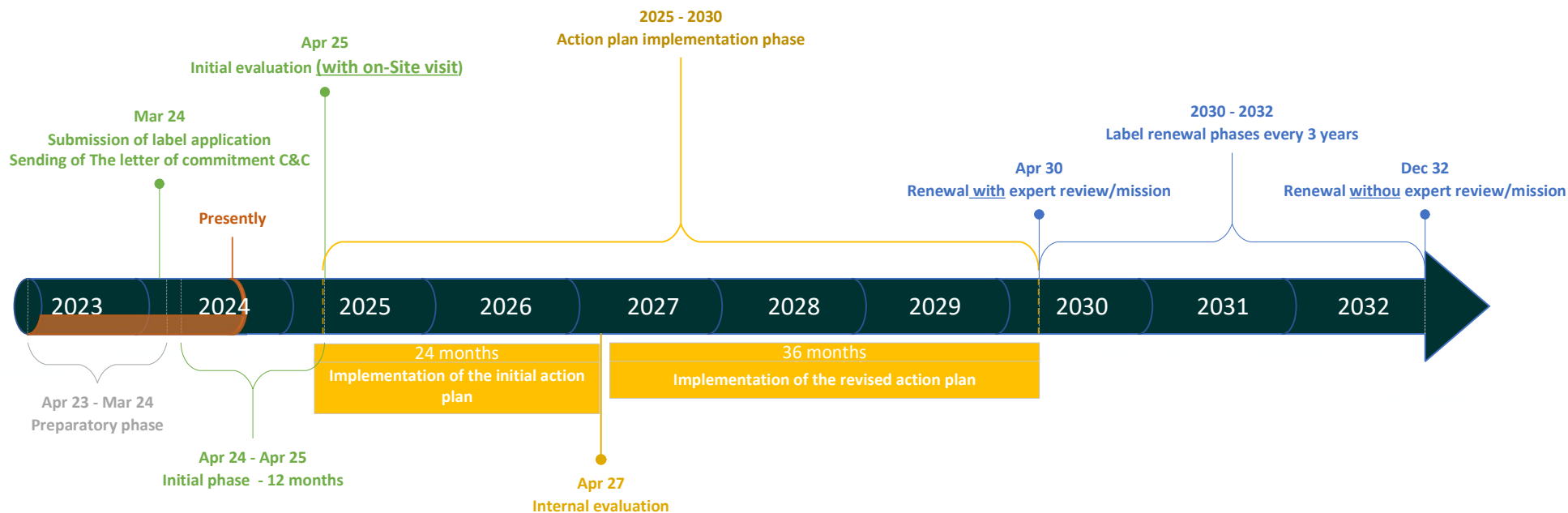
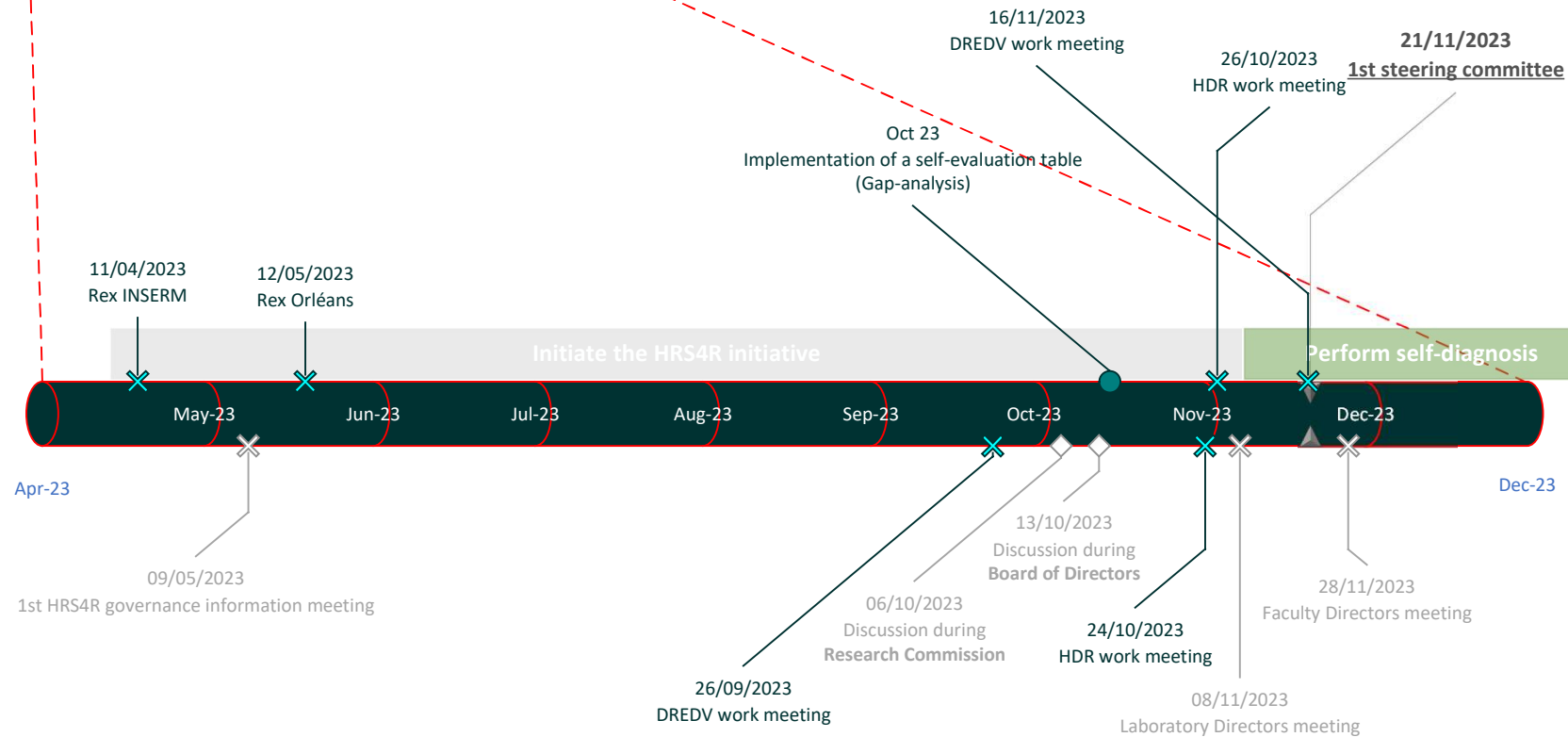
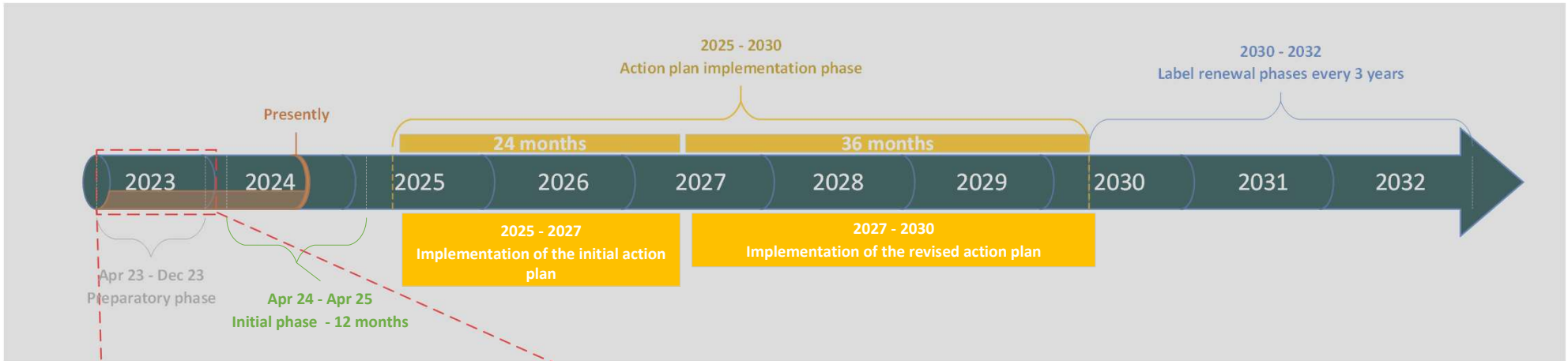


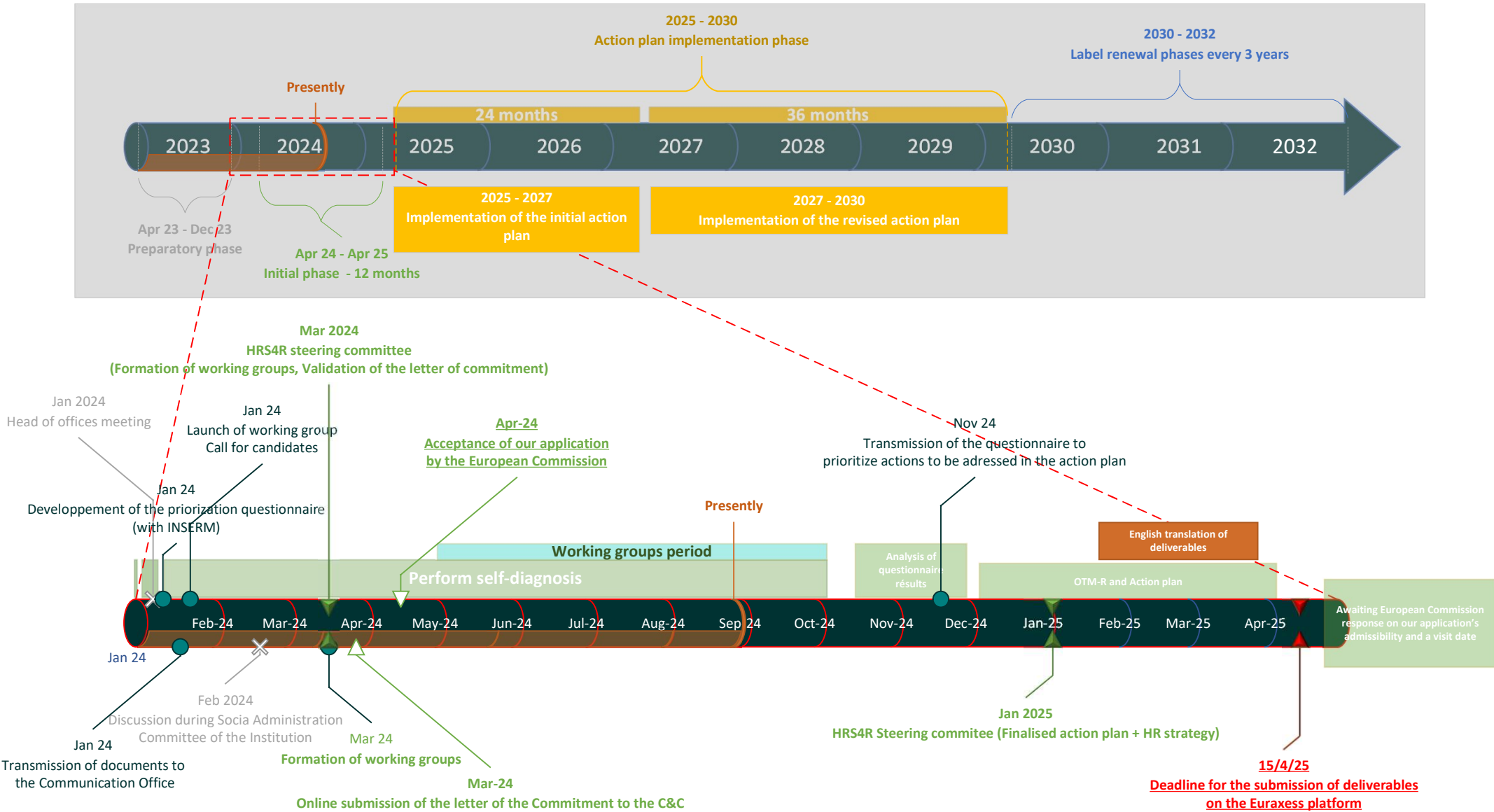
General Timeline planning – HRS4R Award- Artois University  
2023-2032



# 2023 General Timeline planning – HRS4R Award- Artois University Preparatory phase



2024 General Timeline planning – HRS4R Award- Artois University  
**Initial phase**



**C&C:** Charter and Code

**OTM-R:** Control list for an open, transparent and merit-based recruitment