HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

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.

GAP Analysis (Charter and Code Checklist)

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

Date endorsement charter and code

13/10/2025

Submission date to the European Commission

06/10/2026

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation’s GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter’s implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation’s recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++ , +/- , -/+, --)** :
  - ++ fully implemented
  - +/- almost but not fully implemented
  - -/+ partially implemented
  - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual “gap”** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.

- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status
PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Status

1. ETHICS AND RESEARCH INTEGRITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	iBET ensures compliance with recognized ethical practices through a well-established framework for ethics and research integrity across all institutional activities. Since 2022, a comprehensive Code of Ethics and Conduct, available in Portuguese and English on both the website and intranet, has guided all employees, including researchers and support staff. Aligned with national, sectoral, and institutional standards, the Code reinforces a strong commitment to ethical excellence by promoting integrity, accountability, and responsible professional behavior. Its regular dissemination through internal sessions further supports transparency and engagement. These key points will be further reinforced and compiled in a supporting document for the Code of Ethics and Conduct, through a dedicated Code of Research Integrity and Ethics. To complement this framework, a recently approved Intellectual Property Manual (both in Portuguese and English), available on the intranet, clarifies ownership, usage rights, and responsibilities related to research outputs, reinforcing institutional governance and responsible knowledge management. To address potential misconduct, iBET has implemented a formal and confidential reporting mechanism via a dedicated email channel, alongside a conflict of interest declaration available to all employees. In parallel, onboarding sessions contribute to harmonizing procedures and promoting good laboratory practices, supporting high-quality and responsible research. This structured approach is reflected in iBET’s strong culture of excellence, demonstrated by its extensive record of publications in peer-reviewed national and international scientific journals, highlighting its ongoing commitment to research integrity.	New Proposals: Organize periodic information sessions for researchers to promote awareness and understanding of the Intellectual Property Regulation, strengthening institutional compliance following its publication in September 2026. Formally approve a Code of Research Integrity and Ethics to ensure alignment with institutional policies and the consistent application of ethical and integrity principles across all research activities. Training initiatives will be implemented to support the dissemination of responsible research practices, particularly during onboarding sessions.

Status

Status

2. FREEDOM OF SCIENTIFIC RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	iBET fosters a research environment that promotes scientific freedom, enabling researchers to define and develop their own research topics within national and European-funded projects. Research activities are aligned with the institutional strategic vision and supported by the Committee for Science, ensuring coherence between individual initiative and institutional priorities within a collaborative and open working culture. The institution maintains comprehensive documentation of research projects, including audits, certifications, and awards, and includes Scientific Impact Reports and, where applicable, Social Impact Reports. Research activities are strongly oriented towards addressing key societal challenges in health, biotechnology, and sustainable agrifood systems. Collaboration and knowledge exchange are actively encouraged through partnerships with universities, public entities, and private organizations, formalized via cooperation agreements, research consortia, and participation in MSc and PhD programs. iBET promotes an environment that supports the expression of ideas, the development of innovative approaches, and active engagement in research design within a framework of supervision and institutional alignment. iBET further supports scientific development by providing funding for participation in national and international conferences, promoting dissemination, networking, and professional and scientific development. Internal innovation is also stimulated through an annual funding program that supports promising research ideas, evaluated by an independent international panel. This initiative contributes to the development of early-career researchers and key transversal skills, while strengthening institutional and external scientific connections through an annual community event. Finally, iBET promotes knowledge dissemination and teaching by encouraging publication in peer-reviewed and open-access journals, as well as participation in teaching activities at MSc and PhD levels and in science communication initiatives.	

Status

Status

3. OPEN SCIENCE

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	iBET promotes a research environment grounded in scientific integrity, transparency, and responsible data management. Researchers are encouraged to publish in peer-reviewed and open-access journals, supporting the broad dissemination of knowledge and societal impact, while research data is managed in accordance with the FAIR principles, ensuring transparency and reproducibility. The institution provides financial support for open access publications and promotes the sharing of raw data associated with scientific outputs whenever applicable. Commitments to FAIR data practices are consistently integrated into national and European funding applications, reinforcing responsible research standards. While these practices are already in place, the formalization of a Research Integrity and Ethics Code will ensure the systematic application of these principles across the entire institute. Formal alignment with institutional policies and consistent implementation across all research activities will be further strengthened by requiring all researchers to sign a commitment declaration, supported by periodic training sessions. iBET actively engages in national and European data management and interoperability initiatives, including participation in research consortia such as BIODATA, which strengthen institutional capacity for data sharing. In parallel, the Data Science Group adopts open-source code practices, supporting transparent and reproducible research workflows. Beyond formal scientific outputs, researchers contribute to public engagement through participation in media, outreach activities, and science communication initiatives, enhancing institutional visibility and societal connection. While direct involvement in citizen science is not formally established, researchers contribute indirectly through established networks and collaborative partnerships, primarily with scientific organizations.	New Proposal: Formally approve the Code for Research Integrity and Ethics to strengthen FAIR data management, open access publishing, open-source workflows, responsible supervision and mentoring, and science communication practices.

Status

4. GENDER EQUALITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	iBET demonstrates a strong commitment to gender equality, diversity, and inclusion, formalized through its Gender Equality and Inclusion Plan. These principles are embedded across recruitment processes, institutional policies, and governance structures, with gender balance evident in research teams, management, and decision-making bodies. Women represent approximately 70% of the workforce and hold 57% of management positions, reflecting both institutional commitment and broader national trends in the life sciences sector. This alignment reinforces iBET's inclusive and balanced research environment. The Code of Ethics and Conduct further supports this framework by explicitly prohibiting discrimination and harassment in all forms, ensuring equal treatment and a respectful workplace for all employees. In addition, gender balance is actively monitored within several funded projects, where it is included as a key performance indicator, strengthening institutional accountability. iBET also promotes work-life balance through a range of benefits and well-being initiatives, contributing to a supportive, inclusive, and healthy working environment. These include iBET Move, Pulso (https://www.pulso-group.com), health insurance, and other employee benefits ((https://www.ibet.pt/careers/#life-at-ibet))	New Proposal: As the organization evolves, regular assessments of diversity patterns across professional levels and leadership functions will help ensure continued balance and support future improvement initiatives.

Status

5. EMBRACING DIVERSITY

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	iBET nurtures a work culture strongly grounded in diversity, equity, and inclusion, valuing the unique perspectives, backgrounds, and contributions of all employees, regardless of gender, ethnicity, or nationality. With over 266 professionals, including a high proportion of PhD holders and staff representing 12 nationalities, iBET benefits from a dynamic, multicultural, and interdisciplinary environment. This diversity enhances scientific creativity, strengthens institutional resilience, and promotes effective collaboration across research and support functions. Gender equity and inclusion are actively supported through inclusive recruitment, evaluation, and career development practices, aligned with Sustainable Development Goal 5 (Gender Equality) and anchored in iBET's Gender Equality and Inclusion Plan. Recruitment and employment practices are based on equal opportunities and non-discrimination, irrespective of age, disability, ethnic origin, religion, sexual orientation, or socioeconomic background, as defined in the Code of Ethics and Conduct. These principles are further reinforced through institutional governance instruments, including the Code of Ethics and Conduct and formal recruitment procedures, ensuring their consistent application across policies and practices.	

Status

6. THE RESEARCHER

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	iBET provides a structured framework that promotes scientific autonomy while ensuring alignment with institutional strategy and responsible project management. Researchers are encouraged to develop original ideas in line with the R&D Strategic Plan, enabling innovation within a coherent institutional vision. Access to funding opportunities is supported through clear and centralized information on national and international calls, complemented by close collaboration with the Project Management, Human Resources, and External Affairs teams. Scientific alignment is ensured by the Committee for Science, which supports the development of competitive and high-quality proposals while reinforcing institutional priorities. All funding applications undergo pre-approval by the Executive Committee, ensuring compliance with ethical, legal, financial, and institutional requirements. During onboarding and through periodic training, researchers are informed about research policies, funding mechanisms, and compliance obligations. These are further supported throughout project implementation through the involvement of dedicated administrative and management teams. iBET maintains robust project monitoring and reporting practices, including standardized reporting procedures, digital management tools, and structured documentation of project activities and communication with funding agencies. Principal Investigators are responsible for ensuring ethical conduct and the appropriate use of funds, supported by internal and external audits that reinforce accountability and transparency. Regular monitoring of project progress is ensured through routine meetings at both research group and institutional levels. Overall coherence is further strengthened through complementary governance structures, with the Committee for Science overseeing scientific alignment and the Senior Leadership Team ensuring consistency with the broader institutional strategy.	Undertaken initiatives: As research activities continue to expand, iBET has explored opportunities to simplify and digitalize administrative and research management processes. These developments are being addressed through the Institute’s ongoing Digital Transformation Program and are monitored through its established governance structures.

Status

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	iBET recognizes the strategic value of its highly qualified workforce and is strongly committed to attracting, supporting, and retaining research talent. With over 266 professionals, including more than 100 PhD holders, the institution provides an inclusive, dynamic, and innovative environment that supports both scientific and professional development. Career diversity and mobility are actively encouraged, enabling researchers to explore new scientific areas, develop transversal skills, and engage in interdisciplinary collaboration. Opportunities for short- and medium-term research internships, both nationally and internationally, further strengthen researchers' expertise and reinforce iBET's collaborative network across academic and industry partners. iBET supports participation in international scientific missions, facilitating knowledge exchange, networking, and dissemination through administrative and, where applicable, financial support. This approach is complemented by strong engagement in major national research programs, such as GreenIT (www.itqb.unl.pt/green-it), iNOVA4Health (www.inova4health.com/), and LS4Future (www.ls4future.pt), highlighting the institution's commitment to collaborative and multi-institutional research environments. In addition, iBET regularly promotes scientific seminars featuring national and international experts, fostering continuous interaction with external researchers. This dynamic environment provides ongoing exposure to emerging research trends, innovative methodologies, and diverse scientific perspectives, further strengthening the institutional research ecosystem.	

Status		
8. SUSTAINABILITY OF RESEARCH		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	iBET's research and innovation activities are closely aligned with the United Nations Sustainable Development Goals (SDGs), ensuring coherence with national and international funding frameworks and reinforcing its commitment to addressing global sustainability challenges. The institution actively promotes the responsible use of natural resources and the minimization of environmental impact, implementing measures to reduce energy consumption and prevent pollution, while adopting cleaner and more sustainable technologies. These efforts contribute to a resilient and environmentally responsible operational model. Circularity and waste reduction are supported through initiatives such as the Community Warehouse program, which promotes the reuse and sharing of materials across laboratories. This initiative reflects a broader institutional commitment to reducing the carbon footprint and fostering a circular economy. iBET's sustainability actions are structured within its Environmental, Social, and Governance (ESG) framework, supported by the publication of the 2024 ESG Brochure, which enhances transparency and demonstrates growing maturity in sustainability reporting. In parallel, research activities directly contribute to sustainability goals, particularly through the valorization of agrifood waste streams and the development of bioactive compounds for innovative and sustainable applications. Waste management practices are ensured through certified external providers, guaranteeing full compliance with legal and environmental standards.	Undertaken Initiatives: iBET is advancing the integration of sustainability principles across its activities, supported by the progressive implementation of ESG monitoring and reporting practices. Ongoing efforts are focused on consolidating sustainability metrics and embedding them into institutional assessment processes.
PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION		

Status

9. RESEARCHERS' ASSESSMENT

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	iBET implements a well-established and structured annual Performance Evaluation process encompassing PhD holders and support staff. The process includes self-assessment, supervisor feedback, and a harmonization stage involving institutional leadership and HR, ensuring coherence, fairness, and alignment across teams. It integrates both qualitative and quantitative criteria, covering functional objectives, personal development, and contributions to institutional excellence. PhD students and post-doctoral fellows are assessed through national fellowship frameworks. To support consistency and transparency, the People & Culture team provides regular guidance sessions for both evaluators and evaluatees, promoting a shared understanding of evaluation criteria and processes. Although not mandatory, these initiatives contribute to the continuous strengthening and alignment of the evaluation framework across the institution. The evaluation system is aligned with iBET's Functional Levels and Competency Domains and is directly connected to Career Progression and Salary Policy, supporting both horizontal and vertical development. All relevant guidelines are accessible through the intranet in Portuguese and English. In parallel, iBET fosters scientific excellence and recognition through its internal funding program (iBETXplore), in which research proposals are evaluated by an independent panel of international experts, reinforcing high standards of quality and impact. This internal framework is complemented by active participation in national and international funding calls, demonstrating the competitiveness and external recognition of iBET's research activities. The institution also promotes open science practices and supports continuous professional development, encouraging mobility across academic and industry partners, as well as interdisciplinary mobility within iBET, strengthening skills, collaboration, and career progression.	New Proposals: Formalize mid-year reviews or periodic check-ins, encouraging managers to meet with their team members and reflect on progress towards their objectives. Incorporate periodic training on effective and continuous feedback into the mandatory People & Culture training program, ensuring that supervisors and researchers are equipped to provide regular, constructive, and structured feedback.

Status		
10. RECRUITMENT		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	iBET has established a structured and transparent recruitment framework, supported by formal procedures and guidelines available on the intranet. This framework is aligned with the Open, Transparent and Merit-based Recruitment (OTM-R) Policy, which is published on the institutional website, ensuring consistency with international best practices. Vacancies are widely disseminated through iBET's website, EURAXESS, and additional channels as appropriate, ensuring broad visibility and accessibility. Job advertisements follow approved templates and generally include key elements such as selection criteria, required competencies, recruitment stages, and available positions. Ongoing efforts are in place to further standardize job postings, enhancing clarity and consistency of the information provided. The application process is designed to be efficient and candidate-friendly, requiring a detailed CV while minimizing administrative burden. All applicants receive automatic confirmation of submission, ensuring transparency and a positive candidate experience. Equal opportunities are fully upheld, with career breaks and diverse career paths duly considered in the evaluation process, in line with national legislation. Selection criteria are adapted to different career stages, with senior roles emphasizing leadership, mentoring, and management competencies. Selection Committees operate in accordance with established recruitment procedures and are committed to ensuring fairness, transparency, and merit-based evaluation. Continuous training and awareness initiatives further reinforce the consistent application of these principles across all recruitment processes.	Initiatives undertaken: Strengthen transparency and standardization of recruitment procedures New proposals: Review recruitment procedures to ensure full alignment with OTM-R principles, including clear documentation of all stages, criteria, and decision-making processes. Implement a training program for Selection Committee members, integrated into the People & Culture training plan, ensuring consistent application of OTM-R principles. Ensure standardization of job advertisements, to guarantee consistent and comparable information. Further develop and formalize guidance materials for evaluators, ensuring a shared and consistent understanding of evaluation criteria, scoring systems, and decision-making processes.

Status

Status

11. SELECTION

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	iBET ensures that its recruitment and selection procedures fully comply with Portuguese legislation and established national frameworks. Selection Committees are composed of qualified members with appropriate expertise and an odd number of participants, ensuring impartiality, transparency, and the prevention of conflicts of interest. All committee members are required to formally declare any potential conflicts, reinforcing the integrity of the evaluation process. While internal guidelines for jury constitution and candidate assessment are well established, continuous training initiatives further support their consistent application. The recruitment process includes administrative pre-screening conducted by the HR team, ensuring that applicants meet eligibility requirements and have submitted the necessary documentation. All eligible candidates are then made available to the selection committee through secure and structured data-sharing procedures, ensuring compliance with data protection and confidentiality standards. Candidate evaluation is conducted using standardized assessment tools aligned with the criteria defined in each call, promoting consistency across evaluators. The process focuses primarily on candidates' scientific and technical expertise, while also considering transversal competencies such as supervision, project management, teamwork, communication skills, and diverse career paths, particularly for senior roles. Assessment criteria are clearly defined and weighed according to the type of position, ensuring alignment with national regulations for publicly funded roles and with institutional standards for other positions. Throughout the process, principles of fairness, inclusiveness, equal opportunities, and gender balance are actively promoted. Shortlisted candidates are invited to interview, with flexibility for initial remote interviews followed by in-depth assessments at later stages of the process. Where relevant, external experts may be involved to further strengthen the evaluation. In line with national requirements, results of publicly funded recruitment processes are published on the institutional website. Feedback mechanisms are in place for candidates participating in advanced stages of the process, supporting	New Proposals: Implement a structured and recurring training program for Selection Committee members, integrated into the People & Culture plan. Enhance communication transparency throughout the recruitment process in iBET's website, with a clear indication of the recruitment stage in the job announcement.

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	transparency and a positive candidate experience, with ongoing efforts to further enhance communication practices.	

Status

12. CAREER PROGRESSION

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	iBET implements an established annual performance evaluation framework for PhD holders and support staff, primarily based on structured internal processes that include self-assessment and supervisor feedback. In specific contexts, additional input from independent advisors or committees may be considered, reinforcing the robustness and fairness of the evaluation approach. The institution has implemented a Career Progression framework that provides clarity on development paths, required competencies, and expected contributions. Career advancement may occur through both vertical progression, involving increased leadership responsibilities, and horizontal progression, recognizing the development of advanced technical expertise. Ongoing efforts aim to further enhance clarity and support staff in effectively planning their professional development. Equal opportunities for career progression are actively promoted, with several staff members transitioning from fixed-term to permanent positions in alignment with national legislation and available funding mechanisms. iBET places strong emphasis on responsible authorship and recognition of intellectual contributions. Co-authorship and co-inventorship practices are encouraged as transparent acknowledgements of contributions to research and innovation activities. These principles are supported by publication standards requiring clear attribution of roles and will be further strengthened through dedicated guidance and alignment with institutional ethics frameworks. Diverse career paths and mobility are actively supported, both internationally and internally. Researchers at different career stages are encouraged to engage in exchanges with academic and industry partners, while internal mobility across scientific and operational areas fosters multidisciplinary development and broadens professional opportunities. To ensure transparency and accessibility, internal mobility opportunities are supported through structured procedures, enabling staff to formally apply and demonstrate their competencies, experience, and motivation for new roles within the institution.	New Proposals: Formally approve a Code of Research Integrity and Ethics, ensuring alignment with institutional policies and consistent application across all research activities, particularly regarding co-authorship and co-inventorship. Implement training initiatives to promote responsible research practices, especially during onboarding. Formalize mid-year reviews, encouraging managers to meet with team members to discuss progress, provide feedback, and support development.

Status
PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i…	iBET is committed to providing safe, inclusive, and accessible working environments for its research community, while operating within a diverse and complex infrastructure landscape. The institute carries out its activities across multiple buildings, including modern facilities fully owned and managed by iBET, as well as premises managed by external or state-owned entities. While some of these externally managed buildings were constructed prior to the implementation of Decree-Law nº 163/2006, iBET has proactively identified existing structural constraints and implemented appropriate mitigation measures to ensure safe, functional, and inclusive working conditions for all researchers and staff. The two buildings fully owned and managed by iBET are entirely compliant with national legislation on accessibility, health, and safety. A dedicated Security Committee oversees safety procedures, promotes regular safety drills, and continuously updates preventive and protective measures in line with regulatory requirements. All new employees receive onboarding training focused on general safety and laboratory best practices, ensuring a safe and well-informed working environment from the outset. iBET is committed to providing good working conditions in line with national and international recommendations. Work-schedule flexibility and remote-work arrangements are assessed on a case-by-case basis, taking into account operational needs and individual circumstances. In parallel, the institute has established a robust ethical and inclusion framework, which includes a published Gender Equality and Inclusion Plan and a Code of Ethics and Conduct. An internal officer is designated to ensure compliance and to prevent and address situations of discrimination, harassment, or gender-based violence. Ethics-related questions may be addressed through a dedicated email channel (ethics@ibet.pt) and a whistleblowing mechanism, allowing confidential and anonymous reporting of concerns or complaints through these channels. Employee well-being is a clear priority for iBET. Mental health and psychosocial support are provided through free and confidential access to the iBET Care program, available to all employees and members of their household. Additional support is accessible through iBET’s close collaboration with NOVA University.	Initiatives undertaken: Strengthen communication and awareness of working conditions and benefits. New proposals: Implement periodic surveys or feedback mechanisms to systematically assess staff perceptions of working conditions and identify areas for improvement. Develop and implement a Salary Transparency Plan.

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
	Employees benefit from health insurance (extended to their children), the highest meal allowance foreseen by national legislation, and a range of well-being initiatives designed to promote work–life balance, including physical activity programs, wellness partnerships, and other supportive measures. While employees are currently assessed for risk associated with working conditions, further monitoring will be extended to include psychosocial risks evaluation, according to the national legislation. Remuneration at iBET is aligned with researchers' qualifications, experience, and responsibilities, and transparent information on taxation and social security rights is provided in accordance with national legislation. A "Salary Structure and Horizontal Progression" document is available on the intranet, clearly outlining horizontal and vertical career progression pathways for both research and support staff. National social security provisions ensure coverage for healthcare, parental leave, pensions, and unemployment benefits. iBET promotes advanced training of PhD students by providing proper conditions and support to successfully complete their doctoral degrees. The research environment at iBET is highly stimulating and supported by modern infrastructure, state-of-the-art facilities, and specialized administrative and research management teams. As part of its strategic positioning, iBET participates in three major National Research Programs, iNOVA4Health, GREEN-IT, and the Associate Laboratory LS4FUTURE, which strengthen collaborative networks, training opportunities, and scientific excellence. Its position at the interface between academia and industry further enables active collaboration with leading global pharmaceutical companies, national Agro-Industry, and high-impact academic partners. To support daily research activities, iBET provides a comprehensive set of internal support structures, including dedicated teams in Procurement, IT, External Affairs, Communication, Finance, Administration, and Laboratory Management. The People & Culture team plays a central role in supporting employees, maintaining an open-door policy and offering individual one-to-one support whenever needed. Researchers are actively involved in institutional governance and strategic decision-making through participation in the Senior Leadership Team and Scientific Committee, as well as through the rotating inclusion of senior researchers in	

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	the Executive Committee. Researchers also contribute to institutional strategy through participation in scientific retreats and meetings of the Strategic Advisory Board, reinforcing a culture of shared governance, transparency, and collective responsibility.	

Status

14. STABILITY OF EMPLOYMENT

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	iBET demonstrates a strong commitment to job security, social protection, and the well-being of all researchers. Employment contracts at iBET include social security coverage, health insurance, paid holidays, and additional contractual rights, with salary scales aligned with national and European standards. Importantly, iBET prioritizes the establishment of employment contracts, with research fellowships being used mainly to support advanced training at different levels of education. In accordance with national legal frameworks, iBET limits the use of short-term contracts and actively promotes career stability. Whenever funding conditions and organizational needs allow, iBET seeks to convert fixed-term positions into permanent contracts, which has contributed to a gradual and sustained increase in permanent staff in recent years. iBET also fully complies with national regulations governing research fellowships, ensuring adequate social protection and income conditions for early-stage researchers, who are typically fellowship holders at this stage. Postdoctoral fellowships are used only in exceptional and well-defined transition scenarios, as iBET prioritizes regular employment contracts whenever feasible. Clear rules governing the duration and objectives of fellowships contribute to transparency and predictable career expectations for early-stage researchers. Beyond employment conditions, iBET actively supports career development across all research levels through regular transversal skills training and thematic workshops covering topics such as leadership and emotional intelligence. These initiatives reflect iBET's broader commitment to cultivating a supportive, inclusive, and growth-oriented working environment. iBET encourages researchers to gain international experience as part of their career development, while maintaining an open-door policy to support their return. This approach contributes to knowledge circulation, network expansion, and institutional competitiveness. At the same time, iBET recognizes the importance of strengthening mechanisms to retain young scientists as postdoctoral researchers or junior technical staff, supporting operational continuity and the long-term sustainability of strategic research partnerships.	

Status

15. CONTRACTUAL AND LEGAL OBLIGATIONS

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	iBET ensures that all researchers are fully informed about the national and European regulatory frameworks governing research activities through clear, structured, and transparent institutional communication channels. Relevant regulatory information is systematically included in onboarding sessions and made readily available on iBET's intranet in both Portuguese and English. All administrative areas play an active role in disseminating legislative updates and essential documentation, ensuring that researchers have continuous access to accurate and up-to-date information. This proactive approach reinforces transparency, accountability, and compliance with legal, ethical, and institutional standards. An Intellectual Property Manual has recently been established to formalize long-standing practices and to clearly define ownership, usage rights, and responsibilities related to research outputs. In parallel, iBET provides clear guidance on the delivery and reporting of research results in accordance with the requirements of funding agencies, promoting transparency, traceability, and compliance. Regular internal and external audits are conducted to ensure adherence to contractual obligations, funding program rules, and institutional procedures. Over the past three years, iBET has significantly reinforced its data protection and information security framework. The Institute is fully compliant with the General Data Protection Regulation (GDPR) and has appointed a Data Protection Officer, in line with Regulation (EU) 2016/679. Its information security management system is aligned with ISO 27001 standards and is supported by a designated Chief Information Security Officer and an Information Security and Data Privacy Committee, ensuring appropriate governance and oversight. Regular training and awareness initiatives are provided to all staff, strengthening institutional awareness of data protection and cybersecurity risks. Researchers and employees have access to comprehensive security resources via the intranet, including guidance materials and an online cybersecurity and data-protection training platform featuring monthly learning activities. Beyond digital security, iBET places strong emphasis on laboratory safety and operational resilience. All employees undertake mandatory annual training on good laboratory practices and general safety, in full compliance with national legislation. A Business Continuity Plan, approved in 2025, ensures	

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	preparedness and continuity of operations. These measures are further reinforced through internal audits, external cybersecurity assessments, and dedicated awareness sessions, with iBET achieving a “MATURE” rating in external evaluations. Collectively, these measures demonstrate iBET’s strong and sustained commitment to maintaining a secure, compliant, transparent, and responsible research environment, enabling researchers to work confidently within a framework that safeguards scientific integrity, data protection, and institutional resilience.	

Status

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	iBET actively promotes the dissemination of scientific results as a core component of its mission and as a key institutional performance indicator for knowledge sharing and societal impact. Research dissemination is pursued through multiple complementary channels, including peer-reviewed publications, project and partner meetings, institutional visits, and participation in international delegations. Researchers are strongly encouraged and supported to engage in national and international conferences, workshops, and training activities. iBET prioritizes scientific outputs disseminated through open-access routes and promotes them via institutional communication channels, ensuring full compliance with licensing and copyright policies, including access via official journal platforms. The publication and dissemination of research results at iBET are consistently aligned with responsible intellectual property (IP) management. IP-related aspects are addressed in collaboration with project partners whenever relevant, and iBET benefits from the support of specialized external advisors for patentability assessment, patent filing, and strategic IP decision-making. To further consolidate these practices, an Institutional Intellectual Property Manual has been developed, clarifying internal procedures, roles, and timelines. This document includes guidance on invention disclosure, decision-making criteria between patenting and publishing, and engagement with external partners, supported by contractual provisions that ensure clarity and consistency regarding IP rights for employees and collaborators. Dissemination activities at iBET extend beyond academic audiences to include non-academic stakeholders and society at large. Scientific results, institutional achievements, and research activities are regularly communicated through iBET's website and social media channels, using diverse formats such as news articles, videos, podcasts, and other media features. Senior researchers engage with the media to communicate the Institute's mission, scientific relevance, and societal value. As an active member of several national consortia, iBET also contributes to outreach initiatives such as	Initiatives Undertaken: Regularly review and update practices related to intellectual property rights, including ownership, access rights, and exploitation strategies, ensuring clarity and compliance with institutional and contractual requirements. New proposal: Maintain and further promote activities that engage the public in science, ensuring visibility of research outcomes and encouraging researcher participation in outreach initiatives.

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
	Open Days and public science events, strengthening engagement with non-specialist audiences and promoting public awareness of research and innovation. Overall, iBET is committed to fostering a transparent, motivating, and supportive environment for scientific dissemination and career development across all research levels.	
PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT		

Status

17. VALUING DIVERSE RESEARCH CAREERS

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	At iBET, diversity in research careers is fully recognized as a strategic asset and actively promoted from the earliest stages of recruitment through all phases of professional development. The Institute encourages each researcher to define annual functional and personal development goals, which are regularly discussed with supervisors during structured performance review meetings. This continuous dialogue enables researchers at all career stages to clearly identify training needs and development opportunities that are aligned with their individual aspirations as well as with laboratory, institutional, and strategic objectives. For senior researchers, additional competencies such as leadership, management, supervision, and strategic vision are particularly valued and systematically encouraged. iBET's strong orientation towards applied research provides researchers from all seniority levels with relevant market-oriented skill set. These competencies range from industry-aligned experimental design and technology transfer to project management and close collaboration with industrial partners, significantly enhancing researchers' employability across sectors. In the area of knowledge valorization and entrepreneurship, iBET provides structured support for patent applications and actively encourages participation in innovation and entrepreneurship programs. Early-career researchers (R1–R2) are actively involved in a wide range of responsibilities that contribute to their professional growth. These include training and mentoring newcomers, supervising students, managing laboratory resources, and participating in collaborative research projects. Engagement in national and international funded projects further strengthens their communication, entrepreneurship, and cross-sector collaboration skills, supported by regular interaction with industry stakeholders. As researchers progress in their careers, they assume broader academic, scientific, and leadership responsibilities. Senior researchers (R3–R4) regularly contribute to Master's and PhD programs, supervise students at all academic levels, act as peer reviewers for scientific journals, book chapters, and funding agencies, and participate in national and international scientific committees. They are also involved in the organization of scientific events and serve on boards of scientific societies and industrial platforms, contributing to the advancement of the scientific ecosystem while	

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	reinforcing iBET's national and international visibility. Strong internal collaboration across projects and research areas, supported, for example, by an internal funding program, broadens researchers' scientific perspectives and fosters interdisciplinary learning. At the same time, close engagement with industry partners offers valuable insights beyond academia. iBET actively promotes mobility across scientific domains and functional areas, enabling researchers to transition into complementary roles within the organization beyond a scientific role, such lab management, science project management, and science communication. Through its involvement in multiple national and international consortia, the Institute facilitates access to diverse career opportunities across relevant sectors. Furthermore, sustained proximity to industrial partners enables smooth and purposeful career transitions, allowing researchers to move from academic pathways into industrial roles when aligned with their professional ambitions and long-term career goals.	

Status

18. CAREER DEVELOPMENT AND ADVICE

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	At iBET, career development is actively supported through a structured annual review process in which researchers, across all career levels, discuss their professional and personal development goals with their supervisors. This process is complemented by an Institute-wide annual training plan coordinated by the People & Culture area. The training program covers a comprehensive range of topics, including technical and scientific skills, as well as transversal and power skills, ensuring balanced and continuous professional growth. Annual evaluations play a central role in identifying development needs, defining training priorities, and supporting career progression within the Institute. Throughout all career stages, researchers benefit from continuous guidance provided by supervisors and senior scientists through regular interactions, such as weekly or monthly meetings, laboratory meetings, and ongoing scientific discussions. Early-stage researchers (R1) frequently receive guidance from more experienced colleagues (R2–R3), while senior researchers (R3–R4) benefit from mentoring and strategic advice provided by national and international collaborators, consultants, and external experts. Doctoral students also access mentoring opportunities through the Master's and PhD programs in which they are enrolled. A strong informal mentoring culture exists across research teams, but a formal institutional mentoring program has not yet been established. iBET's strong academic and scientific network, together with partnerships within three nationally funded programs, provides both researchers and support staff with access to a broad range of career development initiatives. These include dedicated workshops and two structured mentoring programs promoted in collaboration with an associate member. In parallel, the Institute's close collaboration with industrial partners offers additional opportunities to broaden career perspectives beyond the academic environment. The People & Culture area further supports career development by offering individual counselling, helping researchers and staff explore potential career paths and identify opportunities aligned with their skills, interests, and aspirations. To ensure	New proposals: Establish a pilot mentoring program across career levels (R1–R4), encouraging cross-team, cross-level and, where possible, international mentoring. Promote initiatives to further communicate different career pathways and associated competencies to support career planning. Continued efforts to communicate both scientific and non-scientific career pathways would help researchers better understand and pursue diverse professional trajectories.

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	sustainable skills development and strategic workforce planning, iBET's training program designed within a three-year cycle. This structured approach reinforces key competency areas over time and ensures that the Institute maintains the capabilities required to support the long-term development of both researchers and support staff.	

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
++ fully implemented	Continuous professional development is a core element of iBET's institutional culture and is actively promoted through the wide dissemination of training and upskilling opportunities. These include scientific and technical courses, e-learning, workshops, conferences, specialized training, and participation in collaborative research projects. Access to these opportunities is facilitated both internally and through iBET's extensive network of national and international partners. Training is aligned with the specific needs of different career stages (R1–R4), supporting the development of technical, scientific, transversal, and managerial competences. iBET hosts a significant number of Master's and PhD students from diverse university programs, enabling them to complement their academic education with applied research activities conducted in close collaboration with multiple stakeholders. In parallel, these students benefit from structured training provided through their respective university curricula, reinforcing the integration between academic learning and applied research practice. Professional development is further strengthened through active involvement in knowledge dissemination, supervision, and teaching activities. Through strong collaborations with national and international universities, iBET enables researchers from R2 to R4 to engage in thesis supervision, mentoring, internship supervision, and teaching within Master's and PhD programs, contributing to both their academic development and leadership skills. The Institute supports researchers at all career stages to participate in external workshops, scientific meetings, technical training, and conferences, which are frequently fully funded through research projects. The Institute regularly hosts external trainers to deliver specialized courses, while internal upskilling is fostered by the multidisciplinary and versatile nature of research teams, particularly in areas with strong industry engagement. Involvement in national research programs and partnerships with relevant institutions further ensures continuous access to scientific, regulatory, and innovation-related training. While iBET benefits from a dynamic and opportunity-rich learning environment, it is recognized that further value could be created through the reinforcement of a more structured internal training offer, particularly in relation to transversal skills. External evaluation and feedback mechanisms also play an important role	

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	in professional development. Researchers at R2–R4 levels regularly interact with academic and industrial partners, benefiting from external validation of their skills and scientific output. In addition, PhD students undergo annual formal evaluations by thesis advisory committees that include external experts, ensuring high scientific standards and continuous development. Overall, continuous professional development at iBET is supported by a rich ecosystem of training initiatives, academic programs, supervision activities, and national and international collaborations. This environment promotes skills diversification, interdisciplinary mobility, and alignment with evolving scientific, technological, and industry needs.	

Status

20. SUPERVISION AND MENTORING

Status		
Implementation	**GAP / Implementation impediments**	**Initiatives undertaken/new proposals**
+/- almost but not fully i…	At iBET, senior researchers (R3 and R4) play a central role in supervision and mentoring, which are recognized as key components of professional development and progression towards leadership roles. Supervision, guidance, and the ability to manage teams and projects are formally embedded within iBET's Levels and Domains of Competence framework, which clearly defines responsibilities, expected impact, and required skills across all career levels and functional domains. Reporting lines are well established, ensuring that early-stage researchers (R1 and R2) are aware of their supervisors, know where to seek support, and have access to both scientific and operational guidance. Regular progress meetings and structured annual performance evaluations provide consistent feedback, contributing to the development of supervisory and managerial competencies. Supervision at iBET is organized according to a layered and multi-level model that promotes shared responsibility and skills development throughout the research structure. Senior researchers (R3 and R4) formally supervise Master's and PhD students and participate in academic examination panels, while postdoctoral researchers (R2) contribute through informal supervision and day-to-day guidance of PhD candidates. R1 level commonly support MSc students and play an active role in onboarding, laboratory rotations, and job-shadowing activities for new team members. This continuum of supervision and mentoring fosters the early development of leadership, communication, and organizational skills. To further enhance supervisory quality, iBET actively encourages senior and leading researchers to participate in training in leadership, communication, and conflict management skills. While supervision responsibilities are clearly defined and a strong culture of informal mentoring exists across research teams, supervisory practices may vary between groups due to the absence of a common institutional framework for mentoring and supervision. To promote greater consistency across research teams, iBET plans to further strengthen training on effective feedback and supervision practices for researchers at all career	New Proposals: Establish a pilot mentoring program across career levels (R1–R4), encouraging cross-team, cross-level and, where possible, international mentoring. Further strengthening the supervisor capabilities with periodic training sessions on dedicated topics such as feedback and performance conversations. Develop a supervision toolkit, to be available on iBET's intranet, that will allow better monitoring of PhD and MSc students. Promote formal meeting sessions between supervisors with different seniority levels to allow the exchange of experience.

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	stages. Key topics such as emotional intelligence, supervision best practices, constructive feedback, and career guidance will be further detailed and reinforced within the forthcoming Code of Research Integrity and Ethics, that will be developed. This document will provide clear guidance and serve as a shared reference framework, supporting consistent, ethical, and responsible behavior in research and supervision across the iBET research community.	