HR Excellence in Research

Action Plan

Dear User, please be advised that the **EURAXESS** and **HR Excellence in Research** portals will be unavailable for scheduled maintenance on **7 Oct 2026, from 13:00 to 16:00 CET**. We apologize for any inconvenience this may cause and appreciate your understanding.

Action Plan

Case number

2025PT372300

Name Organisation under review

instituto de biologia experimental e tecnológica

Organisation’s contact details

Avenida da Republica - Qta do Marquês, Oeiras, 2780-157, Portugal

Submission date to the European Commission

06/10/2026

1. Organisational Information

Please provide a limited number of key figures for your organisation. Fields marked with * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	228
Of whom are international (i.e. foreign nationality) *	20
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	77
Of whom are women *	156
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	66
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	38
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	124
Total number of students (if relevant) *	58
Total number of staff (including management, administrative, teaching, and research staff) *	260

RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	21548436,04
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5826557,13
Annual funding from private, non-government sources, designated for research	15721878,91

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Founded in 1989, iBET is a private, non-profit R&D institution operating at the interface between academia and industry in health sciences and biotechnology. Its core areas include bioprocess development for advanced therapies, in vitro models for pre-clinical research, and protein characterization for drug design. Through more than 60 laboratories and specialized units, iBET supports innovation from early-stage research to clinical applications. With a diverse workforce of around 270 staff, of whom 67% are women, iBET fosters an inclusive and collaborative research environment, combining scientific excellence, advanced training, international partnerships, and strong engagement in European research and innovation projects.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the European Charter for Researchers at your organisation.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science*

Strengths and Weaknesses (max. 800 words)

Strengths

iBET demonstrates a strong and coherent approach to the principles of Ethics, Integrity, Gender, and Open Science, supported by established policies and governance mechanisms, and a collaborative research environment aligned with national and international standards.

In the domain of ethics and research integrity, iBET has implemented a comprehensive framework applicable to all staff. The Code of Ethics and Conduct, available in both Portuguese and English, promotes integrity, accountability, and professional behavior across the organization and is reinforced through onboarding activities and internal communication. Additional governance mechanisms, including a confidential reporting channel, conflict-of-interest declarations, and the recently approved Intellectual Property Manual, further support transparency, accountability, and responsible research practices.

iBET also fosters an environment that balances scientific freedom with strategic alignment. Researchers are encouraged to develop and pursue innovative research ideas within funded projects while benefiting from guidance provided by the Committee for Science. Strong participation in national and European funding programs, combined with collaborations involving academic and industrial partners, promotes interdisciplinarity, innovation, and scientific excellence. Internal funding opportunities and support for conference participation further contribute to researchers' professional development, particularly at early career stages.

Open Science principles are embedded in research activities. The organization supports open-access publishing, responsible data management, and the application of FAIR principles. Financial support for publications and encouragement of data sharing contribute to transparency and reproducibility, while participation in collaborative initiatives and the adoption of open-source practices strengthen institutional capabilities. Researchers are also involved in outreach and science communication activities, increasing the societal impact and visibility of research outcomes.

Gender equality, diversity, and inclusion represent additional institutional strengths. The Gender Equality and Inclusion Plan supports equitable practices in recruitment, career development, and governance. The strong representation of women throughout the organization, including in management positions, reflects a balanced and inclusive working environment. These principles are reinforced through anti-discrimination provisions in the Code of Ethics and Conduct. Furthermore, the multicultural composition of the workforce contributes to a dynamic, diverse, and internationally oriented research environment.

Researchers benefit from a well-structured support framework. Access to funding opportunities is facilitated through centralized information and administrative support, while governance mechanisms ensure compliance with ethical, legal, and financial requirements through approval procedures and regular monitoring. Standardized reporting practices and routine meetings promote accountability and alignment with institutional objectives.

International mobility and knowledge exchange are actively encouraged through collaboration networks, scientific missions, internships, and seminars involving external experts. These initiatives contribute to professional development, institutional visibility, and scientific

integration.
Sustainability is increasingly embedded in iBET's activities. Alignment with the United Nations Sustainable Development Goals and the incorporation of Environmental, Social, and Governance (ESG) principles demonstrate a strong commitment to responsible organizational practices. Practical measures such as resource efficiency, waste reduction, and circularity initiatives demonstrate environmental responsibility, while research activities contribute to sustainable solutions in biotechnology and agrifood systems.

Weaknesses
Although the overall implementation of Pillar 1 is strong, several opportunities have been identified to further strengthen institutional practices and promote continuous improvement.
The primary area for development relates to the formalization of a research integrity framework. While iBET has established a solid ethical framework, the organization intends to strengthen its approach through the development of a dedicated Code of Research Integrity and Ethics document that will complement the existing Code of Ethics and Conduct and Intellectual Property Regulation. This initiative will provide a more comprehensive framework for responsible research conduct and promote greater consistency across research activities. Following its implementation, the annual training plan will be reviewed to ensure effective dissemination and awareness across the research community.
Similarly, Open Science practices and principles will be further reinforced through the dedicated Code of Research Integrity and Ethics, which will consolidate institutional expectations regarding responsible data management, transparency, reproducibility, and knowledge sharing, thereby strengthening implementation across the organization.
Although gender equality and inclusion indicators are positive, continued monitoring of diversity across career stages and leadership positions remains important to ensure sustained balance and identify potential areas requiring targeted action as the organization evolves.
As research activities continue to expand, further digitalization and simplification of administrative and research management processes is needed to ensure efficiency and reduce administrative burden for researchers. These improvements are already being addressed through the ongoing Digital Transformation program, which aims to build on existing systems and practices to provide a more streamlined and integrated research environment.
Sustainability practices are being established and will be supported through ESG monitoring and reporting mechanisms. iBET will continue its efforts to consolidate sustainability indicators and integrate them into its assessment processes.

Researchers assessment, recruitment, and progression*

Strengths and Weaknesses (max. 800 words)

Strengths

iBET has established a structured approach to researchers' assessment, recruitment, selection, and career development that is aligned with national legislation and the principles of Open, Transparent, and Merit-based Recruitment (OTM-R). Institutional practices promote transparency, fairness, equal opportunities, and professional growth across all career stages.

In the area of researchers' assessment, iBET has implemented a comprehensive Annual Performance Evaluation System applicable to PhD holders and support staff. The process combines self-assessment, supervisor feedback, and a harmonization stage involving Human Resources and institutional leadership, supporting consistency and fairness across teams. Assessments consider both qualitative and quantitative criteria, including individual objectives, professional development, competencies, and contributions to institutional goals. Guidance sessions organized by the People & Culture team foster a shared understanding of evaluation criteria and expectations. The evaluation framework is linked to functional levels, career progression, competency development, and compensation policies, supporting both vertical and horizontal career growth. Initiatives such iBET internal innovation programs (iBETXplore) further promote scientific excellence by providing internal funding opportunities and exposure to external evaluation processes.

Regarding recruitment, iBET follows a structured and transparent framework aligned with OTM-R principles. Procedures and guidelines are clearly defined and accessible through the intranet, while vacancies are widely disseminated via institutional platforms, EURAXESS, and other relevant channels to attract diverse candidates. Job advertisements generally include key elements such as selection criteria, required competencies, and recruitment stages, contributing to clarity for applicants. The application process is efficient and user-friendly, minimizing administrative burden and ensuring confirmation of submission. Equal opportunities are actively promoted, with consideration given to career breaks and diverse career paths. Selection criteria are adapted to career stages, with senior roles emphasizing leadership and management competencies.

In the selection phase, iBET ensures compliance with national legal frameworks and institutional procedures, promoting fairness, transparency, and merit-based evaluation. Selection Committees are composed of qualified members and include an odd number of participants to minimize bias and ensure balanced decision-making. Formal declarations of conflicts of interest are required, reinforcing integrity. The selection process includes administrative pre-screening by Human Resources, followed by evaluation using standardized tools aligned with predefined criteria. Candidate assessment focuses on scientific and technical expertise, complemented by transversal competencies such as communication, teamwork, and project management. Shortlisted candidates are invited for interviews, with flexibility for remote or in-person formats, and external experts may be involved when appropriate. Results for publicly funded positions are published, and feedback is provided at advanced stages. These practices ensure a transparent and structured process.

iBET provides a framework to support professional development and recognition. Career pathways combine vertical progression, associated with increased responsibilities, and horizontal progression, recognizing advanced technical expertise. Development practices address the needs of researchers at different career stages, from early-stage to senior positions. The Annual Performance Evaluation System supports decision-making related to career development. The organization promotes equal opportunities, with transitions from fixed-term to permanent contracts aligned with funding and legal provisions. Responsible authorship and recognition of intellectual contributions are encouraged through transparent co-authorship and co-inventorship practices. Mobility is also a key component, with opportunities for international exchanges and internal movement across scientific and operational areas, supporting multidisciplinary development. A structured procedure enables internal mobility through formal applications for new roles.

Weaknesses

Although implementation of Pillar 2 is strong, several areas have been identified for further improvement.

The Annual Performance Evaluation System is well established. However, the absence of a formal mid-year review limits opportunities for structured feedback and timely adjustment of objectives. Introducing a mid-cycle review would strengthen ongoing dialogue between employees and supervisors, and support continuous performance development.

Recruitment practices are transparent and aligned with OTM-R principles, but continuous training and awareness initiatives for staff involved in recruitment support consistent application of these principles, while further standardization of job advertisements and clearer communication will strengthen the process. Greater visibility of the status and stages of ongoing recruitment processes on iBET’s careers website would further enhance transparency and help candidates manage expectations throughout the recruitment lifecycle.

These improvements build on existing strengths and reflect iBET's commitment to continuously enhancing researcher assessment, recruitment, selection, and career development practices in line with evolving European best practices.

Working conditions and practices*

Strengths and Weaknesses (max. 800 words)

Strengths

iBET demonstrates a structured and comprehensive approach to working conditions and practices, supported by clear institutional policies, robust infrastructure, and a strong commitment to researcher well-being, safety, and professional development.

In terms of working conditions, funding, and salaries, iBET provides a safe, inclusive, and well-supported research environment. The Institute operates across a combination of modern, fully compliant facilities and older premises managed by external entities. While some structural limitations exist in these externally managed buildings, iBET has implemented measures to mitigate accessibility and safety constraints, ensuring functional and secure working conditions. Its own facilities fully comply with national health, safety, and accessibility regulations and are supported by an active Security Committee responsible for safety procedures and regular training. Employees benefit from structured onboarding, including laboratory safety and best practices, contributing to a well-prepared workforce.

iBET places significant emphasis on employee well-being, offering a range of benefits such as health insurance and mental health support through the iBET Care program. Flexible working arrangements are considered on a case-by-case basis, reflecting responsiveness to individual needs. A strong ethical and inclusion framework, supported by the Code of Ethics and Conduct and the Gender Equality and Inclusion Plan, promotes a respectful and equitable workplace. Remuneration policies are structured and aligned with qualifications and responsibilities through a clear salary framework.

Regarding the stability of employment, iBET shows a clear commitment to secure and sustainable career paths. Employment contracts are prioritized over fellowships, which are primarily used for advanced training purposes. Most researchers transition from fixed-term to permanent contracts, contributing to employment stability. Social protection is ensured through benefits aligned with national legislation, including healthcare, parental leave, and pension schemes. Career development is further supported through training opportunities focused on transversal skills such as leadership and communication.

In the area of contractual and legal obligations, iBET demonstrates a high level of compliance and transparency. Researchers are informed of regulatory requirements through onboarding sessions and bilingual intranet resources, while administrative teams actively disseminate relevant information. The recently implemented Intellectual Property Manual provides additional clarity regarding the management of research outputs. Strong data protection and information security frameworks are in place, ensuring compliance with GDPR and alignment with ISO 27001 standards. Governance is reinforced through dedicated roles and committees overseeing data

protection and cybersecurity, while regular audits, training initiatives, online learning resources, and mandatory laboratory safety training support compliance and awareness. These measures are complemented by a Business Continuity Plan that strengthens operational resilience.

Dissemination and exploitation of research results are strongly embedded in iBET's mission and research culture. The Institute actively promotes scientific dissemination through peer-reviewed publications, conferences, collaborative activities, and open-access practices. Researchers are encouraged to engage with academic and non-academic audiences, increasing the visibility and societal impact of research outcomes. Intellectual property is managed through collaboration with external experts and supported by a formal institutional policy that balances knowledge dissemination with the protection of innovation.

Weaknesses

Although the overall implementation of Pillar 3 is strong, several opportunities have been identified to further strengthen existing practices.

iBET will continue to strengthen communication and awareness regarding working conditions, employee benefits, and institutional support mechanisms. Periodic staff surveys will be complemented by additional assessment mechanisms to assess perceptions of working conditions and identify opportunities for continuous improvement. In alignment with European requirements, a Salary Transparency Plan will be developed and implemented.

Contractual, legal, and compliance frameworks are robust, while continuous monitoring and regular updates of procedures are being undertaken to address evolving regulatory, data protection, and cybersecurity requirements.

Finally, while dissemination activities within scientific communities are well established, engagement with broader public audiences remains less developed. Continued efforts to expand outreach and science communication activities to a broader public audience will further enhance the societal impact and visibility of iBET's research.

Research careers and talent development*

Strengths and Weaknesses (max. 800 words)

Strengths

iBET presents a well-integrated approach to research careers and talent development, underpinned by structured processes, a collaborative culture, and close links with academic and industry partners. The Institute demonstrates strong practices in promoting diverse career paths, continuous learning, and progressive responsibility across career stages.

iBET recognizes career diversity as a strategic asset and actively promotes it throughout the research lifecycle. Researchers are encouraged to define annual functional and personal development goals that are discussed with supervisors during the performance evaluation process. This approach aligns individual aspirations with institutional priorities while facilitating the identification of personal and technical development needs. A strong focus on applied research enables researchers to acquire industry-relevant skills, including project management, technology transfer, and collaboration with industrial partners, enhancing employability across sectors. Early-career researchers are actively involved in supervision, laboratory management, and collaborative projects, while more senior researchers assume broader responsibilities in teaching, supervision, peer review, participation in scientific committees and in iBET's scientific and business strategy. Internal collaboration and mobility across research domains and functional areas further broaden career opportunities.

Career development is supported through a structured framework based on the annual performance review process and an institutional training plan coordinated by the People & Culture area. The training plan covers both technical and transversal skills, ensuring balanced professional development. Continuous guidance is embedded in the institutional culture through regular interactions with supervisors and informal mentoring across career levels. Early-stage researchers benefit from close support from experienced colleagues, while senior researchers receive strategic input from internal and external collaborators and experts. Additional development opportunities are provided through workshops, mentoring initiatives, and participation in national and international research networks. The People & Culture team also provides individual career counseling, helping employees identify and pursue relevant development opportunities.

iBET fosters a dynamic learning environment that supports continuous professional development. Researchers have access to a wide range of training activities, including workshops, conferences, e-learning opportunities, and participation in collaborative projects. These activities are tailored to different career stages and support the development of technical, scientific, and transversal competencies. The Institute hosts a significant number of Master's and PhD students, providing hands-on experience in applied research while complementing academic training. External evaluation mechanisms, including interactions with partners and thesis advisory committees, contribute to professional growth and quality assurance. Researchers at intermediate and senior levels are actively

involved in supervision, mentoring, and teaching, further strengthening leadership and management skills. Strong collaborations with academic and industrial partners provide access to specialized training and exposure to emerging scientific and technological developments.

With regard to supervision and mentoring, iBET has established a multi-level approach. Senior researchers play a central role in the formal supervision of students and junior staff, while postdoctoral researchers contribute to day-to-day guidance and mentoring. Early-stage researchers also participate in onboarding and peer-support activities, fostering leadership and communication skills from an early stage, while being actively encouraged to apply for competitive funding schemes to develop their research profiles, strengthen their CVs, and secure resources to pursue innovative research ideas. Clear reporting lines and regular progress meetings ensure access to guidance and feedback. Supervision responsibilities and competencies are embedded within the institutional framework of functional levels and competency domains, reinforcing their importance in career development. In addition, the organization promotes training in leadership, communication, and conflict management to strengthen supervisory quality.

Weaknesses

Although the overall implementation of Pillar 4 is strong, several opportunities have been identified to further enhance existing practices and support continuous development.

Career development mechanisms are clearly established, but greater visibility of different career pathways and associated competencies would further support career planning. Continued efforts to communicate both scientific and non-scientific career pathways would help researchers better understand and pursue diverse professional trajectories.

Career support mechanisms are comprehensive and benefit from a strong culture of informal mentoring. However, the development of a formal mentoring program, initially implemented as a pilot initiative, would help ensure a more consistent mentoring experience across the organization and facilitate knowledge transfer between career stages.

Despite the existence of strong supervision practices, approaches may vary across teams and research groups, creating an opportunity for greater standardization. To address this, dedicated informative sessions will be included in the annual training plan. Furthermore, the planned development of a dedicated Code of Research Integrity and Ethics is expected to provide additional guidance on supervision, mentoring, and responsible conduct, reinforcing institutional standards.

Overall, future improvements will focus on further formalizing mentoring practices, strengthening career pathway advice, and promoting greater consistency in supervision and mentoring across the organization. These actions build on existing strengths and support iBET's commitment to continuous development of research careers and talent.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation’s website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

https://www.ibet.pt/about-us/hr-excellence-in-research/ (https://www.ibet.pt/about-us/hr-excellence-in-research/)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
Execute a training action on iBET Intellectual Property guidelines to raise awareness and ensure the proper application of Intellectual Property Manual, supporting the protection, management, and valorization of research outputs in line with institutional policies. As a result, the iBET Training Plan shall be updated to incorporate this training activity on a recurring basis.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Annual (starting Q3-Q4 2027)

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Senior Leadership Team	Updated training plan (Q1 2027); Implement 1 training session/year with a participation rate of ≥60%, for R1-R4 (Q3-Q4 2027), ensuring a total of participation of 95% every 2 years.

Proposed actions

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Execute a training action on Feedback to strengthen the ability of supervisors and researchers to deliver effective, structured, and continuous feedback, supporting performance, communication, and professional development. As a result, the iBET Training Plan shall be updated to incorporate this training activity on a recurring basis.	(+/-) 9. RESEARCHERS' ASSESSMENT (+/-) 12. CAREER PROGRESSION (+/-) 20. SUPERVISION AND MENTORING	Annual (starting Q4 2027)"

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Committee for Science (C4S)	Updated training plan (Q1 2027); Implement 1 training session/year with a participation rate of ≥60% for all iBET community (Q4 2027), ensuring a total of participation of 95% every 2 years.

Proposed actions

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
Implement a Code of Research Integrity and Ethics, complementing the existing Code of Ethics and Conduct and reinforcing research integrity, responsible supervision and mentoring, Open Science, FAIR data management, open-access publication, open-source workflows, and science communication.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 3. OPEN SCIENCE (+/-) 12. CAREER PROGRESSION (+/-) 20. SUPERVISION AND MENTORING	Q3 2027

Responsible Unit	Indicator(s) / Target(s)
External Affairs & Communication + Committee for Science	Code of Research Integrity and Ethics approved and published (Q3 2027); Code has to be acknowledge by 100% of research staff through a signed statement of commitment (Q3 2027).

Proposed actions

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
Execute a training action regarding the Code of Research Integrity and Ethics to promote awareness and the consistent application of research integrity, ethical standards, and open science practices, ensuring responsible research conduct and alignment with institutional policies. As a result, the iBET Training Plan shall be updated to incorporate this training activity on a recurring basis.	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 3. OPEN SCIENCE (+/-) 12. CAREER PROGRESSION (+/-) 20. SUPERVISION AND MENTORING	Annual (starting Q2 2028)

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Committee for Science	Updated training plan (Q1 2028); Implement 1 training session/year with a participation rate of ≥60% for R1-R4 (Q2 2028), ensuring a total of participation of 95% every 2 years.

Proposed actions

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
Formalize mid-year reviews, encouraging Lab Heads and supervisors to reflect on the progress of their team members annual performance goals.	(+/-) 9. RESEARCHERS' ASSESSMENT (+/-) 12. CAREER PROGRESSION (++) 17. VALUING DIVERSE RESEARCH CAREERS	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Senior Leadership Team	Mid-year review process formally defined and communicated (Q2 2027); The guideline for check-ins are developed and published on iBET's intranet (Q2 2027); Ensure ≥60% of iBET Collaborators perform the mid-year review (Q3 2027).

Proposed actions

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
Review iBET recruitment procedure to ensure full alignment with OTM-R principles, clearly documenting all stages, criteria, and decision-making processes, thereby enhancing transparency, consistency, and fairness across all recruitment activities.	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Quality Systems + Human Resources	Updated recruitment procedures formally approved and published (Q2 2027); Availability of standardized documentation templates for all recruitment stages (Q2 2027); Evaluate that 100% of the recruitments are aligned with OTM-R guidelines and implemented procedure (Q3 2028).

Proposed actions

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
Ensure full standardization of iBET job announcements, to guarantee consistent and comparable information, following the OTM-R principles and the national legislation.	(+/-) 10. RECRUITMENT	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Human Resources + People & Culture	Implement a revised template (Q2 2027); Verify that 100% job ads use the standard template (Q4 2027).

Proposed actions

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
Update job announcements on iBET's website to clearly indicate recruitment stages, improving transparency and enabling candidates to better understand the process and manage expectations.	(+/-) 11. SELECTION	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Human Resources + People & Culture	Created labels for job phase and display them on each job announcement on iBET's careers webpage (Q2 2027).

Proposed actions

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
Develop and formalize guideline materials for best recruitment practices, aligned with the OTM-R practices, ensuring a shared and consistent understanding of evaluation criteria, scoring systems, and decision-making processes.	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION	Q3 2027

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Committee for Science	Guidelines developed and published on iBET's intranet (Q3 2027).

Proposed actions

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
Execute a training action on OTM-R principles to ensure their consistent application by Selection Committee members and promote fair, transparent, and merit-based recruitment practices. As a result, the iBET Training Plan shall be updated to incorporate this training activity on a recurring basis.	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION (+/-) 12. CAREER PROGRESSION	Annual (starting Q4 2027)

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Human Resources	Updated training plan (Q1 2027); Implement 1 training session/year with a participation rate of ≥60% for R3-R4 (Q4 2027), ensuring a total of participation of 95% every 2 years. Evaluate that 100% of the recruitments are aligned with OTM-R guidelines and implemented procedure (Q3 2028).

Proposed actions

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)
Develop and implement a Salary Transparency Plan to enhance fairness, clarity and communication regarding remuneration, in line with European recommendations.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q1 2027

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Executive Committee	Salary Transparency Plan formally developed and approved (Q1 2027); Key principles and information on salary structure communicated internally (Q2 2027).

Proposed actions

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
Implement periodic surveys to systematically assess staff perceptions of working conditions and identify areas for improvement.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Annual (starting Q4 2027)

Responsible Unit	Indicator(s) / Target(s)
Human Resources + People & Culture	Conduct 1 survey/year (Q4 2027); Ensure ≥60% response rate; Develop an action plan derived from results (Q1 2028).

Proposed actions

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
Maintain and further promote activities of scientific dissemination for the general public, ensuring visibility of research outcomes and encouraging researchers participation in outreach initiatives.	(++) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1 2027

Responsible Unit	Indicator(s) / Target(s)
External Affairs & Communication + Committee for Science	Prepare annual plan for outreach activities (Q1 2027); Monitor participation in outreach activities, with execution of ≥70% of planned activities (Q1 2028)

Proposed actions

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)
Initiate a pilot mentoring program across career levels (R1–R4), encouraging cross-team, cross-level and, where possible, international mentoring.	(+/-) 18. CAREER DEVELOPMENT AND ADVICE (+/-) 20. SUPERVISION AND MENTORING	Q4 2027

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Senior Leadership Team	Design Pilot Mentoring Program framework (Q4 2027); Implementation of the pilot mentoring program (Q1-Q3 2028); Assessment of the pilot mentoring program and evaluate its future full implementation (Q4 2028)

Proposed actions

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)
Promote initiatives to further disseminate different career paths, namely within biotech and health scientific research areas.	(++) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE	Q1 2027

Responsible Unit	Indicator(s) / Target(s)
External Affairs & Communication + Committee for Science	Prepare annual activities plan (Q1 2027); Implementation of the planned activities (Q2-Q4 2027); Monitor execution of planned activities (Q1 2028)

Proposed actions

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)
Develop a supervision toolkit, providing guidelines for supervisors on how to better support PhD and MSc students and young researchers, which will be available on iBET's intranet.	(+/-) 20. SUPERVISION AND MENTORING	Q2 2028

Responsible Unit	Indicator(s) / Target(s)
People & Culture + External Affairs & Communication	Supervision toolkit developed and made available on the intranet both in English and in Portuguese (Q2 2028).

Proposed actions

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)
Promote formal meetings between supervisors with different seniority levels to allow the exchange of experience and training, increasing consistency in supervision practices across teams.	(+/-) 20. SUPERVISION AND MENTORING	Q1 2028

Responsible Unit	Indicator(s) / Target(s)
People & Culture + External Affairs & Communication	Prepare annual planning (Q1 2028); Implement regular meetings between researchers with supervisory roles, at least ≥ 2 meetings/year (Q2 2028).

Proposed actions

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)
Develop a tool to ensure at least yearly monitorization of gender balance across seniority and leadership.	(++) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY	Q4 2027

Responsible Unit	Indicator(s) / Target(s)
People & Culture + Human Resources	Annual report made available on iBET's intranet (Q4 2027).

Unselected principles:

(++) 2. FREEDOM OF SCIENTIFIC RESEARCH (++) 6. THE RESEARCHER (++) 7. FREE CIRCULATION OF RESEARCHERS

(++) 8. SUSTAINABILITY OF RESEARCH (++) 14. STABILITY OF EMPLOYMENT (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS

(++) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions

listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

The establishment and implementation of an Open, Transparent and Merit-Based Recruitment (OTM-R) Policy is a key component of iBET's Human Resources Strategy for Researchers. The Institute has progressively developed a structured recruitment framework in compliance with the Portuguese Labour Code and the guidelines issued by the Portuguese Agency for Research and Innovation (AI2), concerning research fellows and the hiring of doctoral researchers. This is further aligned with the European Charter for Researchers, and the Code of Conduct for the Recruitment of Researchers. These principles are consolidated within a dedicated OTM-R Policy, which formalises existing practices and provides a common framework applicable to all recruitment processes.

iBET already implements a wide range of OTM-R principles through established procedures, internal guidelines, and recruitment practices that are available to the whole iBET community via its intranet. Recruitment opportunities are publicly advertised through multiple channels, including the institutional website, EURAXESS, LinkedIn, and other platforms required by legislation or funding agencies. Job advertisements are available in Portuguese and English and generally include information on eligibility criteria, required competences, evaluation methods, selection committees, and application procedures. iBET recruitment procedure keeps the administrative burden for the candidates to a minimum and the candidates are informed via an automatic email that their application was well received. Candidate assessment is based on predefined criteria and documented evaluation tools, ensuring fairness, impartiality, and merit-based decision-making. Selection Committee members are required to declare conflicts of interest, and recruitment outcomes are communicated in accordance with applicable legal requirements.

The OTM-R Checklist was used as a key self-assessment tool during the HRS4R Gap Analysis process. The outcomes of this assessment were systematically translated into the institutional Action Plan, allowing iBET to identify strengths, gaps, and priority improvement areas. Most OTM-R principles were assessed as either fully implemented or substantially implemented, demonstrating a mature recruitment framework while also highlighting opportunities for continuous improvement.

To ensure effective implementation and long-term sustainability, iBET established an HRS4R governance structure comprising a dedicated Working Group and a Steering Committee, which includes representatives of the Executive Committee and senior institutional leadership. These structures are responsible for monitoring progress, reviewing achievements, prioritising actions, and ensuring alignment between HRS4R objectives and the Institute's strategic priorities.

Several actions arising from the OTM-R Checklist have already been incorporated into the HRS4R Action Plan. These include strengthening training for Selection Committee members, further standardising job advertisements (including clear link do iBET OTM-R policy available in the iBET website), reinforcing evaluator guidance materials, improving candidate communication and feedback mechanisms, and promoting balanced and inclusive recruitment practices. Specific OTM-R training modules will be incorporated into the People & Culture training program,

ensuring that recruitment-related topics become part of the Institute's regular training cycle and are delivered at periodic intervals. This approach guarantees long-term sustainability, institutional consistency, and continuous awareness of OTM-R principles among all involved in recruitment and selection processes. In parallel, iBET will review and update its existing recruitment procedure to ensure full alignment with the OTM-R Policy, European Commission recommendations, and the actions identified through the Gap Analysis process.

To reinforce transparency and accessibility, a dedicated HRS4R section was created on the institutional website. This page communicates iBET's commitment to the HR Excellence in Research Award and provides public access to relevant documentation, including the OTM-R Policy, HRS4R Action Plan.and other supporting documents. This initiative will strengthen transparency towards candidates, employees, and external stakeholders, while facilitating access to information related to recruitment and career development.

Furthermore, the implementation of OTM-R principles will be monitored through periodic internal audits integrated into iBET's Quality Management System. These audits will assess compliance with recruitment procedures, evaluate the effectiveness of implemented measures, identify opportunities for improvement, and support evidence-based decision-making. The OTM-R Policy, OTM-R Checklist, Gap Analysis, and HRS4R Action Plan are closely interlinked and will be periodically reviewed throughout the HRS4R implementation cycle, ensuring consistency, continuous improvement, and alignment between identified gaps, planned actions, and achieved outcomes.The OTM-R Checklist will continue to be used as a monitoring and self-assessment instrument, allowing the Institute to periodically review progress and ensure continuous alignment with European Commission recommendations and HRS4R requirements.

Through this integrated approach, combining policy, training, governance, communication, quality management, and continuous improvement, iBET aims to ensure that Open, Transparent and Merit-Based Recruitment principles are not only implemented but systematically embedded within its Institutional culture and Human Resources practices.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan (max. 1000 words).

The implementation of iBET's HRS4R Action Plan will follow a structured, participatory, and continuous improvement approach, ensuring the progressive integration of the principles of the European Charter for Researchers into the Institute's policies, procedures, and organisational culture. The Action Plan was developed based on the outcomes of the Gap Analysis and reflects identified priorities, institutional needs, and opportunities for improvement across the four pillars of the European Charter for Researchers.

Implementation will be supported by a dedicated governance structure comprising an HRS4R Working Group and a Steering Committee that includes representatives of the Executive Committee and senior institutional leadership. The Working Group will coordinate the operational implementation of actions, engage relevant stakeholders, monitor progress, and promote communication activities. The Steering Committee will provide strategic oversight, review progress, support decision-making, allocate resources when necessary, and ensure alignment between the HRS4R Action Plan and iBET's institutional strategy. This governance model aims to ensure accountability, long-term commitment, and active management support throughout the implementation process.

The implementation process will involve multiple organizational areas, including People & Culture, Human Resources, Quality System, Research Units, External Affairs & Communication, and members of the research community. Depending on their scope, actions will be implemented through the development or revision of policies and procedures, creation of guidance documents and toolkits, communication activities, training programs, monitoring mechanisms, and continuous feedback processes. This cross-functional approach will facilitate broad institutional engagement and ensure that HRS4R principles are embedded across the organization.

A key element of the implementation strategy is the integration of HRS4R actions into existing institutional management systems whenever possible. Rather than creating parallel processes, iBET aims to incorporate the planned actions into established governance, human resources, training, communication, and quality management practices. This approach will enhance sustainability, facilitate implementation, and support long-term institutional ownership of the process. In particular, several HRS4R actions will be integrated into the Institute's annual training program, ensuring that topics such as research integrity, ethics, supervision and feedback practices, intellectual property, Open Science, diversity and inclusion, and OTM-R are delivered regularly and become part of the institutional learning culture.

Monitoring and evaluation will be fundamental components of the implementation process. Progress will be assessed through predefined indicators and milestones included in the Action Plan, such as participation rates in training activities, implementation of policies and procedures, recruitment process compliance, dissemination activities, survey response rates, and uptake of new tools and practices. Periodic progress reviews will be conducted by the Working Group and reported to the Steering Committee, ensuring timely identification of achievements, challenges, and any corrective measures required.

To reinforce continuous improvement, the implementation of HRS4R actions will also be monitored through periodic internal audits integrated into iBET's Quality Management System. These audits will evaluate compliance with established procedures, assess the effectiveness of implemented measures, identify opportunities for improvement, and support evidence-based decision-making. Where necessary, corrective actions and adjustments will be incorporated into the implementation process. This methodology reflects the Institute's established quality culture and provides a robust framework for systematic monitoring and review.

Communication and stakeholder engagement are considered essential for the successful implementation of the Action Plan. A dedicated HRS4R section was developed on the institutional website to communicate iBET's commitment to the HR Excellence in Research Award, allowing public access to current documents, including the Gap Analysis, Action Plan, OTM-R Policy, and other relevant documents and actions. Internally, regular communication activities will be developed to raise awareness of HRS4R objectives, share progress updates, disseminate new initiatives, and encourage participation from researchers and staff.

Particular attention will be given to actions related to recruitment, career development, training, supervision, researcher well-being, diversity and inclusion, research integrity, and Open Science. Several of these actions involve the development of new supporting materials, guidance documents, mentoring initiatives, performance and feedback mechanisms, and awareness-raising activities. The implementation process will therefore combine policy development with practical tools and capacity-building measures designed to facilitate adoption by researchers, managers, supervisors, and support staff.

The Action Plan will be reviewed periodically throughout the implementation cycle to ensure ongoing relevance and effectiveness. Feedback from researchers, managers, support services, surveys, audits, and monitoring activities will be used to identify new needs and inform adjustments where appropriate. This adaptive approach will support continuous alignment with the principles of the European Charter for Researchers, institutional priorities, and evolving organisational requirements.

Through this integrated governance, communication, monitoring, training, and quality-based approach, iBET aims to ensure the successful implementation of its HRS4R Strategy and the sustainable embedding of Charter principles within its institutional culture, human resources practices, and research environment.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail.

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and justification (max. 500 words)

The implementation of the HRS4R Action Plan will be overseen through a two-level governance structure composed of a Steering Committee and an HRS4R Working Group. This structure builds on the governance model successfully established during the Initial phase and ensures continuity, accountability, and effective decision-making throughout the implementation cycle.

The HRS4R Working Group will be responsible for the operational monitoring of the Action Plan. Its members represent key organizational areas involved in the implementation of HRS4R actions, including People & Culture, Human Resources, Quality Assurance, and External Affairs & Communication. The Working Group will meet regularly, at least every two months, to review the status of each action, monitor progress against planned milestones and indicators, identify potential risks or delays, and coordinate implementation activities across areas. All meeting updates will be documented in meeting minutes to ensure a clear record of decisions made and to preserve information for long-term reference and organizational knowledge management.

For each action included in the Action Plan, a responsible person or organizational area was identified. Progress updates will be collected and consolidated by the Working Group through a structured monitoring process based on the established timeline, deliverables, and performance indicators. This approach will allow the Working Group to track implementation consistently and to propose corrective measures whenever necessary.

The Steering Committee will provide strategic oversight and ensure alignment between the Action Plan and iBET's institutional priorities. The Committee is composed of members of the Executive Committee, senior leadership representatives, and key member involved in human resources and institutional development. The Steering Committee will meet on a quarterly basis to review implementation progress reports prepared by the Working Group, assess achievements and challenges, validate completed actions, and support decision-making whenever adjustments or resource allocation are required.

In addition to regular meetings, implementation progress will be monitored through indicators defined in the Action Plan, including the completion of planned deliverables, participation in training activities, implementation of policies and procedures, dissemination activities, and recruitment-related indicators. Progress reports will serve as the basis for discussions within both governance bodies and will support evidence-based decision-making.

To reinforce continuous improvement, HRS4R implementation will also be integrated into iBET's Quality Management System. Periodic internal audits will assess the effectiveness of implemented measures, verify compliance with relevant procedures, identify opportunities for improvement, and support the definition of corrective actions where appropriate. The outcomes of these audits will be reviewed by both the Working Group and the Steering Committee, and considered in future implementation decisions.

Stakeholder feedback will constitute an additional monitoring mechanism. Information gathered through feedback surveys, training evaluations, focus groups, and routine interactions with researchers and staff will be reviewed periodically and used to assess the practical impact of implemented actions.

This governance and monitoring framework will ensure regular oversight, transparent reporting, effective risk management, and continuous alignment between the HRS4R Action Plan, institutional priorities, and the principles of the European Charter for Researchers.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and justification (max. 500 words)

The research community will play an important role throughout the implementation of iBET's HRS4R Strategy. Building on the participatory approach adopted during the Gap Analysis phase, iBET is committed to maintaining continuous engagement with researchers and other stakeholders to ensure that the implementation process remains relevant and aligned with institutional needs.

During the Gap Analysis phase, researchers from all career stages (R1-R4) actively contributed through dedicated focus group discussions, providing valuable insights that helped identify strengths, improvement areas, and priorities for action. The outcomes of this consultation process were directly incorporated into the Action Plan and will guide its implementation over the coming years.

Researcher involvement will continue throughout the implementation phase. Focus groups will be reconvened every two years to assess the impact and effectiveness of implemented actions, evaluate progress against identified priorities, and contribute to the identification of new needs and potential future actions. This periodic consultation will ensure that the perspectives of researchers at different career stages remain an integral part of the continuous improvement process.

In addition, researcher involvement will be ensured through participation in the planned initiatives and through regular interaction between researchers, managers, supervisors, and support services. The implementation of actions related to recruitment, career development, training, supervision, well-being, Open Science, research integrity, working conditions, and diversity and inclusion will provide ongoing opportunities to gather practical feedback on their effectiveness and impact.

Regular communication will be a key component of stakeholder engagement. A dedicated HRS4R section on the institutional website will provide access to relevant documentation, including the Action Plan, OTM-R Policy, and information on implementation progress. Updates on HRS4R-related initiatives, achievements, and upcoming activities will also be communicated through internal communication channels, helping to maintain awareness and encourage participation across the organization.

Training activities included in the Action Plan will provide additional opportunities for engagement. Researchers, supervisors, managers, and support staff will be involved in training sessions covering topics such as research integrity, Open Science, supervision practices, diversity and inclusion, career development, intellectual property, and OTM-R. These activities will not only support implementation but also promote discussion and awareness of the principles underpinned by the HRS4R framework.

iBET will also leverage existing institutional initiatives and events to promote dialogue around HRS4R-related topics. Awareness-raising activities, thematic workshops, Quality Week, and other institutional events will be used to disseminate HRS4R principles, share progress, and reinforce the organization's commitment to continuous improvement in HR practices and the research environment.

Researchers will also be involved indirectly through the implementation of many of the planned actions, as both users and beneficiaries of the initiatives being developed. Their experience and day-to-day interaction with new policies, procedures, tools, and training activities will provide valuable insight into the practical impact of the Action Plan and support the identification of future improvement opportunities.

Through this combination of periodic consultation, communication, training, awareness-raising activities, and active participation in the implemented initiatives, iBET aims to ensure that HRS4R remains a collaborative process that is visible, relevant, and embedded within the Institute's organizational culture.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation's research strategy as the overarching HR policy. *

Detailed description and justification (max. 500 words)

iBET will align its organizational policies with the principles of the European Charter for Researchers through its existing Quality Management System (QMS), which provides a structured framework for the development, review, approval, communication, implementation, and continuous improvement of institutional policies and procedures. The QMS, aligned with the principles of ISO 9001, already includes documented processes for document control, version management, approval workflows, communication, monitoring, and periodic review, creating a robust mechanism to support the integration of HRS4R principles into institutional practices.

The implementation of the HRS4R Action Plan will therefore be embedded within existing management processes rather than being managed as a standalone initiative. Policies, procedures, and guidance documents affected by the Action Plan will be reviewed and updated through the established document management process, ensuring consistency, traceability, appropriate approval by management, and dissemination across the organisation. Where required, new policies and procedures will be developed following the same institutional framework.

HRS4R principles will be progressively incorporated into key areas of institutional management, including recruitment, onboarding, career development, training, performance and feedback practices, research integrity, Open Science, diversity and inclusion, supervision, well-being, and working conditions. This integration will ensure that Charter principles become part of routine organizational practices and decision-making processes.

The alignment process will be overseen by the HRS4R Working Group and Steering Committee, which will periodically review implementation progress, assess the need for policy updates, and ensure consistency between institutional practices and the commitments established under the HRS4R framework.

As researchers are central to iBET's mission of generating scientific excellence and innovation, HRS4R will be recognized as the overarching framework guiding the development of researcher-related policies and practices. Its principles directly support iBET's institutional values, commitment to people development, research integrity, knowledge generation, and continuous improvement, while reinforcing the organization's capacity to attract, develop, and retain talented researchers.

Furthermore, the integration of HRS4R into existing monitoring, internal audit, and continuous improvement processes will ensure that alignment with the Charter is periodically assessed and maintained over time. This approach will support the long-term sustainability of the initiative and ensure that HRS4R remains embedded within iBET's research strategy and institutional culture.

How will you ensure that the proposed actions are implemented?*

Detailed description and justification (max. 500 words)

The implementation of the HRS4R Action Plan will be supported by iBET's existing governance and Quality Management System (QMS), which provides established processes for planning, document management, approval, communication, monitoring, and continuous improvement. This framework ensures that actions are implemented through existing institutional mechanisms rather than as a standalone initiative.

Each action included in the Action Plan will have a designated responsible person, area, or supporting team, ensuring clear ownership and accountability. The HRS4R Working Group will present the Action Plan to all involved areas and coordinate implementation activities, monitor progress, and consolidate information from the different areas involved, while the Steering Committee will provide strategic oversight, review progress, and support decision-making whenever required.

Implementation progress will be monitored against the timelines, deliverables, and indicators defined in the Action Plan. Regular reviews will allow the identification of potential delays, challenges, or resource needs, enabling timely corrective actions where necessary.

To facilitate adoption and long-term sustainability, HRS4R actions will be integrated into existing institutional processes whenever possible, including recruitment, onboarding, training, career development, document management, communication activities, research integrity, Open Science, and researcher support practices. Any new or revised policies, procedures, or guidance documents resulting from the Action Plan will follow iBET's established document management, approval, and dissemination processes.

Implementation effectiveness will also be assessed through the Institute's continuous improvement mechanisms, including periodic internal audits. These activities will help verify that actions have been implemented as planned, evaluate their effectiveness, and identify opportunities for further improvement.

The research community will remain actively involved throughout the implementation process. Researchers from all career stages (R1–R4) will be consulted every two years to assess the impact of the implemented actions, evaluate progress achieved, and identify emerging needs and potential future actions. This feedback will provide valuable input for the continuous improvement of the Action Plan and its alignment with researchers' expectations.

How will you monitor progress (timeline)?*

Detailed description and justification (max. 500 words)

Progress will be monitored against the timeline, milestones, deliverables, and indicators defined in the HRS4R Action Plan. Each action has an expected implementation period and designated responsible person(s) or organizational area(s), allowing progress to be tracked in a structured and transparent manner.

The HRS4R Working Group will conduct regular reviews of the Action Plan, together with the designated responsible person or organizational area, assessing the status of each action, verifying compliance with planned timelines, and identifying any risks, delays, or barriers to implementation. Progress information will be collected from the responsible areas and consolidated into periodic implementation reports.

The Steering Committee will review progress reports on a quarterly basis, providing strategic oversight and supporting decision-making whenever adjustments to priorities, timelines, or resources are required. This governance structure will ensure that implementation remains aligned with institutional objectives and that any deviations from the planned schedule are addressed in a timely manner.

Monitoring activities will be supported by iBET's Quality Management System, which provides established processes for tracking actions, managing documentation, reviewing procedures, and supporting continuous improvement. When the actions involve the development or revision of policies, procedures, guidance documents, or training activities, progress will be monitored through the corresponding document management and approval workflows. In addition, periodic internal audits will provide an independent mechanism to assess implementation progress and verify that actions have been completed and are delivering the expected outcomes.

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and justification (max. 500 words)

Progress will be measured through the indicators, milestones, and deliverables defined for each action in the HRS4R Action Plan. These indicators have been established to monitor the implementation status of the planned actions and to provide objective evidence of progress for future HRS4R assessments. Depending on the nature of each action, indicators will include:

- Completion of planned actions within the defined timeframe;

- Development, revision, approval, and publication of policies, procedures, guidelines, and supporting materials;

- Number of actions implemented versus actions planned;

- Delivery of training programs, workshops, and awareness-raising activities;

- Participation rates in implementation-related activities;

- Publication and updating of HRS4R information and resources on the institutional website;

- Implementation of OTM-R related measures and associated documentation;

- Completion of communication and dissemination activities;

- Compilation of feedback from initiatives and training participants.

Evidence demonstrating progress will be collected and maintained through iBET's Quality Management System, ensuring proper documentation, traceability, and availability for future internal reviews and HRS4R assessments. Supporting evidence may include approved documents, training records, meeting minutes, communication materials, audit reports, and implementation records.

Progress indicators will be reviewed regularly by the HRS4R Working Group and reported to the Steering Committee as part of the established monitoring process. This approach will allow iBET to objectively assess the degree of implementation of each action, identify any deviations from the planned schedule, and take corrective measures whenever necessary.

Additional remarks/comments about the proposed implementation process (max. 1000 words)