

OVERALL ACTIONS	C&C	SPECIFIC ACTIONS	KPIs	DELIVERABLES	Responsible	Timing
A1. Enhance institutional visibility and positioning in the European Union to attract talent Overall objective: Strengthen international visibility and institutional reputation to attract excellent researchers and increase competitiveness at the European level.	ALL	A1.1: Include the HRS4R logo on the homepage with a hyperlink to a dedicated certification information section		Updated homepage featuring HRS4R logo and link HRS4R information microsite	Communication	Q4/2025
		A1.2: Improve the dedicated HRS4R web section to enhance clarity and accessibility		HRS4R webpage integrated into the institutional website Updated content repository (Action Plan, policies, KPIs)	Communication	Q4/2025
		A1.3: Improve the design, structure and content of the institutional website	Number of visits to the HRS4R information page	New institutional website Communication and dissemination plan	Communication	Q1/2026
A2. Strengthen Awareness and Commitment to the European Charter for Researchers (C&C) Overall objective: Promote knowledge and practical implementation of the C&C principles among the research community.	ALL	A2.1: Systematically involve researchers in the HRS4R process	Number of researchers participating in the steering committee (minimum 2)		Coordination	Q1/2026
		A2.2: Disseminate periodic information through the internal newsletter	5 news/year	HRS4R webpage integrated into the institutional website	Communication	Q4/2026
		A2.3: Conduct a biennial survey to assess awareness and compliance with the principles	Definition of KPIs based on survey results	Updated content repository (Action Plan, policies, KPIs)	Coordination and working group	Q2-Q4/2026
		A2.4: Include annual training sessions on C&C principles in the continuous training plan	Minimum 2 training sessions At least 100 researchers trained	Annual Training Plan	Training department	Q4/2026
A3. Improve Internal Communication and Accessibility to Institutional Policies and Regulations Overall objective: Ensure fluid communication and regulatory transparency within the research environment.	2 Ethical principles 3 Professional responsibility 4 Professional attitude 5 Contractual and legal obligations 6 Accountability 7 Good practice in research	A3.1: Develop new internal policies in a clear, accessible and transparent manner	Number of new policies published. Monitoring will be adapted to identified needs	List of pending policies Policy development plan Communication and dissemination plan	Management	Q2/2026
		A3.2: Maintain an updated internal repository with all related to research policies and regulations		i-Fundanet	Communication	Q1/2026
		A3.3: Implement a new intranet to improve internal communication		New intranet	Communication	Q4/2027
A4. Foster citizen participation in research Overall objective: Strengthen the link between science and society through active citizen involvement in research projects.	7 Good practice in research 9 Public engagement	A4.1: Engage more researchers in the institute's citizen-participation activities	Number of researchers participating in public engagement activities (baseline 2024: 80)	Presentation at the area meetings with group leaders and other PI's.	Communication	Q4/2025-Q4/2026
		A4.2: Identify new forums and platforms to expand public participation in research projects	Number of new forums/platforms implemented or collaborations established.	Development and approval of a Patient Involvement Plan for research projects.	Scientific Direction	Q4/2027
A5. Implement the Compliance and Ethical Monitoring Unit Overall objective: Ensure responsible research through robust ethical oversight and regulatory compliance mechanisms	5 Contractual and legal obligations 6 Accountability 7 Good practice in research	A5.1: Define compliance indicators, monitoring procedures, and periodic analysis	Set of compliance KPIs formally approved Number of compliance reports produced per year	Compliance Indicators Framework (document) Annual Compliance Monitoring Report	Compliance Unit	Q4/2026
		A5.2: Internal training to communicate actions performed in ethics and compliance	Number of staff trained per year Number of training sessions delivered		Compliance Unit	Q4/2026
		A5.3: Develop and implement mediation and conflict-resolution protocols	Protocol approved and implemented Number of conflict-resolution cases supported Time to resolution of internal conflicts	Mediation and Conflict-Resolution Protocol	Compliance Unit	Q4/2026
		A5.4: Draft and implement the Digital Disconnection Protocol	Digital Disconnection Protocol approved.	Digital Disconnection Protocol Internal dissemination plan and communication materials	Compliance Unit	Q4/2025
		A5.5: Define a prevention and response protocol for sexual harassment, gender-based harassment, and LGTBI discrimination	Protocol approved and published Number of reported cases (monitored annually)	Protocol for the Prevention and Response to Sexual and Gender-Based Harassment and LGTBI Discrimination	HR Unit	Q4/2025
A6. Improve recruitment procedures based on OTM-R principles Overall objective: Align recruitment practices with European standards of transparency, merit, and equity	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code) 16 Judging merit (Code)	A6.1: Strengthen internal communication on OTM-R practices through a specific internal instruction addressed to all staff involved in recruitment	Number of staff trained on OTM-R principles Percentage of recruitment processes aligned with the instruction	OTM-R internal instruction approved and disseminated	HR Unit	Q2/2026
		A6.2: Publish all job offers on EURAXESS and enhance their dissemination on additional platforms	Number of job offers published on EURAXESS (annual) % of research-related job posts disseminated through at least two platforms Increase in international applications received		HR Unit	Q4/2025
		A6.3: Improve the onboarding process for research staff	Satisfaction score of new researchers after 3 months Percentage of new staff completing the onboarding programme	Updated Onboarding Guide Checklist and welcome pack for new research staff	HR/Communication	Q2/2026
		A6.4: Design and implement a digital tool for recruitment and training processes (Microsoft 365-based)	Reduction in administrative time for recruitment workflows Number of training processes managed through the tool	Technical specification document (Phase 1) Talent & Training digital platform (Phase 2)	HR/Training/IT	Q1/2027 Q1/2028
A7. Design an institutional talent attraction policy Overall objective: Establish a clear and sustainable strategy to attract national and international talent, including specific measures aimed at enhancing international recruitment.	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code) 18 Recognition of mobility experience (Code) 19 Recognition of	A7.1: Define the institutional Talent Attraction Policy.	Number of researchers recruited annually Number of international researchers recruited	Talent Attraction Policy	Scientific Direction/HR	4Q/2026
		A7.2: Establish a dedicated office to support internationalisation and the recruitment of international talent.	Number of international researchers attracted Service satisfaction survey results (to be defined)	International Talent Office / Officer Annual service satisfaction report	Scientific Direction/HR	2Q/2026

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	qualifications (Code) 22 Recognition of the profession	A7.3: Benchmark talent attraction policies with other CERCA centres		Talent Attraction Benchmarking Report	Scientific Direction/HR	2Q/2026
A8. Design and implement professional development and career evaluation processes for research staff Overall objective: Consolidate a fair, transparent, and development-oriented evaluation system for researchers	28 Career development 30 Access to career advice	A8.1: Define new quantitative and qualitative evaluation indicators (scientific output, leadership, knowledge transfer, mentoring, impact, etc.) A8.2: Review the promotion and professional development policy and integrate the evaluation process using the new indicators	Number of indicators incorporated (quantitative and qualitative) % of research groups using the new evaluation grid Number of researchers evaluated annually Number of professionals promoted based on the updated criteria	New Evaluation Indicators Framework Revised Career Development and Promotion Policy incorporating the new indicators	Scientific Direction Scientific Direction	1Q/2026 4Q/2027
A9. Design and implement professional development and career evaluation processes for management and technical staff Overall objective: Establish a competence-based, performance-driven and continuous-learning professional development model for technical and administrative staff	28 Career development 30 Access to career advice	A9.1: Define a career structure and professional levels for management and technical staff A9.2: Establish an annual performance evaluation system with clear objectives and structured feedback A9.3: Design training pathways and internal promotion itineraries	Number of staff assigned to a defined professional level Percentage of staff evaluated annually Number of training pathways defined Number of staff completing training itineraries	Career Structure and Professional Levels Document Annual Performance Evaluation System Training and Internal Promotion Pathways Framework	Management Management	4Q/2026 4Q/2026 4Q/2027
A10. Improve the supervision of doctoral and postdoctoral researchers Overall objective: Strengthen the quality of guidance, support, and supervision provided to early-career researchers.	27 Supervision 28. Career development 37. Supervision and managerial duties 30. Access to career advice 39. Training and development	A10.1: Define a procedure to verify the quality and progress of supervision for PhD candidates and postdoctoral researchers. A10.2: Integrate structured supervision into the institutional mentoring programme.	Number of researchers completing a PhD Number of interviews or mentoring meetings conducted	Annual supervision survey	Scientific Direction/Senior Researchers Scientific Direction/Senior Researchers	Q4/2026 Q4/2026
A11. Design and implement a training plan for early-career researchers Overall objective: Promote the professional and personal development of early-career researchers through structured guidance, tailored training, and leadership skills development.	28 Career development 30 Access to career advice 39 Training and development 38 Continuing Professional Development 37 Supervision and managerial duties	A11.1: Define a support and follow-up plan for R1 researchers (predoctoral stage). A11.2: Provide leadership training for emerging group leaders (future IPs)	Number of predoctoral researchers following the itinerary. Number of researchers trained.	R1 Training and Support Itinerary Leadership Training Programme for Emerging PIs	HR / Training Unit / Scientific Direction HR / Training Unit / Scientific Direction	4Q/2026 4Q/2026
A12. Implement occupational risk prevention measures Overall objective: Ensure a safe, healthy, and fully compliant working environment for all research staff.	23 Research environment 24 Working conditions	A12.1: Review and update the Occupational Risk Prevention Plan A12.2: Conduct psychosocial risk surveys and develop corresponding action plans	% Implemented preventive actions (annual programme) % Responses enquesta Number of actions implemented	Occupational Risk Prevention Audit Report Annual Prevention Programme Psychosocial Risk Assessment Report Action Plan Derived from Survey Results	Health & Safety Unit / Management Health & Safety Unit / HR	1Q/2026 3Q/2026
A13. Implement the new Equality Plan 2025–2029 Overall objective: Consolidate gender equality, diversity, inclusion, and non-discrimination within the research environment.	27 Gender balance 10 Non-discrimination 24 Working conditions 34 Complaints and appeals 35 Participation in decision-making bodies 4 Professional attitude	A13.1: Monitoring and implementing the actions defined in the Equality Plan A13.2: Disseminate the Equality Plan and ensure institutional communication A13.3: Open a permanent call for suggestions and feedback on equality and diversity A13.4: Promote awareness and dissemination of work-life balance rights (permits, flexibility, co-responsibility). A13.5: Create an inclusive environment for all groups (gender, LGTBI+, disability, cultural diversity) with dedicated awareness actions and campaigns. A13.6: Update and strengthen the protocol against sexual harassment and harassment based on sex. A13.7: Provide mandatory training for managers and supervisors on harassment prevention and equality mainstreaming. A13.8: Develop a practical guide for the prevention and management of gender-based violence	Number of actions implemented Number of communication actions carried out Number of suggestions received Number of suggestions incorporated into actions. Number of dissemination actions. Number of inclusion activities New collaborations established. Number of cases attended/resolved (confidential and anonymised). Number of managers trained.	Annual monitoring report Equality Plan Committee/Communication Equality Plan Committee/Communication HR Collaboration agreement with PRISMA, LGTBI+ networks, and diversity organisations Protocol updated and published. HR Guide published	Equality Plan Committee Equality Plan Committee/Communication Equality Plan Committee/Communication HR HR HR HR	Q4/2025–Q4/2028 1Q/2026 3Q/2026 4Q/2026 1Q/2027 1Q/2026 2Q/2026 4Q/2027
A14. Improve working conditions and promote staff well-being Overall objective: Enhance overall quality of working life by strengthening working conditions, well-being initiatives, and a supportive and inclusive research environment.	24 Working conditions 23 Research environment	A14.1: Approve the new labour agreement. A14.2: Define a portfolio of social benefits and establish eligibility criteria A14.3: Study and implement improvements in working spaces. Number of spaces renovated or improved A14.4: Conduct comparative salary studies with other CERCA centres and sectoral agreements. A14.5: Implement healthy habits sessions (mindfulness, stress management, well-being, mental health).	New Collective Labour Agreement Number of benefits included in the portfolio % of staff accessing at least one benefit Number of spaces renovated or improved Salary benchmarking report completed Identified gaps and recommendations Improvements implemented following the analysis Number of well-being sessions delivered Staff participation rate	Social Benefits Portfolio Communication campaign Workspace Improvement Plan Report on renovations in Open Space –2 Salary Benchmarking Report (CERCA + sector agreements)	HR / Management HR / Management General Services / Management HR / Management	3Q/2026 4Q/2026 4Q/2026 2Q/2027 HR / Training Unit / Health & Safety Unit

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		A14.7: Create a breastfeeding/lactation room.	Number of staff using the facility	Breastfeeding/Lactation Room	General Services / HR / Health & Safety Unit	2Q/2028
A15. Update and disseminate the Open Science policy Overall objective: Promote transparency, accessibility, and responsible management of scientific outputs in alignment with European Open Science principles	6 Accountability 7 Good practice in research 8 Dissemination and exploitation of results 31 Intellectual property rights 32 Co-authorship	A15.1: Develop the institutional Open Science policy	%Open Publications	Open Science Policy Document	Scientific Direction/Knowledge Unit	4Q/2025
		A15.2: Develop an institutional Data Management Plan (DMP) framework.	DMP template developed and approved Number of projects adopting the institutional DMP Number of researchers trained in data management	Institutional DMP Framework DMP template and guidelines	Scientific Direction/Knowledge Unit	2Q/2026-2Q/2027
		A15.3: Provide at least two annual training sessions on Open Science.	Number of trainings delivered annually (target ≥ 2) Number of researchers trained Number of datasets made openly available (open data)	Annual Training Report on Open Science	Scientific Direction/Knowledge Unit/Training Unit	Q4/2026
		A15.4 Data Management plan elaboration support service launched.	Number of DMP supported		Scientific Direction/Knowledge Unit	3Q/2025
A16: Strength awareness, commitment and implementation of NEW Charter & Code criteria Overall objective: It is essential to maintain the commitment and implementation of the Charter & Code, adapting the actions to the new Charter and Code for Researchers, taking into account Open Science, Integrity, Gender...	ALL	A16.1 Gap analysis with the new Charter & Code principles		Gap Analysis Report (New C&C)	HRSR Committee	3Q/2026
		A16.2 Update the Action Plan incorporating new principles and requirements.		Updated HRS4R Action Plan 2026–2029	HRSR Committee	4Q/2026

ANNEX II. Timeline

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KPI	2025	2026	Target	Responsible	Frequency	Comments
Number of formal misconduct cases recorded	0		0/year	RRI	Annual	
% of misconduct-related conflicts resolved before formal complaint	0		100%	RRI	Annual	
Number of internal training sessions on research integrity and RRI per year	1		≥ 2 sessions/year	RRI	Annual	Integrity Committee launched in early 2025; 1 training delivered
Number of researchers attending integrity/ethics training	30		≥ 100 per year	RRI	Annual	Integrity Committee launched in early 2025; 1 training delivered
Number of citizen engagement activities carried out annually	95		≥ 50 activities/year	Communication	Annual	
Number of researchers participating in citizen engagement activities	80		100/year	Communication	Annual	
Number of HRS4R-related news items published in the internal newsletter per year			5/year	Communication	Annual	New 2026
Number of annual training sessions on C&C/HRS4R			≥ 2 sessions/year	Communication	Annual	New 2026
Number of researchers trained in C&C principles			≥ 100 per year	Communication	Annual	New 2026
% of vacancies advertised on EURAXESS	<20%		≥80%	HR	Annual	
% of newly recruited R2 researchers from abroad			25%	HR	Annual	New 2026 Calculated over newly hired postdocs
Number of researchers attracted through competitive national/international programmes	1		+2	Scientific Direction/HR	Annual	
Number of researchers completing a PhD	71		+5	Scientific Direction/HR	Annual	
Number of predoctoral researchers following the R1 training and support itinerary			>50%	HR / Training / Scientific Direction	Annual	New 2026
Number of researchers trained in leadership (future IPs)			2 / year	HR / Training / Scientific Direction	Annual	New 2026
New stability of research contracts (R1–R4)			+2	Scientific Direction/HR	Annual	New 2026
Number of leadership and mentoring activities delivered			+2	Training / Scientific Direction	Annual	New 2026
Number of incoming and outgoing mobility experiences supported			+2	Scientific Direction/HR	Annual	New 2026
Increase in the number of international researchers employed at the institute			+1	Scientific Direction/HR	Annual	New 2026
Percentage of publications available in Open Access	60		>80%	Knowledge manage	Annual	Last KPI from 2024
Number of researchers trained in data management and FAIR principles			Increase annually	Knowledge manage	Annual	New 2026
Number of Open Science training sessions delivered			≥ 2 sessions / year	Knowledge manage	Annual	New 2026
Number of datasets made openly available (Open Data) in certified repositories			Increase annually	Knowledge manage	Annual	New 2026

- 1 Research Freedom,
- 2 Ethical principles,
- 3 Professional responsibility,
- 4 Professional attitude,
- 5 Contractual and legal obligations,
- 6 Accountability,
- 7 Good practice in research,
- 8 Dissemination exploitation of results,
- 9 Public engagement,
- 10 Non-discrimination,
- 11 Evaluation/appraisal Systems,
- 12 Recruitment,
- 13 Recruitment (Code),
- 14 Selection (Code),
- 15 Transparency (Code),
- 16 Judging merit (Code),
- 17 Variations in the chronological order of CVs (Code),
- 18 Recognition of mobility experience (Code),
- 19 Recognition of qualifications (Code),
- 20 Seniority (Code),
- 21 Postdoctoral appointments (Code),
- 22 Recognition of the profession,
- 23 Research environment,
- 24 Working conditions,
- 25 Stability and permanence of employment,
- 26 Funding and salaries,
- 27 Gender balance,
- 28 Career development,
- 29 Value of mobility,
- 30 Access to career advice,
- 31 Intellectual property rights,
- 32 Co-authorship,
- 33 Teaching,
- 34 Complaints/appeals,
- 35 Participation in decision-making bodies,
- 36 Relation with supervisors,
- 37 Supervision and managerial duties,
- 38 Continuing professional development,
- 39 Access to research training and continuous development,
- 40 Supervision

COMPLETED
EXTENDED
IN PROGRESS

PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

- 1,1. ETHICS AND RESEARCH INTEGRITY
- 1,2. FREEDOM OF SCIENTIFIC RESEARCH
- 1,3. OPEN SCIENCE
- 1,4. GENDER EQUALITY
- 1,5. EMBRACING DIVERSITY
- 1,6. THE RESEARCHER
- 1,7. FREE CIRCULATION OF RESEARCHERS
- 1,8. SUSTAINABILITY OF RESEARCH

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

- 2,1. RESEARCHERS' ASSESSMENT
- 2,2. RECRUITMENT
- 2,3. SELECTION
- 2,4. CAREER PROGRESSION

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

- 3,1. WORKING CONDITIONS, FUNDING AND SALARIES
- 3,2. STABILITY OF EMPLOYMENT
- 3,3. CONTRACTUAL AND LEGAL OBLIGATIONS
- 3,4. DISSEMINATION AND EXPLOITATION OF RESULTS

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

- 4,1. VALUING DIVERSE RESEARCH CAREERS
- 4,2. CAREER DEVELOPMENT AND ADVICE
- 4,3. CONTINUOUS PROFESSIONAL DEVELOPMENT
- 4,4 SUPERVISION AND MENTORING