2025 ANNUAL REPORT



Insee
Measuring, understanding

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INSEE AND OFFICIAL STATISTICS

INSEE collects, produces, analyses and disseminates information on the French economy and society to inform public debate and decision-making.

National Institute of Statistics and Economic Studies

The National Institute of Statistics and Economic Studies (Institut national de la statistique et des études économiques) – INSEE – was created by the French Finance Law of 27 April 1946 (Articles 32 and 33), inheriting the official statistics work that had been performed without interruption since 1833. Today, INSEE is a Directorate-General within the French Ministry of the Economy and Finance, committed to fostering a strong and sustainable economy. The Institute has offices throughout France and its staff are government employees. It is subject to public accounting rules and its appropriations are included in the general government budget.

Operates with full professional independence

INSEE carries out its work with full professional independence. Created by the Law on the Modernisation of the Economy of 4 August 2008, the Official Statistics Authority ensures compliance with the principle of independence in "the design, production and dissemination of official statistics" (Law no. 51-711, article 1). The National Council of Statistical Information is responsible for consultation and dialogue between the producers and users of official statistics.

Contributes to European and international statistics

Together with Eurostat, the statistical office of the European Union (EU), and its EU counterparts, INSEE contributes to the construction of the European statistical system.



It also participates in the statistical work of international organisations such as the United Nations (UN), the International Monetary Fund (IMF) and the Organisation for Economic Co-operation and Development (OECD).

Coordinates the French Official Statistical Service

The Official Statistical Service (SSP) comprises INSEE and the Ministerial Statistical Offices (MSOs), which carry out statistical work in their specific areas (education, health, justice, etc.). INSEE coordinates these activities and works with the MSOs to determine the methods, standards and procedures for compiling and publishing statistics.

ÉDITO

FABRICE LENGLART
DIRECTOR-GENERAL OF INSEE



In 2025, INSEE continued to carry out its mission with rigour, committed to producing high-quality statistics and driving innovation to keep pace with rapid changes in society.

Following my appointment as Director-General of INSEE in 2025, I am delighted and honoured to be back at the Institute. The past year has confirmed INSEE's ability to fulfil its core missions of producing high-quality official statistics, informing public debate, and anticipating information needs. Against a backdrop of rapid economic and social change, the Institute has continued to maintain high standards while developing methodological and technical innovations.

One of our most notable achievements, the comprehensive census of Mayotte, perfectly illustrates this commitment. It was successfully carried out despite complex logistical challenges. The same is true of the Homeless survey, carried out in partnership with the Directorate of Research, Studies, Evaluation and Statistics (DREES), the results of which will provide valuable insights into the most vulnerable sections of society.

Our analyses also focused on key topics, such as the study of high earners and wealth, and the evaluation of public schemes to support energy-efficiency renovations. This work demonstrates our commitment to informing public policy.

The Statistical Methodology Days, a key event for the Institute and the wider official statistics sector, attracted more than 1,000 participants and further cemented our leading role in methodological innovation. These discussions provided an opportunity to share recent progress and prepare for future challenges.

From a technical perspective, 2025 marked a major step forward with the completion of the project to phase out the SAS statistical software and replace it with R and Python, open-source solutions that deliver cost savings, modernise working practices, and improve methodological transparency. At the same time, INSEE is accelerating its transition to a hybrid cloud architecture, balancing innovation, data security and digital sovereignty.

Our social media presence has also grown, with 15,000 followers on Instagram and the launch of a Bluesky account, while our website continues to evolve to better meet the needs of our audiences.

At the same time, our international collaborations have continued, with regular meetings with our European partners and visits from foreign delegations, such as the one from Cambodia. These interactions help us improve our practices and strengthen our credibility on the international stage.

Finally, 2025 saw the adoption of a new shared visual identity for INSEE and the 16 Ministerial Statistical Offices. The new identity underscores the unity of the Official Statistics Service (SSP) and its commitment to combining statistical rigour with dialogue with society. Having a clear and shared vision of the SSP's direction is essential, particularly in a world that has become increasingly unstable. That is why I have proposed to build on this momentum in the coming months through a new strategic project aimed at bringing together the entire official statistics sector.

I would like to applaud the commitment of all our teams, whose professionalism enables INSEE to maintain its central role within the official statistics system, supporting decision-making and democratic debate. I invite you to read through this annual report, which clearly illustrates the diversity of our work and the progress we have made over the past year.

2025 ACHIEVEMENTS IN FIGURES

SURVEYS

Economic Outlook

20,000 ENTREPRISES SURVEYED EVERY MONTH



2,000 HOUSEHOLDS SURVEYED EVERY MONTH

Entreprises

21 SURVEY

148,300 ENTREPRISES SURVEYED



Society

11 surveys

757 survey interviewers

92,900 people respondents to the Labour Force Survey every quarter



382,000 HOUSEHOLDS SURVEYED

Price index

150,000 PRICES RECORDED BY INTERVIEWERS



500,000 PRICES RECORDED AUTOMATICALLY

Census



5.3 MILLIONS DWELLINGS RECORDED

7,796 dwellings recorded

25,100 municipal census officers

PUBLICATIONS

329 QUICK INFORMATION

4 ECONOMIC OUTLOOK REPORTS

5 INSEE RÉFÉRENCE PUBLICATIONS

98 NATIONAL POLICY BRIEFS

537 REGIONAL PUBLICATIONS

PUBLICATION OF 3 JOURNALS

COURRIER DES STATISTIQUES
STATÉCO ÉCONOMIE ET STATISTIQUE

18 ARTICLES PUBLISHED IN 2025 ON THE INSEE BLOG

USER COMMUNICATION AND SERVICES

Digital tools

35.6 MILLION VISITS
to the insee.fr website

200,000
views on the INSEE blog

97,000 SUBSCRIBERS
to the X account @InseeFr

80,800 LinkedIn followers
13,900 Instagram followers
8,000 Bluesky followers

700 ITEMS OF CONTENT ONLINE ON INSEE MOBILE
as at 31 December 2025

Media

39,800
MEDIA MENTIONS AND PRESS COVERAGES ACROSS ALL MEDIAS OUTLETS

User support

167,000
REQUESTS RECEIVED BY EMAIL

312,000
CALLS RECEIVED ON THE INTERACTIVE VOICE RESPONSE SYSTEMS

NUMBERS OF VIEWS ON INTERACTIVE FAQs
491,500

international Relations

PARTICIPATION IN
180 WORKING GROUPS
4/5 OF WHICH ARE EUROPEAN

85
INTERNATIONAL COOPERATION INITIATIVES

MAJOR REGISTRIES

118,9 MILLIONS
PEOPLE REGISTERED IN THE FRENCH NATIONAL REGISTER FOR THE IDENTIFICATION OF INDIVIDUALS (RNIPP)

50 MILLIONS
people registered in the single Electoral Register (REU)[1]

15 MILLIONS
active entreprises and 16.8 million establishments registered with Sirene

122,260
active Legal Entity Identifier (LEI) registrations

1. Figure excluding New Caledonia

SURVEYS CONDUCTED IN 2025

To produce information on the French economy and society, INSEE conducts large-scale surveys among households and enterprises. In 2025, 32 surveys were carried out.

Every year, INSEE organises and oversees the population census carried out in collaboration with municipalities. This provides insight into socio-demographic trends at a detailed local level, which can be used, for example, to assess the resulting infrastructure requirements. The Labour Force Survey is conducted throughout the year and aims, in addition to its key indicator, the unemployment rate, to describe the labour market and how it is changing. Other surveys of households on various topics (income, expenditure, housing, health, wealth, etc.) are also conducted to inform public debate in France and the European Union. For enterprises, INSEE collects information on both their structure (size, sector, workforce, etc.) and their business activity (order book, investment, etc.). It also conducts thematic surveys on topics such as energy consumption, new technologies and innovation.
In addition, INSEE produces analysis and forecasting on France's economic situation. In particular, it calculates the Consumer Price Index every month to measure inflation.

This illustrated overview highlights the topics covered in surveys conducted by INSEE in 2025.



1 Population census
2 Tourism Demand Survey(VPP)
3 Household annual survey on Information and Communication Technologies
4 Social Landlord Rent (ELBS) Survey
5 Survey among people who use care services / Homeless survey
6 Monthly Consumer Confidence (CAMME) survey
7 Consumer Price Index (CPI)
8 Statistics on Income and Living Conditions (SRCV) survey
9 Rents and Charges (L&C) survey
10 European Purchasing Power Parity Survey
11 Labor Force Survey
12 Labour Cost and Structure of Earnings (ECMOSS) survey, 2022-2025 cycle
13 Time Use Survey
14 Health Survey
15 Monthly Business Tendency Survey in Industry
16 Monthly Business Tendency Survey in Construction
17 Monthly Business Tendency Survey in the Retail Trade and Repair of Motor Vehicles
18 Bimonthly Business Tendency Survey in the Wholesale Trade
19 Monthly Business Tendency Survey in the Service Sector
20 Quarterly Business Tendency Survey in Real-Estate Development
21 Monthly Attendance Survey in Collective TouristAccommodation
22 Annual Survey on Industrial Energy Consumption (EACEI)
23 Survey on Observation of Prices in Industry and Services (OPISE)
24 Annual Production Survey (EAP)
25 Annual Sectoral Survey (ESA)
26 European Survey of Outward Foreign Affiliates Statistics (Outward FATS)
27 Survey on Information and Communication Technologies and E-Commerce – ICT Enterprises
28 Survey on Environmental Protection Studies and Investments (ANTIPOL)
29 Financial Lease Survey
30 Monthly Branch Surveys (EMB)
31 Aeronautics and Space Sector (FAS) Survey
32 Capacity to Innovate and Strategy (CIS) Survey





Household surveys
Enterprise surveys



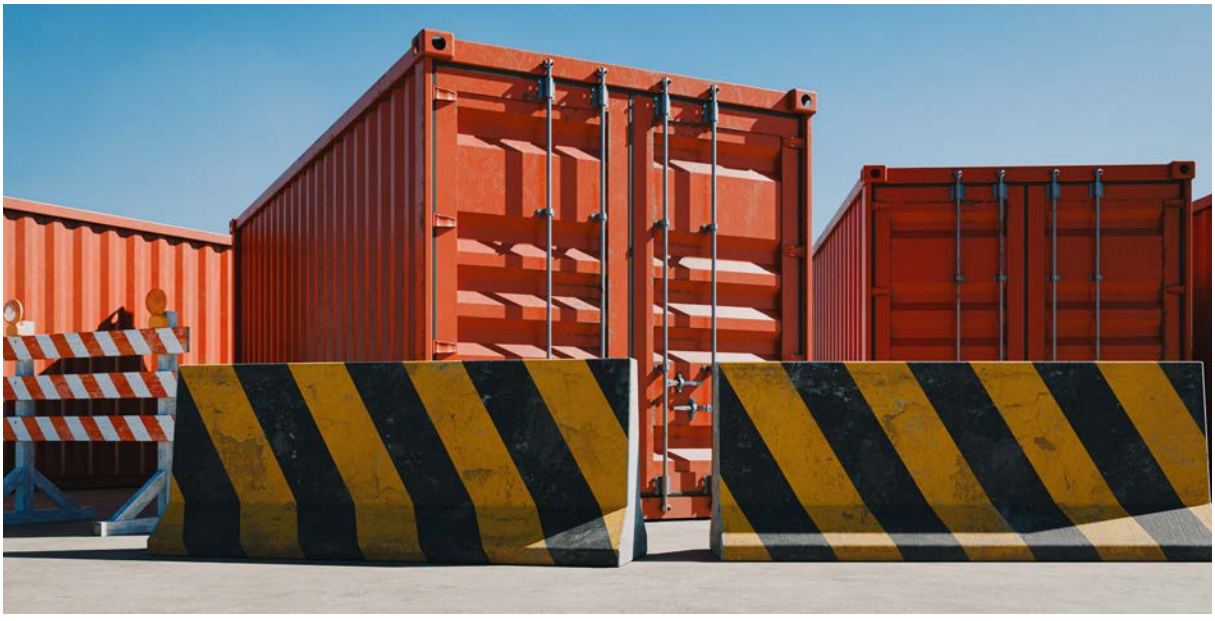
PUTTING THE FIGURES INTO PERSPECTIVE

ANALYSING ECONOMIC TRENDS

In 2025, INSEE analysed the cyclical and structural trends in the French economy, against a backdrop of international tensions and long-term transformational change. Its work shed light on both national macroeconomic dynamics and the economic trajectories of the country's regions.

An economic climate dominated by trade tensions and high levels of savings

INSEE has continued its analysis of the French economic situation, releasing and commenting on economic indicators and the latest results from the business tendency surveys, inparticular through its regular Economic Outlook reports.
Two developments stood out this year: the impact of US tariffs on trade and the persistence of an exceptionally high level of savings. The Institute highlighted in particular that the income of La Banque Postale's retired customers rose substantially between 2023 and 2024, but that their spending did not keep pace, which is thought to account for two thirds of the year-on-year rise in the savings ratio.





Economic changes: taxation, pensions and digitalisation

According to a ground-breaking study on the change in the implicit tax rate on corporate profits between 2016 and 2022, the tax rate is higher for small and medium-sized enterprises (SMEs), and the decline is less pronounced for this category than for large enterprises. At the same time, the Destinie microsimulation model was used to analyse the rules for pension indexation, a crucial issue given the ageing population.

The 2025 edition of INSEE Références on the economy and society in the digital age explored the impact of digital technology on economic structures and production methods, balancing opportunities for innovation with challenges related to inequality. One of the articles in this publication focused specifically on cyberbullying. This affected 3.2% of the adult population in 2022, but minors are particularly vulnerable, with 28% of secondary school pupils and 23% of sixth-formers falling victim to online bullying.

Economic dynamics and the appeal of regions

INSEE has strengthened its partnerships with local stakeholders to carry out economic assessments and support the implementation of appropriate public policies.
In Normandy, a study was conducted in partnership with the prefecture on its appeal in terms of population, the economy and tourism, highlighting the advantages linked to its proximity to the Île-de-France region. In Occitanie, a retrospective covering 40 years of the aeronautics and space sector was undertaken, along with a methodological analysis of exports by region. In the Île-de-France region, INSEE collaborated with URSSAF (the French social security authority) and BPI France to produce a study on start-ups, providing valuable insights into this ecosystem. In Vendée and Brittany, regional assessments identified the economic strengths and weaknesses of the regions, particularly those of the agrifood industries in Brittany. Furthermore, a study compared the profitability of SMEs in overseas territories with that of SMEs in mainland France.

ENVIRONMENTAL ANALYSES

Analyses of greenhouse gas emissions, energy-efficiency renovations and mobility patterns have shed light on climate trajectories and regional inequalities. These studies highlight the drivers and challenges of the ecological transition.

Shedding light on the impacts of climate change on local areas

A number of analyses on greenhouse gas (GHG) emissions and the energy transition have helped to inform public debate, both at national and regional levels. The Economic Outlook report for June 2025 included an emissions forecast for 2025, showing how these fit into the national reduction trajectory.
This analysis identified the sectors responsible for the highest emissions and assessed the impact of economic trends and cyclical factors on these emissions. An analysis of the effectiveness of energy-efficiency renovations in homes examined the actual impact of these renovations on household energy consumption. INSEE also revealed that 5 million households were in a situation of energy vulnerability, spending an excessive proportionof their income on energy costs to maintain a standard level of thermal comfort.



AN OUTSIDE PERSPECTIVE



CAMILLE CLAIN
REUNION ISLAND DEPARTMENTAL COUNCILLOR, DEPUTY VICE-PRESIDENT FOR THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

What is your view on INSEE's estimate of Reunion Island's carbon footprint?
The Department has taken a careful and constructive look at the estimate of Reunion Island's carbon footprint as published by INSEE. This study provides an objective and valuable insight into the reality of our emissions, showing that, despite relatively low local emissions, our overall carbon footprint remains high due to our heavy reliance on imports. It reminds us of the structural constraints specific to an island territory and the need for a comprehensive approach that takes into account production methods, consumption patterns and external trade flows if we are to fully understand the climate challenges.

National and regional overview of the green transition

In collaboration with the Ministry of Ecological Transition's statistical office, the latest data for 2024 on greenhouse gas emissions and France's carbon footprint has been published: the carbon footprint fell 3.4% in 2024, after a 6.1% reduction in 2023.

At the same time, a coordinated initiative involving national and regional studies was carried out to assess current waste management practices and how they have evolved over the past decade. This highlighted regional disparities in terms of the quantities collected and the proportion of waste sorted.

Several regions have also carried out more in-depth analyses on sustainable development. In Occitanie, in particular, this topic was examined in a series of studies covering waste, greenhouse gas emissions and commuting, and industrial energy consumption. In the Centre-Val de Loire region, INSEE studied the impact of commuting between home and work on carbon dioxide emissions and exposure to nitrogen dioxide, highlighting regional differences, the distances travelled and variations in exposure between urban and rural areas, and drawing attention to the environmental and health implications. Another study examined how people travel across all types of journeys, describing residents' habits, journey patterns and changing travel behaviours.



How does this study help inform decisions relating to the energy transition for the Department of Reunion Island? This research confirms the critical role that the electricity mix plays in our carbon footprint and reinforces the policies adopted in recent years to promote renewable energy in Reunion Island. In this respect, the Department is fully committed to this initiative through its Négawatt plan. Since 2025, it has become an energy-positive local authority, with the total electricity consumption of its building stock being offset by renewable energy generation, mainly through the installation of photovoltaic panels on secondary school roofs and the installation of small-scale hydroelectric power plants on the departmental water network.

What next steps and development opportunities would you prioritise?
Looking ahead, the Department wants to focus on several complementary areas: continuing and accelerating the development of local renewable energy sources, improving the energy efficiency of buildings, helping households adopt more energy-efficient consumption patterns and engaging economic stakeholders through public procurement. Key objectives also include supporting a more diversified local production, fostering the circular economy, and reducing reliance on imports. These priorities form part of a departmental plan for a green and social transition, designed to address Reunion Island's specific circumstances while making lasting improvements to islanders' quality of life and the region's resilience.

DIVERSITY IN FRENCH SOCIETY

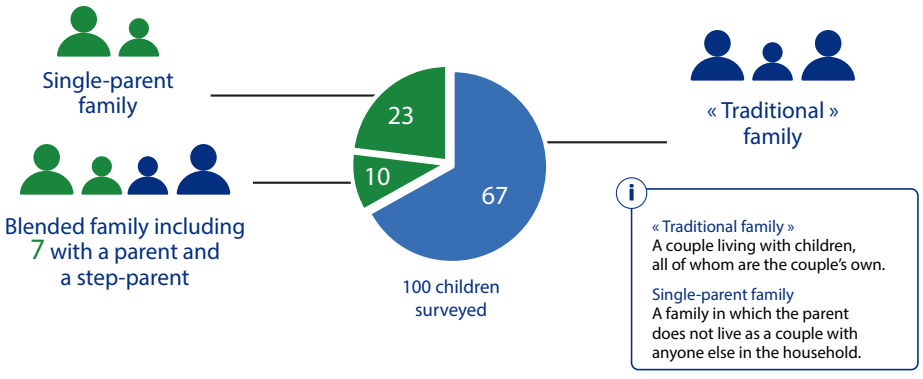
Research by INSEE provides an overview of social diversity in France. It analyses disparities in family structures, demographic trends, labour market integration, and income and living conditions.

Family structures and demographic diversity in France

Alongside the analysis of the sharp decline in the birth rate – down by more than 20% compared with 2010 – INSEE's research into family structures in France has confirmed far-reaching changes and regional disparities. For example, in 2023, three in ten children lived with a single parent, a phenomenon that was particularly pronounced in the overseas departments. These territories are characterised by a higher prevalence of single-parent and blended families, but also by a greater number of multigenerational households, which comprise a nuclear family and at least one relative from the previous or next generation.
The "Where were Parisians born?" study highlighted the growing diversity of the Parisian population's origins, with a significant proportion of residents being born abroad or in other regions of France. Paris is particularly attractive to people from Europe and Asia, according to the brand-new nationality-based attractiveness index.

One of the key findings of the demographic review of the Greater Caribbean is the diversity of demographic trends across the 40 territories that make up the region. French Guiana, for example, is one of a group of territories with a young population and a high birth rate. By contrast, the French West Indies are at the opposite end of the spectrum of Caribbean demographic trends, owing to an ageing population.

In 2023, three in ten children lived with only one of their parents



France excluding Mayotte, children under the age of 18 living in ordinary housing with at least one of their parents



Employment and labour market inclusion against a backdrop of inequality

INSEE carried out in-depth analyses of changes in the labour market, inequalities in career guidance, and the specific circumstances of self-employed workers and recipients of Active Solidarity Income (RSA). A new edition of the Education and Employment publication presented key analyses on those leaving the education system, their inclusion into the labour market and lifelong learning. In particular, the Entry into Adult Life (EVA) survey provided an analysis of the diverse pathways to employment and leaving the parental home.

In the Centre-Val de Loire region, a regional study on gender differences in subject choices in higher education revealed significant disparities, with women continuing to predominate in the arts and social sciences, while men dominate the sciences and technical disciplines. This research was eagerly awaited by stakeholders in regional authorities and regional education authorities, and is informing discussions on career guidance policies and efforts to combat stereotypes.

A detailed overview of the 4.4 million self-employed people in France has highlighted the varied nature of their working conditions and incomes, as well as the strong growth in self-employment since 2008, linked to the rise of micro-entrepreneurs.

A study of recipients of Active Solidarity Income (RSA) assessed their situation in the labour market just before the implementation of the Full Employment Law, which introduced automatic registration with France Travail for all RSA recipients. A quarterly follow-up was then carried out to measure their contribution to changes in unemployment and employment. According to a study carried out in partnership with France Travail in Provence-Alpes-Côte d'Azur, job seekers also tend to take jobs that are, on average, further from their homes than those of the working population as a whole.

Income gaps and social disparities

The 2025 edition of France, a Social Portrait brought together three analyses of high and very highincomes and wealth in France. It shows that the jobs offering very high salaries inthe private sector are predominantly management or executive positions in large companies, mostly filled by men aged over 50 and working in the Île-de-France region. These analyses also describe the characteristics of high-net-worth households with a high standard of living between 2003 and 2022. The income of the wealthiest households is rising faster than that of other households, but with a high degree of volatility. INSEE also examined situations of poverty, and showed that monetary poverty, deprivation and financial difficulties are situations that only partially overlap.

In Provence-Alpes-Côte d'Azur, a study examined the persistent gap in pension payments: women receive pensions that are 30% lower than those of men, on account of shorter careers, more frequent part-time work, and lower average wages. Similarly, INSEE in Île-de-France examined the impact of marital separations on income: women are more likely than men to fall into poverty as a result.

In the Centre-Val de Loire region, in collaboration with the Regional Directorate for the Economy, Employment, Labour and Solidarity, INSEE examined persistent poverty. According to the study, among adults who spent at least one year below the poverty line between 2016 and 2019, a quarter remained in poverty for all four years. In Reunion Island, in partnership with the Observatory of Prices, Margins and Incomes, INSEE highlighted that between 2023 and 2025, low-income households experienced a sharper rise in prices than higher-income households, due to increased consumption of food and energy.

A blog post was published to explain the housing-related issues addressed by INSEE and the Official Statistical Service. The figures provided are intended to inform public debate and help those responsible for developing measures to improve access to housing and living conditions. They also aim to tackle the sector's economic and environmental challenges. Among the topics covered, the under-occupation of housing – affecting 15% of main residences in France – prompted a national study and a locally-focused counterpart, organised in partnership with the Aix-Marseille-Provence metropolitan area.





INNOVATING AND LEADING THE WAY IN DATA SOURCES

NEW OR UPDATED SURVEYS TO IMPROVE OUR SOCIO-DEMOGRAPHIC ANALYSIS

The population census and the Families and Homeless surveys conducted in 2025 are essential tools in official statistics for describing the population, its living conditions and the diversity of people's circumstances.

A new edition of the Homeless survey

The 2025 Homeless survey aimed to gain a better understanding of people who are homeless, as defined by official statistics, meaning those who spent the night prior to the survey in social accommodation, on the streets or in another place not intended for habitation. Produced by INSEE in partnership with the Ministerial Statistical Office for Health and Solidarity, DREES, with the support of the Interministerial Delegation for Accommodation and Access to Housing (DIHAL) and Santé Publique France (French national public health agency), this edition (the third following those conducted in 2001 and 2012) aimed to estimate the number of homeless people and to gain a better understanding of their backgrounds, life stories, living conditions and the challenges they face.

The survey took place between April and July 2025 in over 100 towns and cities across France and required a methodology specifically designed to survey a random sample of 16,000 people using rehabilitation support services. This edition went further than the previous one by including facilities for asylum seekers and outreach services run by associations, and by improving the surveying of non-French-speaking respondents. The initial results will be published in late 2026.



In the Paris region, where there is a high concentration of homeless people, those responsible for the survey at INSEE's Île-de-France Regional Directorate emphasise *"the vital role played by voluntary organisations in lending credibility to the survey among respondents, ensuring the safety of field staff and helping them to adopt the appropriate approach when dealing with this section of the population".* The involvement of Samu Social de Paris, responsible for coordinating emergency hotel accommodation, was also crucial to the smooth running of the survey. *"The main challenge, given the number of visits required, lies in organising the data collection, which involves significant additional preparatory work and coordination both prior to and during the survey. This joint effort meant we were able to exceed the targets set".*



Families Survey: a snapshot of French households in 2025

Based on the census and building on the previous survey conducted in 2011, the Families Survey asks households about family structure, family events and relationships between family members. It complements the census by providing a more detailed picture of today's families and their histories.

Modernising population census

In 2025, the individual questionnaire for the population census was updated to include three new questions on working from home, limitations on daily activities, and parents' place of birth. These aim to improve understanding of changes in working arrangements and situations involving disability or loss of independence, and to analyse the population across two generations to gain a better understanding of social inequalities and how they are distributed across regions. These additions were made possible by reducing the number of questions on employment following the switch to the new classification of occupations and socio-professional categories based on the 2020 classification.

These changes are the result of consultation with users of census data and a review by the relevant data protection authorities. Due to their more sensitive nature, the questions relating to activity limitations and parents' place of birth are optional.

The population census was also updated to reflect specific characteristics of overseas territories. In French Guiana, individual dwellings (huts) are recorded using methods that take into account their high density to avoid any risk of double counting. Furthermore, in some remote villages, census officials travelled by canoe.

In Mayotte, the census scheduled for early 2025 could not take place due to the impact of Cyclone Chido, which struck in December 2024. A comprehensive census was therefore organised on an exceptional basis from late November 2025 to January 2026, involving major mobilisation of INSEE and local authority teams to cover the entire territory, including the most remote and hard-to-reach areas. Initial results are expected in the summer of 2026, ahead of the official publication of the population figures for each municipality at the end of the year.



NEW WAYS OF GATHERING INFORMATION

In 2025, INSEE continued to roll out its household and enterprise "survey production chain", which aims to simplify the process for respondents and improve the quality and efficiency of the surveys.



INSEE has continued the roll-out of its "survey production chain", a long-term strategic project launched to modernise and pool existing data collection tools used for households and businesses. Since September 2025, all business surveys have been accessible via the online questionnaire portal, providing a unified interface for all respondents, whether households or enterprises. This change simplifies the process for respondents, makes the range of surveys clearer, and improves the consistency of data collection methods. Online support has been redesigned, with an expanded FAQ section to help respondents find their way around and contact an INSEE representative more easily.

In terms of household surveys, the Travel for Business and Leisure survey, led by INSEE's Bourgogne-Franche-Comté Regional Directorate, adopted the tools of this "survey production chain" in October 2025. Its "continuous" survey protocol is a first for the production chain. Collaboration between department and IT teams has led to changes in how respondents are contacted and has increased the autonomy of interviewers in managing follow-ups, reminders and complex situations.



ANTOINE POUSSIER

PREFECT OF FRENCH GUIANA

What is your take on the data and studies produced by INSEE for French Guiana?
INSEE's publications are frequent and of high-quality. They provide a valuable perspective on demographic and economic data, which is essential for understanding French Guiana.

In your view, what specific role does INSEE play in this territory?
INSEE occupies a unique position in French Guiana. Demographics are a key issue here, as they are political and highly symbolic for a region where population growth has always been a challenge. When a population doubles in under twenty years, every figure counts.
INSEE sets the quantitative and qualitative "pace" for the territory. By providing insight into current trends and offering long-term projections, INSEE plays a central role in development projects. This strategic position explains why INSEE is an institution that is both highly respected and heavily criticised, given that its indicators shape the direction of all public policy.

What are the prospects for further development to make the Institute more useful and visible?
To strengthen its impact and visibility, I believe several areas of development are relevant:

- improving the monitoring of educational pathways through cohort studies (graduate feedback, migration patterns, particularly those of the Haitian community),
- revamping its teaching methods by integrating its work more closely with other sources (school enrolment figures from the Regional Education Authority) and by diversifying the formats used to disseminate information, such as blog posts, for example,
- establishing its legitimacy through targeted experiments (such as comprehensive censuses, for example) where data is disputed,
- lastly, tailoring communication to different audiences, particularly given the ongoing debate on the census in French Guiana, would also help to refocus discussions on structural issues rather than merely on statistical data.

A number of other projects are planned for the future. These include automating certain parts of the survey process that are still managed manually, extending the use of these tools to Ministerial Statistical Offices, and moving towards competitive multimodal data collection (offering several response methods simultaneously – online and face-to-face).

A blog post entitled "How do we respond to INSEE surveys?" has helped to raise awareness of the various response options available to respondents.



NEW METHODS AND IT TOOLS

INSEE is continuing its digital transformation, strengthening security in statistics and developing innovative infrastructure to support ever more robust and insightful analyses.

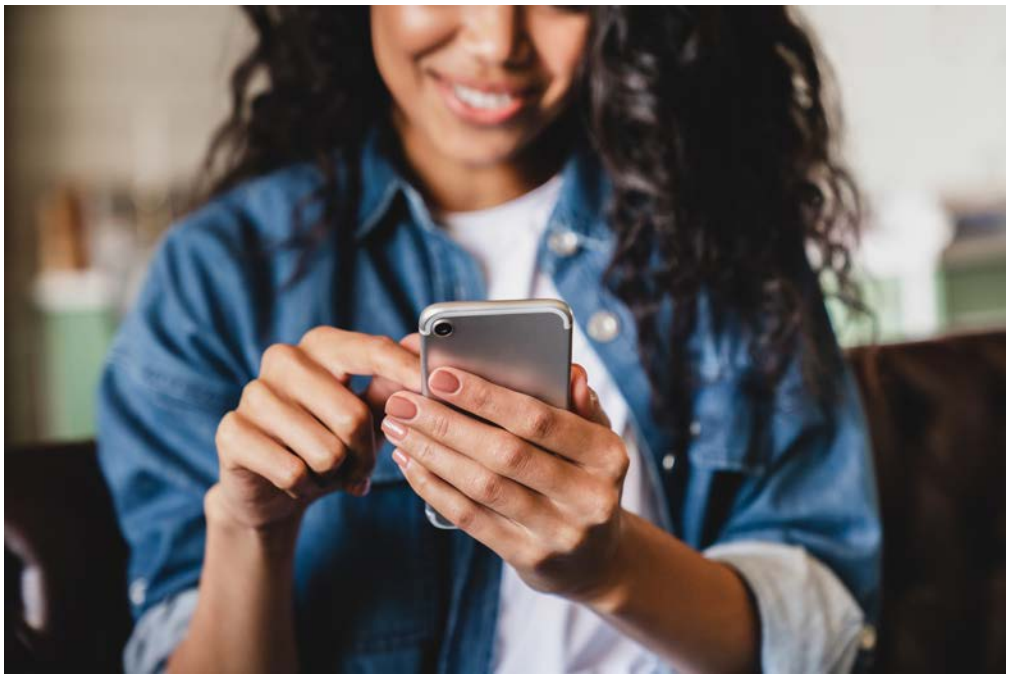
Transforming tools and methods: a managed digital modernisation

INSEE has continued and expanded its digital transformation, including through increasing use of generative artificial intelligence (AI). Aware of the risks involved, INSEE strictly regulates the use of AI, with support systems for staff, awareness-raising and training initiatives, and the introduction of an AI usage charter.

Another major milestone in 2025 was the completion of the project to phase out the SAS statistical software and replace it with R and Python, both open-source solutions. This large-scale project drew on the efforts of numerous departments to convert programmes and files, primarily to the Parquet format, and to support and train staff. The expected benefits include significant financial savings, the modernisation of working practices, and greater transparency around methods.

INSEE is accelerating its transition to a hybrid architecture, combining private cloud and external solutions. This shift is accompanied by a strengthening of in-house expertise and aims to balance modernisation, data security, and digital sovereignty. A key focus of this work on data is the Onyxia software, developed by INSEE's own teams, which enables the Institute's statisticians to integrate state-of-the-art data science technologies into their data processing workflows. Because this software is open source, it can be distributed internationally, with organisations such as the Norwegian Institute of Statistics and the UN Statistics Division already using it for their own work.





Streamlining, securing and enhancing statistical outputs

In 2025, INSEE continued to modernise its tools and methods by streamlining the dissemination of its data. The closure of the sirene.fr website is part of this drive to simplify and standardise the provision of official statistics, resulting in consolidated platforms: the Annuaire des Entreprises (Business Directory) managed by the Interministerial Directorate for Digital Affairs, supplemented by the Sirene API and the datasets published as open data by INSEE. These changes promote a more accessible, integrated and streamlined dissemination of data.

At the same time, INSEE has implemented the "random keys" (CKM) method for the dissemination of data relating to urban policy: recipients of allowances from family benefits funds, social housing stock, and job seekers registered with France Travail. This method of protecting data confidentiality has resulted in greater user satisfaction, as statistics have been published on the boundaries of both the neighbourhoods covered by the 2015 urban policy and those covered by the 2024 policy.

Methodological innovation is also evident in the MobiTIC project (INSEE, Université Gustave Eiffel, Orange), which assesses the contribution to official statistics of presence and mobility indicators obtained from mobile phone data. The project drew on aggregated and anonymised indicators, with a high level of spatial and temporal detail, provided by Orange Flux Vision, and cross-referenced them with benchmark data sources (the census and the Labour Force Survey). This work complements analyses derived from conventional methods and sets out the conditions required for producing indicators that comply with official statistics standards (transparency of methods, comparability, quantification of uncertainty), while respecting confidentiality and data protection.

ENHANCED ECONOMIC INFORMATION

Supported by a range of modernised statistical tools, INSEE is strengthening its ability to shed light on economic, social and regional trends.

First published in 2024, the augmented accounts have been updated, and their methodology consolidated: the 2024 carbon accounts were published in autumn 2025, while the 2023 edition of the distributed accounts will be published in April 2026. This work enhances the redistribution analysis and provides a clearer distinction between the situations of different household categories. Improvements have also been made to the quality of the data used and the reliability of the models employed, helping to strengthen the robustness and clarity of the results produced. These developments have attracted the interest of international organisations such as the OECD and national statistical institutes such as the United Kingdom's Office for National Statistics, particularly in terms of developing composite indicators that provide a more detailed insight into public policy.

Our understanding of the productive fabric has also improved. The Lifi information system on financial links between companies has been improved through the inclusion of the EuroGroups Register for the first time. This makes it easier to identify French groups operating abroad and to reconcile data between entities, and enables the creation of a "Global" APE code (i.e. the main activity carried out by the group as a whole, taking all its subsidiaries worldwide into account).

Another innovation is the creation of a property ownership database, which cross-references various administrative records and utilises machine learning methods (XGBoost). It provides a detailed and comprehensive analysis of households' property assets.Using this new data source, INSEE has highlighted the significant concentration of timeshare ownership in France, with its highest prevalence in tourist areas and major urban centres.

The "Situation of Associations in 2024" survey, now in its third edition, provides an estimate of the number of active associations by sector, their membership, and their financial and human resources.

Lastly, the revised French classification of activities (NAF 2025), approved in 2025 and due to come into force in early 2027, aims to better reflect the contemporary economic landscape and, in particular, to capture emerging activities such as platformisation. This new version is the result of discussions at national, European and international levels, and updates the classification by incorporating developments relating to digital technology, the ecological transition, and new forms of economic organisation.





REACHING OUT TO ALL AUDIENCES

REACHING OUT TO AS MANY PEOPLE AS POSSIBLE

In a climate where the number of information sources is growing and expectations regarding transparency are rising, INSEE and the entire Official Statistical Service are pursuing a shared goal: to make official statistics more accessible and relevant to all audiences.

INSEE and the MSOs unveil a new visual identity

The network comprising INSEE and the 16 Ministerial Statistical Offices (MSOs) has unveiled a new harmonised visual identity designed to better represent the French Official Statistical Service (SSP).This network shares common missions, valuesand methods aimed at making statistical data accessible. It also embodies a shared commitment: to enable everyone to make informed decisions and play an active role in democracy. The logo features a histogram, symbolising the accuracy, relevance and impartiality of the figures, set within a shape suggestive of a speech bubble, reflecting the official statisticians' commitment to transparency, openness and collaboration.



Strengthening our social media presence

INSEE has continued to diversify its social media presence. A Bluesky account has been set up, and the Instagram account is gaining momentum, with visual content in line with current trends. INSEE is also strengthening its local outreach efforts with the launch of regional LinkedIn accounts. In Brittany, for example, the account opened in spring 2025 already has 3,000 followers, who now never miss any of the region's posts.

Pilot project: "INSEE Meets the Public"

The first edition of "INSEE Meets the Public", held in Nantes on 3 December 2025, was a success. Attended by the Director-General of INSEE, 180 members of the public gathered to talk with official statistics experts. Attendees were able to explore interactive stands and take part in workshops to gain a better understanding of the statistics that tell the story of France. A repeat of this event took place in Marseille in January 2026.

Reaching out to young people

Developing young people's statistical literacy is a fundamental priority and relies in particular on collaboration with the Ministry of National Education.

At national level, a dedicated section on Eduscol, the Ministry's main website for informing and supporting education professionals, is regularly updated with resources relevant to the school curriculum. A training course entitled "Developing Pupils' Statistical Literacy" has been launched on Magistère, the Ministry of National Education's digital platform for continuing professional development, featuring a talk on how statistics are produced. It is aimed at secondary school teachers, particularly those teaching economics and business studies, civics and ethics, history and geography, mathematics, and economic and social sciences. At regional level, this initiative takes the form of partnerships with regional education authorities, which organise activities to raise pupils' awareness of statistics or to train teachers. The Institute also collaborates with higher education institutions, including partnerships with Bachelor of Technology (BUT) degree programmes in Data Science to organise a data visualisation challenge, guest lectures at journalism schools, and initiatives to raise awareness of statistics among trainees at regional administrative institutes (IRAs).

In addition, a new series of educational videos on gross domestic product (GDP) has been produced in collaboration with Datagora, a platform that makes statistical data accessible to the general public, and a series of Instagram posts aimed at secondary school pupils has addressed topics such as demographics and poverty, which are relevant to the school curriculum. Furthermore, version 2 of the INSEE Mobile app has been rolled out, featuring new illustrations and a "Behind the Stats" section, in response to user feedback.



AN OUTSIDE PERSPECTIVE



ROBIN COUILLET

ESS TEACHER AT LYCÉE DUMONT D'URVILLE IN TOULON AND EDUCATION AUTHORITY DIGITAL COORDINATOR

How did the project to develop an INSEE Newsletter for teachers of Economic and Social Sciences (ESS) in Provence-Alpes-Côte d'Azur come about?
The project came about because of two observations: that ESS teachers rely on INSEE data to describe the socio-economic world in their lessons, and that pupils are more engaged when the examples are rooted in their own environment. The idea is therefore to provide a newsletter with ready-to-use resources: a selection of up-to-date materials to enrich lessons, regional economic and social data, and a section on methodology covering definitions, pitfalls and the production of statistics. Launched In September 2024, it forms part of an innovative inter-education authority initiative (involving the Aix-Marseille and Nice education authorities), supported by two education authority inspectors.

How are roles allocated within the project team?
The joint effort brings together these two inspectors from each regional education authority, a fellow ESS teacher and INSEE Provence-Alpes-Côte d'Azur. Once my colleague and I have finalised the content, the proposals are submitted to the inspectors to ensure they are consistent with the school curriculum. INSEE then identifies the resources, focusing on regional data, and suggests the text and figures for the newsletter.

What comes next?
Feedback has been positive and encouraging for wider distribution. The format could be rolled out to other education authorities – the newsletter already includes a significant amount of national content – and may eventually inspire other subjects.

REACHING OUT TO EXPERT USERS OF OUR DATA AND DECISION-MAKERS

By developing its surveys, tools and dissemination methods, INSEE is improving the service it provides to expert users and strengthening its role in informing public decision-making.

Improving the service provided to expert users

INSEE's new HAL portal is part of the open science movement, offering free, long-term access to the Institute's publications, including articles, papers, working documents, book chapters and reports.

The "Enterprises" section on insee.fr now serves as a gateway to all analyses on enterprises in France. It brings together recent studies and short-term statistics on the major economic and sectoral challenges, with a view to shedding light on the dynamics at play and facilitating access to relevant information for economic and public-sector stakeholders.

With regard to information requirements, a consultation committee has gathered new requirements from users of the Annual Sectoral Survey (ESA), which aims to identify the various activities carried out by enterprises and to determine their principal activity (APE). After being tested in 2026, several new questions will be added in 2027, covering purchases of non-stockable supplies (water, energy, etc.), purchases of software, databases and artificial intelligence, research and development expenditure, and green investments.

Lastly, the new user journey for issuing and renewing LEIs (Legal Entity Identifiers), implemented by the Pays de la Loire Regional Directorate, will simplify administrative procedures. The new process is more streamlined, reducing processing times, Improving the reliability of information, and giving enterprises greater autonomy.

Informing the actions of decision-makers

In Corsica, the celebration of theRegional Directorate's 50th anniversary highlighted its role in understanding the region and the importance of statistics in shaping local policy. Regional initiatives also highlighted practical challenges, whether it be preparing mountain catchment areas for the 2030 Winter Olympics in the Alps, or supporting business leadership succession and analysing housing vacancies in the Centre-Val de Loire region. These initiatives foster dialogue between public- and private-sector stakeholders and support decision-making based on reliable data.



BUILDING SHARED STATISTICS

DIALOGUE BETWEEN STATISTICIANS

INSEE plays an active role in promoting dialogue between statisticians, a key driver for improvingmethods and sharing best practices. In doing so,it contributes to the collaborative spirit of the European Statistical System.

JMS 2025: three days to reflect on the future of official statistics!

INSEE organised the 15th Statistical Methodology Days (JMS) in late November 2025. A key even for the Institute and the wider official statistics sector, it attracted 600 participants in person and 500 online to discuss the latest developments in statistical methods, including multimodal data collection, artificial intelligence, and key surveys conducted by the Official Statistical Service. This year's event was noteworthy for the introduction of pre-JMS sessions and new discussion formats, including short presentations designed to showcase work in progress. The event once again demonstrated the vitality of the methodological community and INSEE's commitment to innovation and trust in official statistics, including a closing round-table discussion on users of official statistics and how to retain their trust.



INSEE, a committed partner in the European Statistical System

The Institute is also actively involved in the European statistical agenda. For example, it took part in the New Techniques and Technologies for Statistics (NTTS) conference 2025, organised every two years by Eurostat. The event, which took place in early March 2025 in Brussels, brought together more than 400 European experts to discuss innovations in official statistics. Artificial intelligence, new data sources and innovative investigative methods were the focus of the discussions. INSEE was well represented at the event and showcased its work, including its open-source innovations (Onyxia), its partnership on credit card payment data, its coding tools, its address identification service, its new time series analysis tool, and its deep learning model for identifying buildings from aerial photographs. This event enhanced European collaboration and fostered new shared perspectives.

INSEE remains strongly committed to exploring new data sources from the private sector, such as mobile phone and credit card transaction data. In this respect, it contributed to a European symposium held in September at the OECD, where researchers and statisticians discussed the uses, limitations and methods involved in using this data effectively. As a complement to traditional surveys, these data sources pave the way for more detailed, responsive and region-specific indicators, within a now-strengthened European legal framework.

Another highlight of 2025 was the 20th anniversary of the European Statistics Code of Practice. To mark the occasion, Eurostat organised



an event in Brussels bringing together key figures from the European Statistical System, including the Director-General of INSEE.

This event provided an opportunity to reflect on the Code's fundamental role in safeguarding the professional independence, quality and credibility of official statistics, as well as to discuss the current and future challenges facing statistical institutes. INSEE's participation in this event demonstrates its commitment to the Code's principles and to their ongoing implementation.

In April 2025, INSEE hosted a delegation from Destatis, the German Federal Statistical Office, for two days of high-level discussions. This meeting provided an opportunity to revive constructive dialogue between the two institutes on key topics.

AN OUTSIDE PERSPECTIVE



DR. KARTEN LUMMER

DIRECTOR OF POPULATION AT DESTATIS (GERMAN FEDERAL STATISTICAL OFFICE)

In your view, what were the main benefits of the discussions between Destatis and INSEE during your visit to Paris in early April 2025?

These discussions provided valuable opportunities to strengthen collaboration in various statistics-related areas and to promote the sharing of best practices. Both institutes benefit from learning about each other's approaches, particularly in areas such as data governance, metadata management, and the adoption of open-source tools. Such collaboration not only improves efficiency but also drives innovation in statistical practices.

Could you give us some specific examples of work or projects that our institutes discussed?

During the visit, a number of key topics were discussed, including Destatis's work on assessing bureaucratic costs and the administrative burden placed on enterprises, which is linked to the German government's initiative to improve legislation and cut red tape. We also focused on INSEE's strategy for IT innovation, particularly its open-source platform Onyxia and the transition from SAS to R; Destatis shares the same goal of modernising IT. Furthermore, discussions on the LCU (Large Cases Unit) methodology, which involves both automated and manual company profiling, were an opportunity for Destatis to present its own practices for coherence checks in economic statistics. The discussions also covered metadata management and census methodologies.

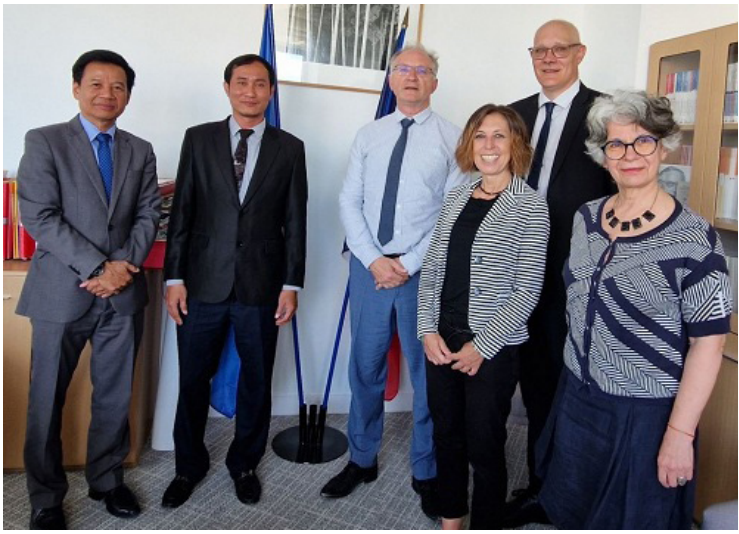
And how do these discussions between our two institutes contribute to the work coordinated by Eurostat?

These discussions contribute to the harmonisation of statistical practices across Europe. In particular, collaboration on metadata management and the adoption of open-source IT solutions directly support Eurostat's push for more efficient, transparent and interoperable statistical frameworks across Europe. The mutual sharing of best practices strengthens the European Union's overall capability to produce reliable and comparable statistics. The discussion on the new ESOP (European Statistics on Population and Housing) regulation was a prime example of productive discussion. Both institutes outlined their approaches to the new requirements, particularly in addressing challenges related to migration data, census models and the use of administrative data. By comparing their strategies, both institutes strengthened the broader Eurostat initiative to enhance the quality and comparability of population and housing statistics across EU Member States, thereby helping to create a more unified statistical framework.

WORKING AT AN INTERNATIONAL LEVEL

INSEE is continuing and strengthening its commitment to international statistical cooperation, actively contributing to the sharing of expertise and multilateral initiatives.

INSEE's partnership with the National Institute of Statistics of Cambodia, which began in 2024, is a good example of this cooperation. In this vein, the Institute hosted a high-level Cambodian delegation in mid-2025, at a time when its partner institute was undergoing major restructuring. The visit provided an opportunity for a week of sharing practices, particularly in the area of statistical governance, with in-depth discussions on methods, communication, INSEE's organisational structure and coordination of the Official Statistical Service, as well as the central role of the CNIS and the Official Statistics Authority (ASP).



At the same time, INSEE organised and hosted the annual Afristat–INSEE seminar in Nantes, with the theme of "Developing business registers for statistical purposes: methods used, experiences shared, and challenges faced". This seminar is a key event for dialogue and cooperation with African statistical institutes, promoting the sharing of experiences, the dissemination of best practices and the strengthening of professional networks to support the development of official statistics.

Lastly, France, represented by INSEE, attended the 56th session of the United Nations Statistical Commission in New York (4–7 March 2025). Highlights included the adoption of the new System of National Accounts 2025. This new framework introduces a number of changes designed to better reflect today's economic transformations, particularly those related to globalisation, digitalisation, and environmental challenges. The Commission also provided an opportunity to take stock of statistical monitoring of the 2030 Agenda's Sustainable Development Goals. The discussions highlighted the ongoing difficulties in achieving all these goals within the prescribed time frame, underscoring the vital role of statistical systems in informing public policy decisions. France can be proud that an Onyxia instance has been implemented as part of the UN Global Data Platform.



INSEE'S RESOURCES AND ORGANISATIONAL STRUCTURE

INSEE'S MISSIONS

To carry out its missions of collecting, producing, analysing and disseminating information on the French economy and society, INSEE relies on its organisational structure and human and material resources located throughout France.

Producing short-term economic analysis

INSEE regularly produces analyses and forecasts on France's economic situation. It measures the unemployment rate every quarter, estimates household consumption and gross domestic product, and calculates the consumer price index every month to track inflation.

Understanding business structure and activity

INSEE collects information on the structure of enterprises (size, sector, etc.) and their business activity (order books, investment, etc.). It also carries out thematic surveys on topics such as energy consumption, new technologies and innovation.

Monitoring changes in society

INSEE conducts statistical surveys of households and individuals. Regular surveys track changes in key economic and social indicators (household confidence, employment, information technology, etc.), while structural surveys, conducted every five to ten years, focus on specific behaviours or phenomena (daily life and health, housing, resources and living conditions, etc.). The use of administrative records means that data can be obtained without resorting to surveys, which are costly for the public purse, particularly those relating to employment, wages, and income distribution.

Conducting the population census

Every year, INSEE oversees the population census. This census provides insights into demographic trends, helps assess the resulting infrastructure needs, and determines the funding allocated by the government to municipalities.

Describing and analysing regions and territories

With its strong regional presence, INSEE has developed a detailed understanding of France's regions. INSEE's Regional Directorates frequently produce studies in partnership with local government stakeholders, whom they also support with advice and expertise when implementing public policies.

Managing major national registers

INSEE is required by law to maintain three national registers: the National Register for the Identification of Private Individuals (RNIPP), the Single Electoral Register (REU) and the Computerised Register of Enterprises and their Establishments (SIRENE). INSEE also participates in the global Legal Entity Identifier (LEI) register, issuing this identifier for legal entities governed by French law.

Disseminating its statistics and studies

INSEE is not merely a statistical institute. Economic and social research forms part of its remit. Topics are selected to best meet the needs of decision-makers in the public and private sectors and to address the concerns of society. An active communication strategy aims to ensure the widest possible dissemination of the research carried out, particularly through the media and the Institute's digital communication channels. A wide range of publications available free of charge on insee.fr caters to the needs of different users.

Refining its methods and assessing quality

INSEE is constantly refining its methods. It is experimenting with new data sources and developing statistical processes to make the best use of them. It also strives to optimise the data collection protocols for its surveys. These efforts are carried out in collaboration with the Ministerial Statistical Offices and through partnerships.

Contributing to European and international statistics

INSEE is part of the European statistical system, which aims to develop, produce and disseminate statistics that are comparable across European Union countries. It also contributes to the development of international statistics, in particular through cooperation with international organisations and by sharing its expertise with national statistical institutes.

INSEE'S BUDGET

INSEE's total budget is

€ 472.4 M

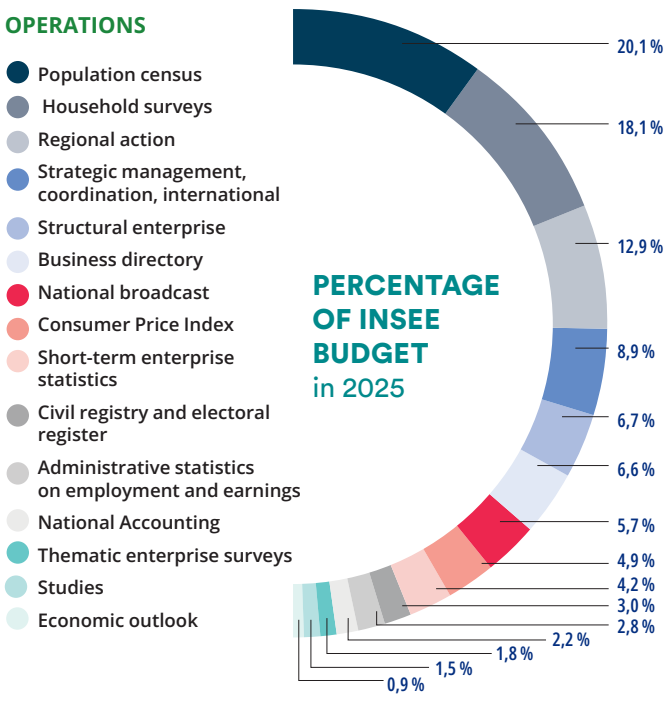
according to the Initial Finance Law for 2025 (payment appropriations)

€ 400.5 M
PERSONNEL BUDGET

€ 49.8 M
OPERATING BUDGET

€ 22.1 M
PROGRAMME BUDGET

BREAKDOWN OF THE BUDGET BY FULL COST* OF MAJOR OPERATIONS AT INSEE



*The full cost includes the cost of support and cross-functional departments (administrative assistance, property management, IT, etc.) in each operation

WOMEN AND MEN AT INSEE

INSEE's resources are divided between head office, located in Montrouge, the Regional Directorates, and the national IT centres and departments. In the overseas territories, Regional Directorates take the form of inter-regional offices supported by regional departments.

2025 workforce in figures

4,990 STAFF

OF WHICH 3,830 ARE SPREAD ACROSS THE 15 REGIONAL DIRECTORATES

55 %
WOMEN

53 %
UNDER THE AGE OF 50



DISTRIBUTION OF TOTAL WORKFORCE BY GRADE

A+	A	B	C
6 %	28 %	43 %	23 %

41 %
OF A AND A+ GRADES ARE WOMEN

Head Office Organisation Chart

(as of 1 March 2026)



FABRICE LENGLART
DIRECTOR-GENERAL



YAËLLE HAUSEUX
DIRECTOR-GENERAL'S OFFICE



PASCAL RIVIÈRE
HEAD OF GENERAL INSPECTION



SYLVIE LAGARDE
SENIOR MANAGEMENT DELEGATE

Secretariat-General



KARINE BERGER
SECRETARY-GENERAL

JÉRÔME BASCHER
Head of Cross-Functional Activities Coordination

PATRICK REDOR
Head of Legal Affairs and Litigation

PHILIPPE BRIARD
Head of Financial Affairs

JEAN-CHRISTOPHE FANOUILLET
Head of Living Environment and Working Conditions

MAYLIS COUPET
Head of Human Resources

Directorates



JEAN-SÉVERIN LAIR
HEAD OF INFORMATION TECHNOLOGY SERVICES



SYLVAIN MOREAU
HEAD OF ENTERPRISE STATISTICS



CHRISTEL COLIN
HEAD OF DEMOGRAPHIC AND SOCIAL STATISTICS



CÉDRIC AUDENIS
HEAD OF ECONOMIC STUDIES AND SYNTHESES



ALAIN BAYET
HEAD OF DISSEMINATION AND REGIONAL ACTION



CORINNE PROST
HEAD OF METHODOLOGY, STATISTICAL COORDINATION AND INTERNATIONAL RELATIONS

JEAN-FRANÇOIS EUDELINE
Head of Information Technology Production and Infrastructure

ALAIN DIVE
Head of Information Systems Development

PIERRE LAMARCHE
Head of IT Innovation and Strategy

OLIVIER HAAG
Head of Registers, Infrastructure and Structural Statistics

NICOLAS STUDER
Head of Short-Term Statistics

PIERRE BISCOURP
Head of Sectoral Economic Syntheses

LOUP WOLFF
Head of Demographic and Social Studies

VLADIMIR PASSERON
Head of Employment and Earnings

MICHEL DUÉE
Head of Household Resources and Living Conditions

MURIEL BARLET
Head of Demography

AURÉLIEN DAUBAIRE
Head of Consumer Price Index and Household Surveys

DORIAN ROUCHER
Head of Economic Outlook Studies

PAULINE GIVORD
Head of Economic Studies

MARIE LECLAIR
Head of National Accounts

FRANÇOIS BECK
Deputy Secretary-General of the National Council for Statistical Information

NICOLAS SAGNES
Head of Data Management and Provision

LIONEL JANIN
Head of Editorial Content

XAVIER BONNET
Head of Regional Action

CÉLINE ZANA ROUQUETTE
Head of Communication and Public Service

ÉRIC LESAGE
Head of Statistical Methods

FRÉDÉRIC MINODIER
Head of Quality

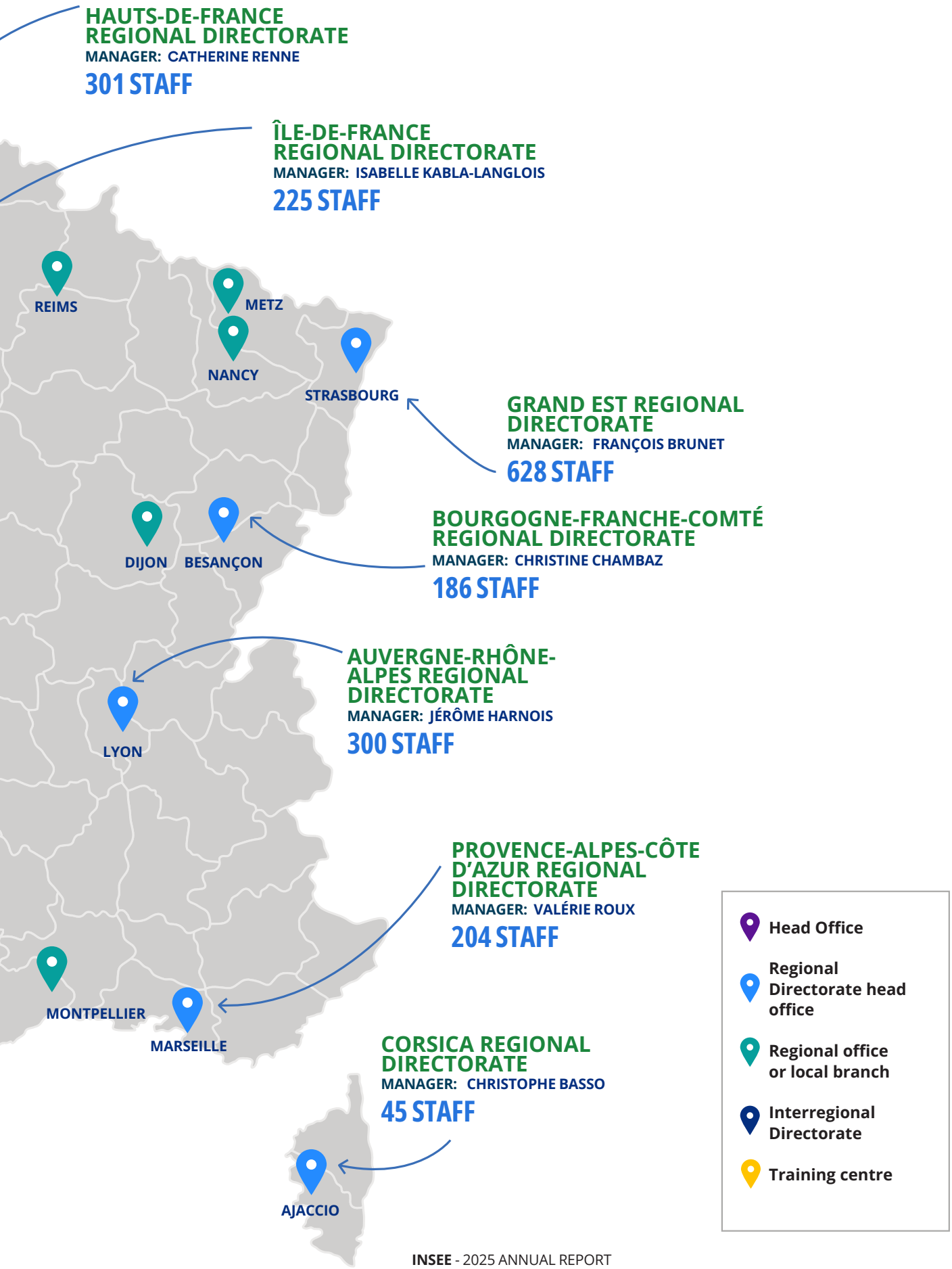
OLIVIER BIAU
Head of Statistical Coordination and International Relations

ROMAIN LESUR
Head of SSP Lab

GWENAËLLE BRILHAUT
Head of Survey Production chain Service Delivery

INSEE IN THE REGIONS




HAUTS-DE-FRANCE
REGIONAL DIRECTORATE
MANAGER: CATHERINE RENNE
301 STAFF
ÎLE-DE-FRANCE
REGIONAL DIRECTORATE
MANAGER: ISABELLE KABLA-LANGLOIS
225 STAFF
REIMS
METZ
NANCY
STRASBOURG
GRAND EST REGIONAL
DIRECTORATE
MANAGER: FRANÇOIS BRUNET
628 STAFF
DIJON
BESANÇON
BOURGOGNE-FRANCHE-COMTÉ
REGIONAL DIRECTORATE
MANAGER: CHRISTINE CHAMBAZ
186 STAFF
LYON
AUVERGNE-RHÔNE-
ALPES REGIONAL
DIRECTORATE
MANAGER: JÉRÔME HARNOIS
300 STAFF
PROVENCE-ALPES-CÔTE
D'AZUR REGIONAL
DIRECTORATE
MANAGER: VALÉRIE ROUX
204 STAFF
MONTPELLIER
MARSEILLE
CORSICA REGIONAL
DIRECTORATE
MANAGER: CHRISTOPHE BASSO
45 STAFF
AJACCIO
Head Office
Regional Directorate head office
Regional office or local branch
Interregional Directorate
Training centre

WORKING AT INSEE

Interns exploring career opportunities and statistics

In 2025, 180 Year 10 and Year 11pupils received a warm welcome at INSEE, a 20% increase compared with 2024, which illustrates the Institute's commitment to introducing young people to its available career paths and promoting the development of statistical literacy.
As part of this initiative, the Île-de-France Regional Directorate doubled the number of interns it takes on and redesigned its programme to strengthen the educational and participatory aspects of the internship. For example, Year 10 pupils analysed the municipality where they live using data available on insee.fr, particularly that found under the "Local Statistics" section, before presenting their findings using a presentation put together during their internship.



Creation of the Statistics, Economics and Data Engineers' Corps

The year 2025 marked the completion of the reform of the French State's major technical corps (armaments engineers, mining engineers, civil engineers, and INSEE administrators and general inspectors), with, in the case of INSEE, the creation of the Statistics, Economics and Data Engineers' Corps (INSED), resulting from the merger of the INSEE Administrators' and General Inspectors' Corps. The statutes of the technical corps are being harmonised with one another and with those of State administrators, and their pay scale is aligned with that of State administrators, without any merger of the technical corps. This project completes a key component of the reform of the upper levels of State administration that began in 2021.

The green transition at the heart of property projects and professional practices

In 2025, INSEE will continue its efforts to support the green transition, both by improving its building stock and encouraging working groups to adopt more sustainable professional practices.

At the Dijon site of the Bourgogne-Franche-Comté Regional Directorate, major renovation work has been undertaken to improve safety, energy efficiency and staff comfort. The insulation on the façades, which was badly damaged and posed a safety risk, has been completely replaced. The work involved renovating the façades and exterior joinery, improving the building's weatherproofing, insulating areas that were particularly energy-intensive, and bringing the walkway connecting the two buildings up to fire safety standards. This work has already significantly improved thermal comfort for staff. Meanwhile, the Île-de-France Regional Directorate has moved to a neighbouring building, which has been fully refurbished, in July 2025. This move offers the opportunity to redesign the office layout in consultation with staff, while meeting criteria relating to accessibility and proximity. This new, more energy-efficient site incorporates modern energy management systems and features redesigned workspaces, meeting rooms and communal areas, which will improve staff working conditions. The new premises were officially opened at a ceremony attended by the Director-General of INSEE.

In addition to property-related initiatives,the ecological transition also involves raising awareness and fostering collective thinking. In October 2025, a seminar for the management team at the Nouvelle-Aquitaine Regional Directorate focused on these issues. It aimed to raise managers' awareness of the impacts of climate change and to encourage them to take environmental considerations into account in their management practices and work processes. The discussions helped to identify areas for action across several key themes, such as transport, buildings, the circular economy, and waste management, with a focus on the role of management in supporting these changes. The insights gained from this seminar will contribute in 2026 to the development of an action plan for the ecological transition, which will primarily focus on training initiatives.



Insee building in Dijon

Careers

NSEE recruits people with a wide range of skills covering the following areas:

- **Statistical production:** methodology, design and management of statistical operations.
- **Statistical analyses and studies:** national statistical studies, economic syntheses and short-term economic analyses.
- **Regional action, relations with the public and coordination:** providing expert advice to public officials in the regions, disseminating publications and data, responding to users, and coordinating official statistics.
- **Information technology:** IT development and production support, management and development of the institute's information systems and cybersecurity.
- **Support functions:** documentation and/or archiving management; human resources management; financial management; specialist expertise (law, communications, public procurement, risk prevention); secretarial and administrative support; and logistical support.
- **Data collection:** INSEE relies on a network of specialist interviewers, whether for household or business surveys.



Competitive exams, the training centre and schools

Competitive exams

INSEE mainly recruits its staff through competitive exams. There are 18 internal or external competitive exams across five grades that open the door to a career at INSEE as a survey interviewer, senior administrative assistant, controller, statistical attaché or engineer specialising in statistics, economics and data (INSED).

The INSEE training centre

Opened on 1 February 1996 in Libourne, Gironde, CEFIL is INSEE's training centre. Its primary role is to design and deliver initial training for administrative assistants, controllers and survey interviewers joining INSEE or being promoted to a new grade. It is also responsible for developing distance-learning courses, running an integrated preparatory course (the Talents preparatory course) for the external controller competitive exam, and organising and hosting national or international meetings and seminars.

ENSAE-ENSAI Group

INSEE provides technical oversight for the ENSAE-ENSAI Group, a public higher education and research institution affiliated with the Ministry of the Economy. It comprises four entities:

- The National School of Statistics and Economic Administration (ENSAE), which trains statistical, economic and data engineers (INSED) for the Official Statistical Service and economic statisticians for the private sector.
- The National School of Statistics and Information Analysis (ENSAI), which trains attachés for the Official Statistical Service and managers in statistical engineering, information processing and general economics for the private sector.
- The Study Centre of Economic Programmes (CEPE), which is a continuing professional development facility working for both the public and private sectors.
- The Centre for Research in Economics and Statistics (CREST).

Investing in Continuing Professional Development

To encourage the development of diverse and fulfilling career paths, INSEE's Human Resources department offers public sector employees more extensive training opportunities and personalised support.
INSEE's strategy to transition to the use of open-source software (R, Python, etc.) is accompanied by a specific training initiative aimed at developing a high level of expertise in self-service tools, new programming languages and best practices.

2025 key figures

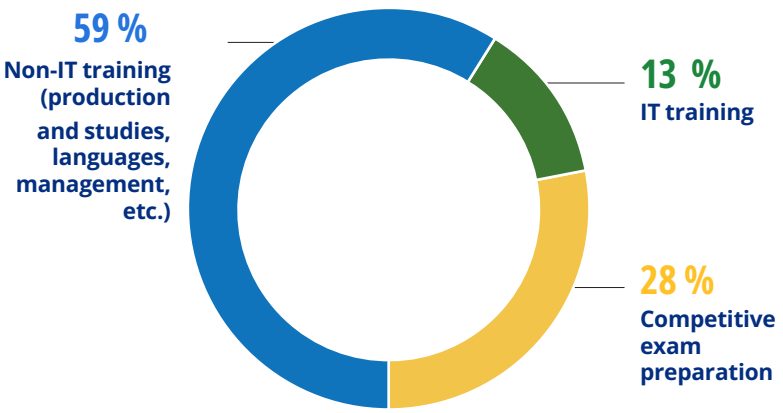
91,8 %

OF STAFF ATTENDED AT LEAST ONE TRAINING EVENT

EACH STAFF MEMBER RECEVEID ON AVERAGE

7 DAYS OF TRAINING

BREAKDOWN OF TRAINING HOURS BY TYPE



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