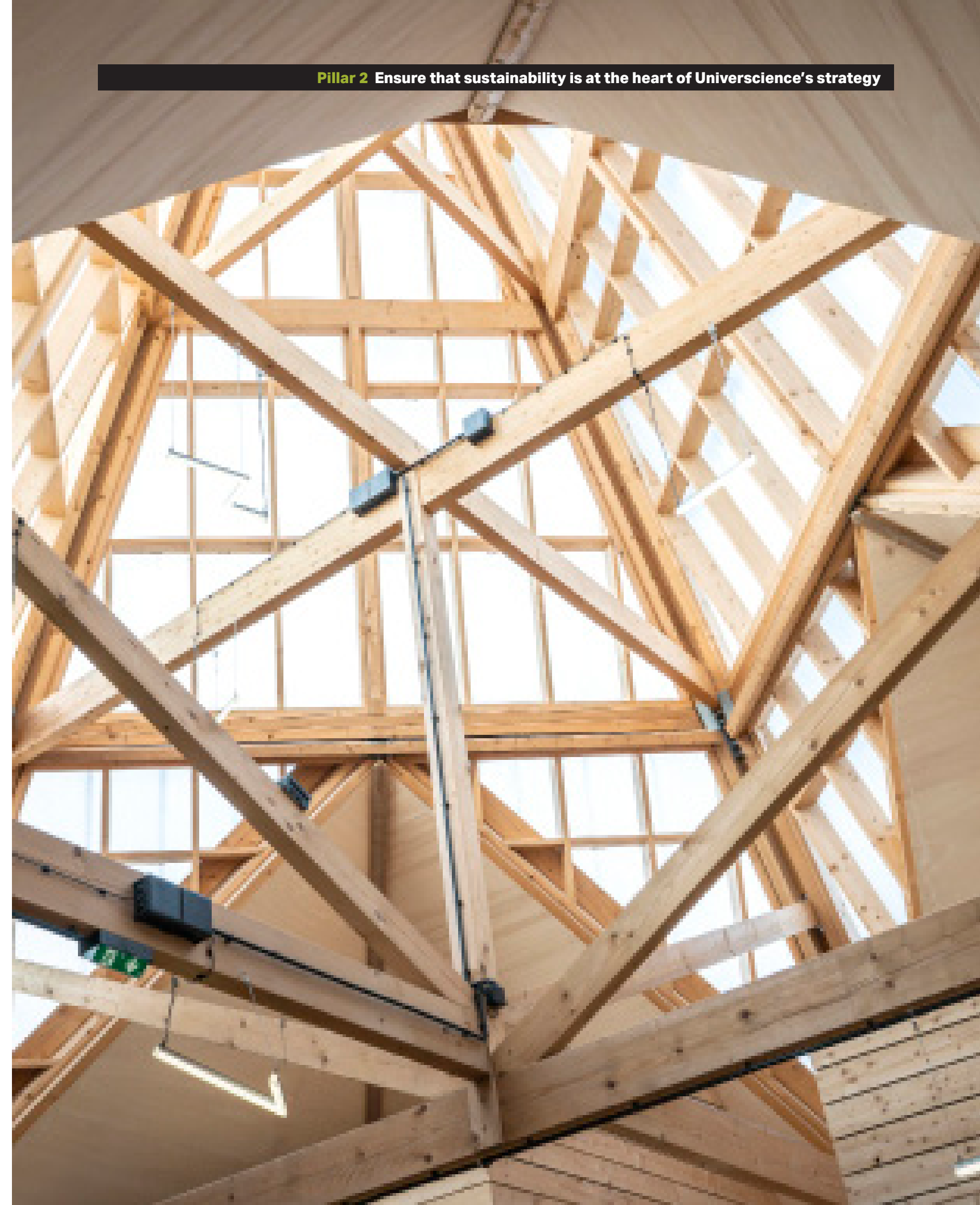
- Eliminate the use of plastic consumables at events organised by the institution.
- Obtain ISO 20121 accreditation (for sustainable event management) for the Centre des Congrès de la Villette (CCV), which will require the implementation of detailed specifications for hosting events at the CCV.

ACTION 69

Make re-using and recycling common practice for items the institution no longer has a use for, regardless of their condition. If it is not possible to re-use or recycle items, either without charge or for a fee, staff will be encouraged to donate them to other organisations. The practice of donating personal items, which is currently on hold for tax reasons, will be reconsidered.

ACTION 70

Encourage staff to introduce a form of staff "swap shop" for used items and, if possible, do the same within the wider Parc de la Villette community. This initiative reflects Universcience's desire to help foster warm relations both within our institution and our wider community, and to contribute to the circular economy.



Introduce a carbon offset programme to compensate for the carbon emissions that cannot be reduced

In order to reduce its impact on the environment, Universcience would like to embark on an innovative carbon offset initiative to compensate for the emissions it has not been able to reduce, in accordance with the government's Low Carbon strategy. Although carbon offsetting may have been the subject of some controversy, due to some of the ways it has been manipulated, it remains a promising tool nevertheless.

ACTION 71

Introduce a carbon offset programme to compensate for the carbon emissions that cannot be reduced: The institution would like to get involved with developing responsible carbon offset programmes, either independently or in conjunction with other organisations. The institution will consider the different options for implementing such an initiative, in order to move forward with the most suitable one.

Put a programme in place to raise awareness about the values of sustainability

During the 2021-2025 period, Universcience will develop an offering that is aligned with its sustainability objective. The institution would like to take the following actions in particular:

ACTION 72

Set up an organic market at the Cité des Sciences et de l'Industrie. Producers focusing on organic food and local produce wherever possible will be given priority space, and the market will make high quality products available to all, at reasonable prices.

ACTION 73

Educate the public about biodiversity conservation. Several measures will be put in place in this regard:

- Establish the institution as a certified wildlife sanctuary, for both flora and fauna
- Proceed with the plan to turn the moats into phyto-purification basins
- Open a goldfish sanctuary, in conjunction with the Paris Aquarium
- Create a learning trail at the Cité des Sciences et de l'Industrie to educate the public about biodiversity, using the *myCité* app

ACTION 74

Create a special hub within the Cité des Sciences et de l'Industrie library, that will focus on issues related to sustainable development. It was first trialled in the form of a Lab, and we will take a collaborative approach to its design, integrating input from our audiences. The hub will be given a dedicated space within the library, from which it will develop joint initiatives together with the Carrefour numérique², as well as the *Biolab*, the new learning space dedicated to life sciences.

ACTION 75

Create Digital Detox spaces for the public, based on the Cité des Bébés model. The goal here is to give the public a space where they can recharge during their visit, with some quiet time, complete silence, and no screens.

ACTION 76

Trial the soon-to-be-launched environmental scoring system within our catering facilities. This will encourage visitors to make informed choices when it comes to their eating habits, both in terms of the environment and nutrition. It will be based on the *Nutriscore* format.

ACTION 77

Appeal to external volunteers to support the institution's various goals and initiatives, based on the model that numerous international museums have developed. Universcience will offer support to help these volunteers (students and pensioners, for example) to become familiar with our sites and audiences, as they help us to work towards our goals.



Refurbish

our buildings, to make them more environmentally friendly

The next five years, 2021 – 2025, will see a host of **renovation and maintenance projects being carried out on Universcience buildings**. The institution's two sites will benefit from renovation works that will ensure they are fit for purpose and well maintained, in keeping with their cultural significance. The decisions regarding renovation options will be guided by the institution's **environmental objectives**.

Ensure the complete restoration of the Palais de la Découverte

The Palais de la Découverte, which has been located within the Grand Palais since its inception in 1937, is the only remaining cultural institution in Paris to have not yet benefited from a complete restoration. This renovation, which has been postponed many times, has now become urgent, for reasons of safety, to ensure the quality of the visitor experience, and to improve accessibility. It falls within the scope of the largest restoration and construction project to take place at the Grand Palais, a project that was set in motion by the French government in 2018. The Réunion des musées nationaux - Grand Palais (RMN-GP) holds the mandate to supervise the works for the whole building, and Universcience is closely involved with the project; phase 0 was to renovate the central and side windows of the Palais de la découverte, which is now complete.

The total cost of the project is €466 M, including the part allocated to the Palais de la découverte (Universcience has been assigned a budget of €44 M to improve its spaces, including the development of completely new exhibition and learning spaces to replace the old ones; as well as to fund the activities planned for the period when it will be closed to the public). Although Universcience is not project managing the works, the institution would nevertheless like to ensure that the new Palais de la Découverte will meet the criteria for sustainability as reflected in the 2021-2025 plan's sustainability objective.

The interior fixtures and fittings and the offering at the Palais will therefore reflect the institution's requirements with regards to the environment. In the context of this restoration, the institution will take care to ensure that the principles of sustainability are adhered to when it comes to planning and installing exhibitions at the renovated Palais. Particular attention will be paid to the choices of materials and equipment, and an efficient and centralised project management system will be put in place to monitor progress in this area.

Renovate the Cité des Sciences et de l'Industrie buildings

The Cité des sciences et de l'industrie building, which opened in 1986, has fallen into a **severe state of disrepair**. In collaboration with OPPIC (an organisation that oversees cultural heritage related building projects in France), Universcience is drawing up a Master Development Plan (MDP) to include a complete refit of the building. This plan will enable us to estimate the required timeframe and the cost of the works to be carried out. In addition, the feasibility studies carried out by OPPIC found that the two domes at the Cité were also in an advanced state of disrepair. Restoration work on the domes began on 6 July 2020 and were due to take 11 months.

This major renovation project at the Cité des Sciences et de l'Industrie will enable us to upgrade structural aspects of the building, correct practical issues in terms of how the space can be used, and reduce the environmental impact of the main building and its ancillary buildings. During the period of the Strategic Plan, we will be focused on deciding between various options.

Other works, which will be beyond the scope of the MDP, will also be undertaken in order to improve the quality of our services, both for visitors and staff.

ACTION 78

Renovate our ancillary buildings, with a particular focus on their energy consumption and usage. The ancillary buildings on the Cité des sciences et de l'industrie site are used exclusively for support functions. The renovation plan for these buildings does not fall within the scope of the MDP, but it is essential to schedule their renovation after more than thirty years of use.

ACTION 79

Plan major maintenance work. With the expectation that the Cité's Master Development Plan will be adopted and implemented, major maintenance work is planned, to ensure **the safety of the institution's operations and activities**. These works represent an investment in the vital functions of the Cité site, which require significant maintenance, or even replacement in some cases. This includes the following:

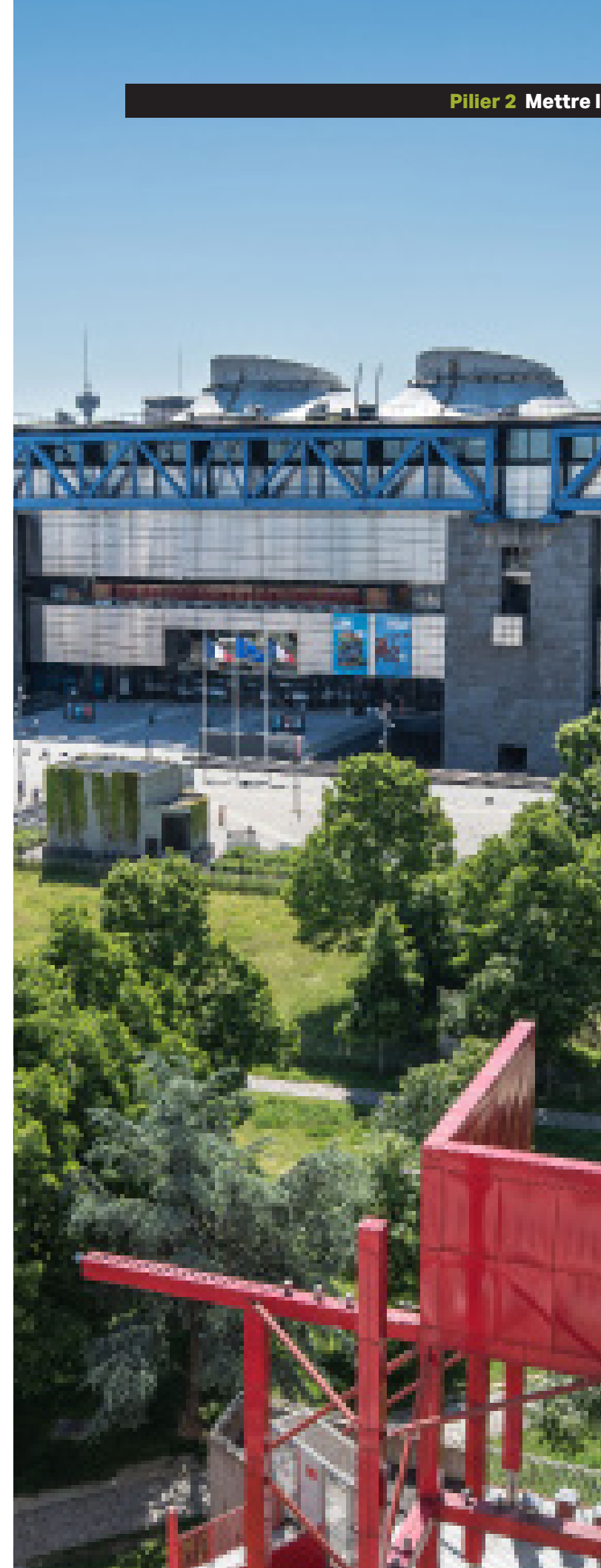
- Lifts, escalators and service lifts (the maintenance programme for which is to be continued and completed)
- Smoke evacuation systems and machines
- Sprinkler system
- High-voltage power supply system
- Ventilation units
- Heating and air conditioning systems

ACTION 80

Poursuivre la végétalisation des douves de la Cité ; cette action, fondée sur les techniques douces de phyto-épuration, contribuera à renforcer la sensibilisation à la protection de la biodiversité. Un des bassins sera transformé en refuge à poissons rouges ;

ACTION 81

Continue with planting in the Cité's moats. This measure, which is based on green phyto-purification practices, will support efforts to educate the public about biodiversity. One of the basins will be turned into a goldfish sanctuary.



Strengthen

the institution's financial sustainability

Taking into account the context of the budget and the budgetary constraints resulting from the health crisis in particular, and in line with the last few years' results, Universcience intends to **boost its efforts to find new ways** of financing its objectives with regards to its public service obligations. This is to complement the support from the French government. Several avenues have been explored to achieve this. The renovation of the Centre des Congrès de la Villette (CCV) has also been planned with this objective in mind.

Identify new sources of revenue to finance the fulfilment of the institution's goals

A number of avenues are being explored to expand our revenue streams:

ACTION 82

Reconfigure the north exit of the Cité, to integrate the shop into the visitor's exit route.

ACTION 83

Monetise the digital offering. The lockdown caused by the health crisis resulted in an unprecedented growth in online content. Universcience will endeavour to develop a unique digital offering, which will generate revenue for the institution, while adhering to the fundamental principles of its pricing policy.

ACTION 84

Continue to develop our "beyond the walls" offering of touring exhibitions and events, and other cultural activities, by identifying new opportunities in this area.

Strengthen and diversify our relationships with businesses

During the 2021-2025 period, Universcience would like to develop its offering for businesses, implementing two key actions:

ACTION 85

Develop paid services for businesses. For the 2021-2025 period, Universcience will launch a range of paid services and resources that businesses can avail of, in particular within the Carrefour numérique² and the Cité des Métiers (Cité of Careers).

ACTION 86

Cultivate a greater level of collaboration with start-ups in order to establish a club of young and innovative businesses. The institution will need to gain insight into these start-ups, so it can offer them services that will be useful to them. And vice-versa, the services and products offered by these start-ups could, where appropriate, be featured within the institution. These close relationships could also provide an opportunity for Universcience to promote its offering to these businesses and inspire them to support the institution, either through donations or skills-based sponsorship.

ACTION 87

Develop synergies between Universcience and its business club and partners, around monetising the digital offering, exporting Universcience productions and collaborating with key players in the digital economy..

Renovation of the Centre des Congrès de la Villette (La Villette Convention Centre - CCV)

Over the last 30 years, the Centre des Congrès de la Villette (CCV), which is located on the Cité des Sciences et de l'Industrie site, has hosted conferences, symposiums, seminars and meetings that have had both national and international reach.

The Centre des Congrès de la Villette is now in need of renovation – an upgrade of its facilities that will elevate the structural, functional and technical quality of this building, as well as improving the user experience. This will also bring it into line with the institution's quality standards and brand image. The renovation of the CCV will focus on the renovation of the Louis-Armand room in the first instance, and will be rolled out to the other spaces from 2025 onwards.

ACTION 88

Begin renovation works at the Centre des Congrès de la Villette in order to improve the visitor experience and optimise its use.



The rise of fake news, scientific data being called into question, and growing suspicion towards science have all led the institution to reflect on the role it should play in this unusual environment. Within the context of its **mission to help each citizen understand the world**, by providing them with accurate points of reference so they can play their own role, fully responsible for their own choices, Universcience has pledged to **fight against misinformation in science and help each citizen to develop their capacity for critical thinking**.

This sentiment has only grown stronger since the **onset of the health crisis**. While the health crisis may have put **science and scientists at the centre of the debate**, it also gave way to an **abundance of information** being circulated, which people sometimes felt unable to cope with. It served as a reminder of the **role of the scientific community and institutions for scientific culture**, which are in a position to teach the public to **develop their capacity for critical thinking** in the face of pseudo-scientific discussions. This can be achieved through the **democratisation of science** that is taking place, in a way that maintains **high standards** and is

adapted to modern needs. Scientific outreach and learning represents an important line of defence against the misappropriation of science and the spread of misinformation.

In a world in which expertise is challenged on a regular basis, Universcience would like to be a vehicle for empowering its audiences, by providing them with the keys to unlock their understanding of this complex and continually evolving world. Several projects will be undertaken during the 2021-2025 period, which aim to provide the public with the means to better understand the digital tools at their disposal, and to make Universcience a recognised resource hub for science-based information and training in critical thinking skills.

Promote a spirit of critical thinking

A number of other organisations, in addition to Universcience, have already taken up the theme of critical thinking and media literacy. The institution intends to **align this action with the existing offering**, and work **in tandem with these organisations**, whether they be research organisations, educational institutions or media organisations.



Cultivate

digital literacy

In line with the actions from the previous Strategic Plan, Universcience would like to **enhance its digital literacy offering**, enabling each individual – both visitors and staff – to gain a better grasp of the digital world and its tools and practices. The library and the Carrefour numérique² will be where most of this digital training will take place.

ACTION 89

Establish a service for borrowing digital devices at the library. This will enable us to give all audiences the opportunity to learn about digital tools. It will also enable visitors to discover the devices introduced in the exhibitions for themselves, as well as providing access to the institution's other offerings, such as videos and learning modules. This initiative will ensure equal opportunities in terms of access, for visitors who do not personally own one of these kinds of devices.

ACTION 90

Develop an offering focusing on digital and careers, within the Cité des métiers. This offering will give the public a better understanding of careers within the digital sector on the one hand, and the way in which other careers have evolved due to the widespread use of digital technologies on the other.

ACTION 91

Complete the roll-out of the *FabLab à l'école* (FabLab at school) arts and culture education programme at the national level. The objective of this ambitious nationwide project, which is led by Universcience, is to promote the development of scientific, technological and industrial culture among school children and their teachers, by making technology and tools available in FabLabs at primary and secondary schools.

ACTION 92

Develop a support programme for those leading innovation projects within the Carrefour numérique². This programme will be open to professionals and enthusiasts alike, and will make the necessary tools and methodologies available for designing and running innovative and sustainable projects related to scientific and technological culture.

Within the context of its mission to disseminate scientific, technological and industrial culture and to ensure the preservation of its heritage, Universcience would like to implement an open data policy, which will be aligned to its digital sobriety strategy.

ACTION 93

Develop an open data policy. This project entails making all digital data freely available, and ensuring it can be shared easily, quickly and free of charge. This data, which will be made available via a secure digital platform, will also help us to create new and innovative services.



Make

Universcience a recognised source of science-based information and training in critical thinking skills

Universcience will endeavour to reinforce its position as a **resource hub** where the public can find **relevant and well organised information on scientific subjects**. It will set forth the current bank of scientific knowledge on a range of issues, such as vaccination and 5G. Universcience would first and foremost like to share scientific data relating to topical issues with its audiences, while being mindful not to impose a certain way of thinking or certain behaviours, and with the principal purpose of combating the spread of misinformation.

In order to become a recognised resource hub and centre for training in critical thinking skills, Universcience intends to carry out a range of projects over the 2021-2025 period:

ACTION 94

Create a critical thinking barometer, which will provide a general overview of the situation on a regular basis, drawing on the findings of a Universcience-led study, which was conducted on a representative sample of the French population (via surveys and interviews). This will be established in conjunction with our partners (the media, our research institute, and leading scientific partners), and will cover multiple years. The scope will be limited to France in the first instance, but the aim is to include other countries in time, and other European countries in particular.

ACTION 95

Provide training in critical thinking, as a continuation of the touring exhibition on critical thinking. The initiatives carried out in this area will help the public understand what is meant by critical thinking, as well as giving them a chance to put it into practice through specific learning modules ("detox" learning modules). These measures will also enhance the existing offering, which includes philosophy workshops at the Cité des Enfants, "critical thinking" workshops at the library, training courses in cognitive bias awareness, analysis of ads featuring science-based claims, and a "bad faith contest", to name but a few.

ACTION 96

Establish an online "Questions About Science" service, based on the "Questions About Health" format. Universcience will roll out an online service to answer questions based on news from the world of science. It will be free of charge, and will take care to avoid giving any kind of guidance or advice; it will instead put forward answers that have been scientifically verified, in response to questions sent in by our online visitors.

ACTION 97

Relaunch Healthcare Innovation Days under a new format, in order to provide the public with the tools to help them understand the new technologies that are being developed in healthcare.

In addition, during the renovation works at the Palais de la découverte, we will be co-producing an **exhibition about critical thinking**, in collaboration with Cap Sciences in Bordeaux and the Quai des Savoirs in Toulouse. This touring exhibition will be staged in several cities across France.

Provide

a new library at the Cité des Sciences et de l'Industrie, to support training in critical thinking skills

The library at the Cité des Sciences et de l'Industrie is a place for all, and for young people especially, but it is in need of updating, so that it can provide the cultural service for the 21st century that it is intended to, and can adapt to a world that is growing ever more complex, shaped largely by technology. The revamp of the library at the Cité des sciences et de l'industrie, which is already underway, will be carried out over the 2021-2025 period. It will be implemented through a collaborative science and culture project involving different teams.

Provide a "next generation" library at the Cité des sciences et de l'industrie

ACTION 98

Set up a library at the Cité des Sciences et de l'Industrie that provides a cultural service fit for the 21st century

When it opened in March 1986, the library at the Cité des Sciences et de l'Industrie - the former media library - was designed to be an innovative cultural facility that would complement our exhibition spaces and the scientific and technological discovery spaces. Since that time, the offering and services of the library have evolved, but no building works have been carried out to improve the various spaces within the library. These works are now essential to, on the one hand, provide colleagues with better facilities to support **improved roll-out of new offerings and services**, and on the other hand, to provide the end-user - who the facility has been designed around - with **easy access to the library's resources, activities, workshops and demonstrations**, within spaces that have been specially renovated and adapted for this purpose.

A new building project will be undertaken, on the basis of the Science and Culture Plan. This will be integrated into the existing building and will involve less demolition work, focusing on restoration with regards to the perimeter of the building that will house the facility. This new

direction will provide the additional benefit of **reducing the project's environmental impact**. The main elements of the programme will be retained, such as providing access from the ground floor of the Cité, and integrating the Carrefour numérique² and the Cité des Métiers. The **modular nature and flexibility of use of these spaces** will remain key objectives for the new project.

OPPIC (an organisation that oversees cultural heritage related building projects in France) will be project managing this process.

Develop new remote services to be offered by the library at the Cité des Sciences et de l'Industrie

Far from removing the need for public spaces, digital calls for a reinvention of these spaces, as we saw during the health crisis. The new library will provide a host of resources and services in the areas of careers, health, the environment and digital manufacturing, and will help to support individual and group projects. The periods of lockdown caused by the health crisis have led the institution, and the library in particular, to introduce new services for its audiences, which are now available remotely. Unverscience will take care to ensure that they continue to be implemented effectively.

ACTION 99

Make "My Library To Go" a permanent part of our offering; this was the "click and collect" service offered to users while the institution had to remain closed.

ACTION 100

Strengthen the Cité des Métiers online offering, which was put in place during lockdown. It provides users with support from the comfort of their home (and now perhaps their office, school or university too), offering personalised advice, online resource materials related to the world of work, and workshops via video-conference.



appendix

Major international events during the 2021-2025 period 2021-2025

EVENTS AND ANNIVERSARIES

- 2022** Bicentenary of Louis Pasteur's birth
- 2024** Paris olympic and paralympic games

UNITED NATIONS INTERNATIONAL YEARS

- 2021** International Year of Creative Economy for Sustainable Development
International Year for the Elimination of Child Labour
International Year of Fruits and Vegetables
International Year of Peace and Trust
- 2022** International Year of Artisanal Fisheries and Aquaculture

UNITED NATIONS INTERNATIONAL DECADES

- 2014 - 2024** United Nations Decade of Sustainable Energy for All
- 2015 - 2024** International Decade for People of African Descent
- 2016 - 2025** Third Industrial Development Decade for Africa
United Nations Decade of Action on Nutrition
- 2018 - 2027** Third United Nations Decade for the Eradication of Poverty
- 2018 - 2028** International Decade for Action "Water for Sustainable Development"
- 2019 - 2028** United Nations Decade of Family Farming
Nelson Mandela Decade of Peace
- 2020 - 2030** Décennie d'action pour répondre aux objectifs de développement durable
- 2021 - 2030** United Nations Decade of Ocean Science for Sustainable Development
United Nations Decade on Ecosystem Restoration
- 2022 - 2032** International Decade of Indigenous Languages

Universcience

Public institution of the Palais de la Découverte and the Cité des Sciences et de l'Industrie
Headquarters: avenue Franklin-D. Roosevelt - 75008 Paris

Cité des Sciences et de l'Industrie
30 avenue Corentin-Cariou 75019 Paris

Les Étincelles du Palais de la Découverte
Jardin Caroline-Aigle 186 rue Saint-Charles 75015 Paris

universcience.fr cite-sciences.fr palais-decouverte.fr leblob.fr

Photography credits

JP. Attal - V. Besnard - N. Breton - V. Castro - M. Challe - S. Chivet - D. De Rueda - E. Laurent
G. Leimdorfer - Ph. Levy - R.P. Ribie - A. Robin - S. Sonnet - R. Thenadey