

2024-2028 HRS4R ACTION PLAN

Actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
ACTION 1. Organizing a Welcome Day for new staff recruited at IrsiCaixa: <ul style="list-style-type: none"> • Reviewing a complete Welcome Pack to unify documentation of interest for new staff. • Organizing a Welcome Day to deliver the documentation to new staff. 	1. Research freedom 2. Professional responsibility	From Q1 2024 to Q4 2028: Annual review of the Welcome Pack and KPI monitoring	Lab Manager	D 1.1: IrsiCaixa Welcome Pack review and adaptation Welcome Pack annually reviewed KPI 1.1: Number of Welcome Days organized TARGET: 100% new staff 69 Welcome Days has been organized since 2020: <ul style="list-style-type: none"> • 2020: 16 • 2021: 17 • 2022: 20 • 2023 (until June): 16 KPI 1.2: Number of Welcome Packs delivered TARGET: 100% new staff 69 Welcome packs have been delivered since 2020 <ul style="list-style-type: none"> • 2020: 16 • 2021: 17 • 2022: 20 • 2023 (until June): 16 	EXTENDED	<p>The Welcome Pack constitutes a clear and explanatory guide for new staff, compiling the main procedures of IrsiCaixa and documentation, the responsible for each unit or service and the contact information.</p> <p>The Welcome Pack is reviewed at least once a year or when there are relevant changes in the content of the dossier. Additionally, there are other documents of interest distributed to the new staff.</p> <p>IrsiCaixa organizes a Welcome Day every time new staff becomes part of the institution. If there is more than one new person that starts the stay the same week, the institution regroups to organize a single Welcome Day.</p> <p>In 2020 and 2021, and because of the COVID health situation, Welcome Pack were delivered virtually.</p>

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<p>ACTION 2. Promoting the diffusion, and compliance and commitment of regulations relating with intellectual property rights, research practices, ethics, confidentiality, data protection, etc:</p> <ul style="list-style-type: none"> • Intranet creation • Compiling the relevant regulations on the website • Communicating the information to researchers through the usual channels • Organizing training activities relating with intellectual property rights, research practices, ethics, confidentiality, data protection, safety procedures, etc. 	<p>1. Research freedom</p> <p>3. Professional responsibility</p>	<p>From Q1 2024 to Q4 2028:</p> <p>Annual compiling of the relevant regulations on the intranet and KPI monitoring</p>	<p>Management Unit</p> <p>Lab Manager</p>	<p>D 2.1: Intranet review and adaptation</p> <p>The structure and content of the IrsiCaixa's intranet was created in 2019.</p> <p>The contents are reviewed annually.</p> <p>In 2023, the intranet has been renewed, expanding and improving connectivity for staff.</p> <p>D 2.2: New IrsiCaixa regulation compilation on the intranet</p> <p>New documents compiled on the intranet:</p> <ul style="list-style-type: none"> • Equality and Diversity Plan • Inclusive language guide • Anti-harassment protocol <p>D. 2.3: Include ethical guidelines on responsible AI use in research in the Code of Good Scientific Practices.</p> <p>KPI 2.1: Number of training activities organized including intellectual property rights, research practices, ethics, confidentiality, data protection, safety procedures and training sessions of AI use.</p> <p>TARGET: At least 1 training activity performed annually</p> <p>15 internal training courses since 2020:</p> <ul style="list-style-type: none"> • 2020: 1 • 2021: 4 	EXTENDED	<p>IrsiCaixa intranet is available to all IrsiCaixa staff where they can consult the policies, regulations, procedures and other many documents that help them start and continue their activity. Relevant regulations and policies on the IrsiCaixa website and on intranet have been included.</p> <p>IrsiCaixa has compiled the most relevant policies and regulations and published internally on the intranet where all staff have access.</p> <p>In 2023, IrsiCaixa intranet has been renewed and updated expanding and improving connectivity, where staff can access through our website. A section has been created where IrsiCaixa staff can make reservations for laboratory equipment and meeting rooms.</p> <p>A new digital tool (WOFFU) has been included to expedite administrative issues for staff.</p> <p>IrsiCaixa organizes conferences/seminars to train personnel in different matters related to compliance, including intellectual property rights, research practices, ethics, confidentiality, data protection, occupational risk prevention, equality and diversity rights, etc.</p>

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				<ul style="list-style-type: none"> • 2022: 7 • 2023 (until June): 3 		

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<p>ACTION 3. Defining and establishing a standard and transparent procedure to recruit and select new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy (corresponding to action OTMR-1):</p> <ul style="list-style-type: none"> • Appointing an internal working group in IrsiCaixa responsible for developing the new procedure. • Defining a new procedure to recruit and select, based on the acknowledgement of merits and professional career of researchers. • Publishing a version of the procedure online, both in Spanish and English. 	<p>13. Recruitment</p> <p>14. Selection</p> <p>15. Transparency</p> <p>16. Judging merit</p>	<p>From Q1 2024 to Q4 2028: Annual review of the Personnel Recruitment Policy and related documents</p>	<p>Management Unit</p> <p>Scientific Director</p>	<p>D 3.1: New procedure to recruit and select based on the OTM-R policy</p> <p>Personnel Recruitment Policy and Personnel Recruitment and Selection Procedure were approved in 2019 and they are annually reviewed.</p> <p>New Guide of Good Practices for the Attraction and Retention of Talent and Professional Promotion with a Gender Perspective is available on the intranet.</p> <p>KPI 3.1: Number of e-recruitment platforms for jobs posting.</p> <p>TARGET: at least 50% of jobs advertised through e-recruitment platforms.</p>	EXTENDED	<p>In 2018, the Scientific Director signed an Agreement letter to approve the constitution and regulation of the Personnel Selection Committee. The document defines the composition of the Selection Committee to evaluate candidates according to the position category. It also refers to the functions and responsibility of the Selection Committee based on the Code of Conduct for the Recruitment of Research and an Open, Transparent and Merit-based Recruitment policy.</p> <p>The Ethics Committee of IrsiCaixa developed the Personnel Recruitment Policy, based on the acknowledgement of merits and professional career of researchers.</p> <p>Personnel Recruitment Policy and Personnel Recruitment and Selection Procedure were approved in 2019.</p> <p>In 2021 has been development a Guide of Good Practices for the Attraction and Retention of Talent and Professional Promotion with a Gender Perspective in IrsiCaixa. The guide has been published on the intranet.</p>

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ACTION 4. Defining specific rules and explicit guidelines for recruiting early stage researchers (corresponding to action OTMR-2): <ul style="list-style-type: none"> Considering an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments. Stablishing additional professional development opportunities for an early stage research in the context of a long-term professional career. 	12. Recruitment of early stage researchers 13. Recruitment 16. Judging merit 28. Career development	From Q1 2024 to Q4 2028: Annual review of the Personnel Recruitment Policy and the specific KPIs for R1, R2 and R3 recruitment and KPI monitoring	Management Unit Scientific Director	<p>D 4.1. Guideline review for recruiting early stage researchers including in IrsiCaixa OTM-R procedure</p> <p>The Personnel Recruitment Policy was approved in July 2019 and is reviewed annually. It is available on the intranet.</p> <p>The Personnel Recruitment Policy includes specific KPIs for R1, R2 and R3 recruitment.</p> <p>KPI 4.1: Number of early stage researcher recruited (R1)</p> <p>TARGET: Maintain the % of R1 researchers ensuring the renewal</p> <p>21 new PhD Students (R1) since 2020:</p> <ul style="list-style-type: none"> 2020: 2 2021: 3 2022: 11 2023 (until June): 5 <p>KPI 4.2: Number of early stage researchers with a postdoctoral opportunity in the institution (R2 an R3)</p> <p>TARGET: Maintain the % of R2 and R3 researchers ensuring the renewal</p> <p>14 new R2 and R3 since 2020:</p> <ul style="list-style-type: none"> 2020: 6 2021: 3 2022: 3 2023 (until June): 2 	EXTENDED	<p>The Personnel Recruitment Policy was approved in July 2019. It is available on the intranet.</p> <p>The Personnel Recruitment Policy includes specific KPIs for R1, R2 and R3 recruitment. These KPIs will be annually reviewed in order to ensure the renewal of each researcher profile.</p> <p>All researchers in early stages recruited have clearly defined their functions, which are mostly conducting a doctoral thesis or supporting scientific-technical services.</p>

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<p>ACTION 5. Designing and starting up a selection committee in IrsiCaixa (corresponding to action OTMR-3):</p> <ul style="list-style-type: none"> Defining clear rules concerning the composition of selection committee guaranteeing a sufficiently gender balance. Defining the functions and operations of the selection committee with clear guidelines for selection based in judging merit. Designing the members of the selection committee responsible for the selection of new staff. 	<p>14. Selection</p> <p>15. Transparency</p> <p>16. Judging merit</p> <p>27. Gender balance</p>	<p>From Q1 2024 to Q4 2028: Annual review of the Personnel Recruitment Policy and the Selection Procedure and KPI monitoring</p>	<p>Management Unit</p> <p>Scientific Director</p>	<p>KPI 5.1: Number of selection processes and personal interviews with candidates in which the committee participates</p> <p>TARGET: 100% of personnel recruitment and selection follows the defined procedure</p> <p>42 selection processes since 2020:</p> <ul style="list-style-type: none"> 2020: 15 2021: 10 2022: 17 2023 (until June): Pending <p>KPI 5.2: Ensure gender balance and diverse expertise.</p> <p>TARGET: A balanced number of men and women with diverse areas of expertise on the committees.</p>	EXTENDED	<p>In 2018, the Scientific Director signed an Agreement letter to approve the constitution and regulation of the Personnel Selection Committee. The document defines the composition of the Selection Committee to evaluate candidates according to the position category. It also refers to the functions and responsibility of the Selection Committee based on the Code of Conduct for the Recruitment of Research and an Open, Transparent and Merit-based Recruitment policy.</p> <p>Personnel Recruitment and Selection Procedure together Personnel Recruitment Policy were approved in 2019 and they are annually reviewed.</p> <p>Personnel selection will be based on both the Personnel Recruitment Policy and the Personnel Recruitment and Selection Procedure.</p> <p>The Personnel Recruitment Policy establishes the criteria and procedures for hiring open, transparent and merit-based.</p> <p>The Internal Selection Committee of IrsiCaixa is made up of three members: the principal investigator, the manager and the supervisor of the laboratory. Experts or other</p>

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						<p>additional members, whether internal or external to IrsiCaixa, may be assigned by the Internal Selection Committee.</p> <p>The evaluation of pre- and post-doctoral researchers and senior laboratory technicians is carried out by the Internal Selection Committee of IrsiCaixa.</p>
<p>ACTION 6. Providing an international and friendly research environment (corresponding to action OTMR-4):</p> <ul style="list-style-type: none"> • Having IrsiCaixa information to researchers available in English. 	<p>23. Research environment</p> <p>30. Access to career device</p>	<p>From Q1 2024 to Q4 2028: Annual monitoring of new translated documents and KPI monitoring</p>	<p>Lab Manager</p>	<p>D 6.1: English versions of Welcome Pack, OTM-R and other relevant documentation</p> <p>7 documents (policies, procedures and regulations) in English on the intranet and on the website.</p> <p>KPI 6.1: Number of foreign researchers recruited per year</p> <p>TARGET: 5%-10% of foreign researchers and researchers from other Spanish autonomous communities of the total research staff</p> <p>7 new foreign researchers since 2020:</p> <ul style="list-style-type: none"> • 2020: 1 • 2021: 1 • 2022: 2 • 2023 (until June): 3 <p>For next period we proposed an adaptation of the KPI 6.1, including researchers from other Spanish autonomous communities: NEW KPI 6.1: Number of foreign researchers and</p>	<p>IN PROGRESS</p>	<p>IrsiCaixa has compiled the most relevant policies and regulations and published internally on the intranet. Most of these documents are available in English.</p> <p>Regarding the recruitment of personnel, and because the research environment in which IrsiCaixa is involved, it also highlights the incorporation of several researchers from other Spanish autonomous communities.</p>

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				researchers from other Spanish autonomous communities recruited per year		
ACTION 7. Defining a professional career for researchers at all stages of their career: <ul style="list-style-type: none"> Defining the professional career for IrsiCaixa researchers. Appointing mentors to provide support and guidance for researchers 	28. Career development 30. Access to career device	From Q1 2024 to Q4 2028: Annual review of the Research Career Policy and KPI monitoring	Management Unit Scientific Director	D 7.1: Professional career for researchers The Research Career Policy of IrsiCaixa was approved in 2021 and it is annually reviewed. KPI 7.1: Number of appointed mentors TARGET: At least 25% of R3 and/or R4 staff are mentors <ul style="list-style-type: none"> 2020: 12 2021: 13 2022: 13 2023 (until June): 13 KPI 7.2: Number of mentees TARGET: 100% of R1, R2 and data manager staff are been mentored <ul style="list-style-type: none"> 2020: 62 2021: 61 2022: 62 2023 (until June): 73 KPI 7.3: Provide training sessions to staff regarding research career (R1/R2/R3/R4 criteria). TARGET: at least 1 training sessions per year	IN PROGRESS	<p>The Research Career Policy of IrsiCaixa for the recognition and promotion of researchers at all stages of their career was approved in 2021. All the research group were informed during the process and their contributions were collected to be included in the Policy.</p> <p>The Research Career Policy of IrsiCaixa describes the characteristics and duration of the four investigative stages: R1, R2, R3 and R4.</p> <p>The Research Career Policy includes the competencies required for both R3 and R4 researchers in supervision and mentoring of trainees and early researchers. The Policy establishes the figure of independent researcher profiles (R4 and R3) as mentors to provide advice and guidance for researchers in all professional categories.</p> <p>Is expected that each researcher category will have specific forms of evaluation based on a KPI template. Annually, the assigned mentor or the corresponding IP will evaluate R2 and R1 researchers. The evaluation</p>

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						<p>of the R4 and R3 will be reviewed by a committee of senior researchers and/or by Scientific Director. This aspect of the Policy is now under development.</p> <p>Additionally, the Code of Good Scientific Practices has been reviewed to include the supervision and responsibility of trainees and early researchers educational process by Principal Investigators. Also the Training Plan, includes recommendations to continuous training and professional development for researchers.</p>

<p>ACTION 8. Considering and using mobility as a favorable condition in the career development (corresponding to action OTMR-5):</p> <ul style="list-style-type: none"> Establishing parameters to recognize mobility in the career development 	<p>16. Judging merit</p> <p>28. Career development</p> <p>29. Value of mobility</p>	<p>From Q1 2024 to Q4 2028: Annual KPI monitoring</p> <p>Q1-Q2 2024: Defining parameters to recognize mobility in the career development</p>	<p>Management Unit</p> <p>Scientific Director</p>	<p>NEW D 8.1: Defining specific parameters to recognize mobility in the career development</p> <p>For example: specific budget for mobility; annual number of accepted mobility request; organization of remote meetings with collaborative centres.</p> <p>Including on the Research Career Policy specific mobility opportunities for each researcher profile.</p> <p>KPI 8.1: Number international meetings and workshops attended</p> <p>TARGET: At least 50% of total meetings and workshops attended</p> <ul style="list-style-type: none"> 2020: Attendance to 6 international meetings and workshops 2021: Attendance to 12 international meetings and workshops 2022: Attendance to 28 international meetings and workshops 2023 (until June): Attendance to 5 international meetings and workshops <p>KPI 8.2: Number of international training activities attended</p> <p>TARGET: At least 50% of total training</p>	<p>IN PROGRESS</p>	<p>IrsiCaixa has developed a specific Research Career Policy for the recognition and promotion of researchers at all stages of their career, including the value of mobility activities.</p> <p>Additionally, IrsiCaixa has set up a training commission responsible for coordinating a new Internal Training Plan of the institution, which will include among its initiatives the attendance at international conferences and workshops.</p> <p>In the Code of Good Scientific Practice and in the Training Plan, one of the important points is to promote the mobility of researchers in all categories. Specifically, IrsiCaixa responds to requests for attendance to international meetings and offers financial support based on the available budget.</p> <p>In 2020 and 2021, and because the COVID health situation, mobility was not always possible, so different ways to collaborate with other centres through virtual meetings were promoted.</p>
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				<p>activities attended</p> <ul style="list-style-type: none"> 2020: no face-to-face attend because of COVID situation 2021: no face-to-face attend because of COVID situation 2022: 4 face-to-face attends in international training activities 2023 (until June): Pending <p>KPI 8.3 (equivalent to 9.2): Number of stays in collaborating centres</p> <p>TARGET: At least 1 research stay per year</p> <ul style="list-style-type: none"> 2020: no stays because of COVID situation 2021: no stays because of COVID situation 2022: 1 stay of a researcher in a collaborating center 2023 (until June): 2 stays in collaborating centers 		
<p>ACTION 9. Promoting strategic alliances with foreign partners to stimulate researcher mobility (corresponding to action OTMR-6):</p> <ul style="list-style-type: none"> Strengthening relationships with foreign partners. 	29. Value of mobility	From Q1 2024 to Q4 2028: Annual KPI monitoring	Management Unit Scientific Director	<p>KPI 9.1: Number of strategic alliances with foreign partners</p> <p>TARGET: To maintain strategic alliances or to increase them moderately</p> <p>>200 strategic alliance in total</p> <ul style="list-style-type: none"> 2020: 126 	IN PROGRESS	<p>IrsiCaixa's research groups maintain a close relationship with foreign partners and research groups in the development of collaborative research projects.</p> <p>IrsiCaixa annually publishes numerous scientific papers in</p>

<ul style="list-style-type: none"> Promoting actions for research mobility between centers. 				<ul style="list-style-type: none"> 2021: 208 2022: 212 2023 (until June): >200 <p>KPI 9.2 (equivalent to KPI 8.3): Number of researchers in other centers</p> <p>TARGET: At least 1 research stay per year</p> <ul style="list-style-type: none"> 2020: no stays because of COVID situation 2021: no stays because of COVID situation 2022: 1 stay of a researcher in a collaborating center 2023 (until June): 2 stays in collaborating centers 		<p>collaboration as a result of the relationship with foreign partners and research groups in the development of joint research projects. International alliances, collaborations and participation in research networks are disseminated through the scientific reports.</p> <p>In 2018 IrsiCaixa created a network of alumni - Alumni Network (IAN). IAN is an association that aims to build a solid connection between IrsiCaixa alumni spread all over the globe. Every year, IAN organizes a meeting promoting a collaborating environment between IrsiCaixa alumni all over the world and the currently researcher staff.</p> <p>In 2020 and 2021, and because the COVID health situation, mobility was not possible, so different ways to collaborate with other centres through virtual meetings were promoted.</p>
<p>ACTION 10. Promoting internal funds or external funding opportunities to provide to researches optimal working conditions:</p> <ul style="list-style-type: none"> Establishing a specific budget for spaces, 	<p>23. Research environment</p> <p>24. Working conditions</p>	<p>From Q1 2024 to Q4 2028: specific annual budget for spaces, equipment and infrastructures and KPI monitoring</p>	<p>Management Unit</p>	<p>D 10.1: Specific budget for spaces, equipment and infrastructures</p> <p>Annual budget for the adaptation of spaces and for the purchase and renovation of scientific equipment.</p> <p>KPI 10.1: New spaces, equipment</p>	<p>EXTENDED</p>	<p>IrsiCaixa Strategic objectives include having spaces and infrastructures adapted to the needs of researchers and according with the scientific activity carried out in the Institute.</p>

<p>equipment and infrastructures.</p> <ul style="list-style-type: none"> • Promoting the participation in public or private calls for stabilization of researchers. • Co-financing for recruiting or stabilizing researchers with salaries according to their career and qualification. 				<p>and/or infrastructure enabled for research</p> <p>TARGET: Annual budget depending on the equipment and/or infrastructures needs.</p> <p>Laboratory equipment purchased (new or by renovation), conditioning of new spaces for researchers and improving installations:</p> <ul style="list-style-type: none"> • 2020: 7 new lab equipment + several small lab equipment purchased • 2021: 3 new lab equipment + 1 new space for researchers (500m²) + 1 installation improvement in P3 laboratory + + several small lab equipment purchased • 2022: 4 new lab equipment + 1 new space for researchers (400m²) + infrastructure improvements (roof repair) + several small lab equipment purchased • 2023 (until June): Electrical installation improvement in P3 laboratory + several small lab equipment purchased <p>KPI 10.2: Number of researchers stabilized in IrsiCaixa</p> <p>TARGET: Annual budget for personnel stabilization.</p>		<p>The renovation and new equipment acquisition plan is revised annually by the Management Unit and depends on the needs detected by researchers and the Lab Manager.</p> <p>A specific budget dedicated to stabilize and/or co-finance researchers is annually reviewed.</p>
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				<ul style="list-style-type: none"> 2020: 33 indefinite contracts (88% of total staff) 2021: 33 indefinite contracts (67% of total staff) 2022: 61 indefinite contracts (including the technical support staff) (92% of total staff) 2023 (until June): 78 indefinite contracts (100% of total researcher staff) <p>KPI 10.3: Number of researches recruited by co-financing</p> <p>TARGET: Annual budget for personnel co-financing depending on the co-financing needs.</p> <ul style="list-style-type: none"> 2020: 12 2021: 10 2022: 11 2023 (until June): 6 		
<p>ACTION 11. Assuring the implementation of a complaints and appeals procedure for researchers (corresponding to action OTMR-7):</p> <ul style="list-style-type: none"> Defining a complaints and appeals procedure for researchers. Compiling the complaints and appeals procedure in 	34. Complaints/appeals	From Q1 2024 to Q4 2028: Annual KPI monitoring	Management Unit Lab Manager	<p>D 11.1: Procedure for handling complaints and appeals</p> <ul style="list-style-type: none"> Communications Channel (canaldecomunicaciones@irsicaixa.es) Labor and organizational suggestions and complaints handled by an specific working group 	EXTENDED	<p>The Welcome Pack includes information on IrsiCaixa's procedures and communication channels available to compile suggestions or handle complaints.</p> <p>The labor survey includes key aspects for the staff such as mentoring, professional career development, communication</p>

<p>the Welcome Pack.</p> <ul style="list-style-type: none"> • Having a suggestion box on the intranet for compilation of complaints and appeals by researchers. 				<ul style="list-style-type: none"> • Labor surveys to consult all the IrsiCaixa staff about working environment • Human Resources (HR) e-mail contact RRHH@irsicaixa.es • Suggestion box on the intranet <p>KPI 11.1: Number of collected complaints and/or appeals</p> <p>TARGET: Registration of 100% of the complaints and/or appeals</p> <p>17 communications and no complaints received</p> <ul style="list-style-type: none"> • 2020: 7 • 2021: 1 • 2022: 6 • 2023 (until June): 3 <p>KPI 11.2: Number of resolved complaints and/or appeals</p> <p>TARGET: At least 90% of complaints/suggestions should be resolved</p> <ul style="list-style-type: none"> • 2020, 2021, 2022 and 2023: 90% of the proposals, suggestions and complaints were resolved by the working group on labor and organizational aspects. 		<p>channels, etc.</p> <p>Specific staff or committees are involved in the resolution of personnel complaints: Equality Committee, Lab Manager, Legal staff, Manager Director, etc.</p>
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				KPI 11.3: Number of complaints regarding recruitment process. TARGET: At least 90% of complaints/suggestions regarding recruitment process should be resolved.		
ACTION 12. Increasing the participation of young researchers and post-doctoral positions in the internal scientific committees: <ul style="list-style-type: none"> Defining a rule procedure for the Internal Organizing Lab Committee of IrsiCaixa to guarantee the participation of young researchers and post-doctoral positions. Procuring, as far as possible, a sufficiently gender balance in scientific committees. 	27. Gender balance 35. Participation in decision-making bodies	From Q1 2024 to Q4 2028: Annual KPI monitoring	Management Unit Scientific Director	KPI 12.1: Number of young researchers and/or post-doctoral positions in the IrsiCaixa committees TARGET: A minimum of 1 R1 or R2 researcher in each of the IrsiCaixa committees 2020: 1 R1 and 9 R2 <ul style="list-style-type: none"> Biosafety Committee: 1 R2 HRS4R Group: 1 R2 and 1 R1 Equality and opportunities committee: 1 R2 Internal Organizing Lab Committee: 6 R2 2021: 11 R1 and 10 R2 <ul style="list-style-type: none"> HRS4R Group: 1 R2 and 1 R1 Internal Organizing Lab Committee: 6 R2 Training Committee: 1 R1 and 1 R2 Journal Club & Results meeting: 4 R1 Research Data Management (RDM) Group: 1 R1 and 1 R2 	IN PROGRESS	IrsiCaixa has promote the integration of both pre-doctoral and post-doctoral staff in several committees to ensure the participation of early stage researchers in some of the decision-making bodies. IrsiCaixa has defined and promoted an Equality, Diversity and Inclusion Plan to promote gender balance and opportunities equality. The Equality, Diversity and Inclusion Plan has among its priorities to procure sufficiently gender balance in scientific committees.

				<ul style="list-style-type: none"> Women in Science (WiS): 4 R1 <p>2022: 12 R1</p> <p>2023 (until June): 15 R1 and R2</p>		
<p>ACTION 13. Improving the IrsiCaixa Training Plan to develop a research career:</p> <ul style="list-style-type: none"> Identifying of training needs according to career development. Defining a new Training Plan based on the needs identified. Improving multidisciplinary and transversal training. Promoting a training program based in non-scientific complementary skills. Recognizing of training attendance for career development merits. Communicating the Training Plan to the researchers. 	<p>28. Career development</p> <p>39. Access to research training and continuous development</p>	<p>From Q1 2024 to Q4 2028: Annual Training Plan review and KPI monitoring</p>	<p>Management Unit</p> <p>Lab Manager</p>	<p>D 13.1: Survey asking the training needs</p> <p>The Training Commission organizes annual meetings with researcher representatives to identify the training needs.</p> <p>D 13.2: New Training Plan</p> <p>A new Training Plan was approved in 2021 and it is annually reviewed.</p> <p>KPI 13.1: Number of organized training courses</p> <p>TARGET: At least 5 organized training courses annually</p> <p>Transversal training courses in Skills to support the research career and related with Safety Procedures and compliance:</p> <ul style="list-style-type: none"> 2020: 11 2021: 13 2022: 19 2023 (until June): 15 <p>KPI 13.2: Number of attendees</p> <p>TARGET: 100% of staff for mandatory attendance courses</p>	IN PROGRESS	<p>IrsiCaixa provides an important training offer for its researchers through magazine clubs, results meetings, among other activities.</p> <p>Information about IrsiCaixa's training offer is provided through different internal communication channels (newsletter, e-mailing).</p> <p>The Training Commission of IrsiCaixa identifies the training needs of researchers and plan activities, evaluating new training proposals to include in the annual Training Plan. The Commission organizes working groups in specific training blocks with representatives of researchers for the design of the most interesting content.</p> <p>The Training Plan of IrsiCaixa is annually reviewed and it is available to researchers in both English and Spanish.</p> <p>The new E-Learning platform is a tool to organize mandatory and optional training for researchers. The tool allows to use didactic materials and answer a course satisfaction survey.</p>

				<ul style="list-style-type: none"> ○ 2020: 118 ○ 2021: 337 ○ 2022: 644 ○ 2023 (until June): 244 <p>NEW KPI 13.3: Number of training courses or seminars about research development / research career opportunities for staff</p> <p>TARGET: At least 1 training activity about research career opportunities performed annually</p>		<p>Additionally, the institution promotes training activities through the Research Career Policy, promoting a continuing professional development. The Research Career Policy has been development in line with the HRS4R implementation, being a key part of the strategy. Specific HRS4R actions are focused on promoting career development of IrsiCaixa staff. A new KPI to promote the organization of specific training about research career has been defined.</p> <p>In this sense, the annual meeting organized through the Alumni Network (IAN) would be a perfect space to promote different career opportunities for researchers.</p>
<p>ACTION 14. Defining and promoting an Equality and Diversity Plan for gender and opportunities equality:</p> <ul style="list-style-type: none"> • To promote the creation of the IrsiCaixa Equality and Diversity Commission. • To develop the Equality and Diversity Plan. • To organize dissemination activities on gender equality, non- 	<p>10. Non-discrimination</p> <p>27. Gender balance</p>	<p>From Q1 2024 to Q4 2028: Annual Equality and Diversity Plan review and KPI monitoring</p>	<p>Management Unit</p> <p>Lab Manager</p>	<p>D 14.1 Appointing the IrsiCaixa Equality and Diversity Commission</p> <p>Equality committee creation on 2019.</p> <p>D 14.2 Defining the Equality and Diversity Plan of IrsiCaixa</p> <p>Equality, Diversity and Inclusion Plan of IrsiCaixa elaborated in 2020, published on website and annually reviewed.</p> <p>KPI 14.1 Number of organized activities on gender equality, non-</p>	EXTENDED	<p>In 2019, the Director of IrsiCaixa declared his commitment to establishing and developing policies that integrate equal treatment and opportunities between women and men.</p> <p>IrsiCaixa also created an Equality Committee made up of 6 members (3 men and 3 women).</p> <p>In 2020, IrsiCaixa elaborated the Equality, Diversity and Inclusion Plan of IrsiCaixa. The</p>

discrimination and equal opportunities.				discrimination and equal opportunities TARGET: At least 1 training activity on gender equality performed annually <ul style="list-style-type: none"> • 2020: 1 • 2021: 2 • 2022: 3 • 2023 (until June): 2-3 planned 		Plan is published on the website and it is annually review. A reviewed version of the Equality, Diversity and Inclusion Plan of IrsiCaixa has been reviewed by the regional unions, being registered in official records. The commission meets every 6 months to develop actions within the framework of the Equality, Diversity and Inclusion Plan. Within the framework of the actions included in the Equality, Diversity and Inclusion Plan, the institution has been published a Guide for the use of inclusive and non-stigmatizing language, published on the website. Additionally, in 2021, the institution has development a Guide of Good Practices for the Attraction and Retention of Talent and Professional Promotion with a Gender Perspective. The guide has been published on the intranet.
ACTION 15. OTM-R 8. Establishing a specific training in OTM-R: <ul style="list-style-type: none"> • Organizing periodic OTM-R courses for IrsiCaixa staff. 	13. Recruitment 14. Selection 15. Transparency 16. Judging merit OTM-R System (Staff involved in the process is sufficiently trained	From Q1 2024 to Q4 2028: Annual KPI monitoring	Management Unit Lab Manager	KPI OTM-R 8: Number of specific courses about OTM-R organized TARGET: At least 1 training activity about OTM-R performed annually <ul style="list-style-type: none"> • 2020: 0 • 2021: 1 	IN PROGRESS	The institution has organized on-line meetings for research groups to train about the Personnel Recruitment Policy based on the OTMR principles. These meetings will be annual and will include topics related to equality and diversity in the recruitment processes.

	in OTM-R)			<ul style="list-style-type: none"> 2022: 1 2023 (until June): 4 planned 		
ACTION 16. OTM-R 9. Supporting in EURAXESS services to increase the visibility of the calls: <ul style="list-style-type: none"> Publishing periodically the job adverts in EURAXESS portal web. 	13. Recruitment 14. Selection 15. Transparency 16. Judging merit OTM-R Advertising and application phase (Using EURAXESS tools to ensure the research vacancies a wider audience)	From Q1 2024 to Q4 2028: Annual KPI monitoring	Lab Manager	KPI OTM-R 9: Number of IrsiCaixa job adverts published in EURAXESS portal web TARGET: At least 70% of job adverts published in EURAXESS <ul style="list-style-type: none"> 2020: 9 2021: 13 2021: 13 2023 (until June): 7 	EXTENDED	Our job offers are published on our IrsiCaixa website, in different neighboring scientific institutions, on the EURAXESS portal web and on different social networks in order to spread our job offers.
NEW ACTION 17: Improving Responsible Research and Innovation (RRI) actions in IrsiCaixa: <ul style="list-style-type: none"> Promoting the transition towards an open system of research and innovation that works with and for society. Promoting training activities related to innovation and translational research 	3. Professional responsibility 8. Dissemination, exploitation of results 9. Public engagement	From Q1 2024 to Q4 2028: Annual KPI monitoring	Living Lab for Health responsible Innovation Unit	D 17.1: Impact Plan development A new Impact Plan of IrsiCaixa has been elaborated KPI 17.1: % of applications for competitive projects in which the social impact is reviewed TARGET: At least a 60% of the total applications KPI 17.2: Number of meeting between Living Lab for Health responsible and researchers TARGET: At least 1 meeting performed annually KPI 17.3: Number of training activities about innovation (translational	NEW	Recently, the institution is reinforcing the responsible research through the development of an Impact Plan, to secure that the research carried out will have a positive impact on scientific, medical and academic and in the whole society. Through the IrsiCaixa's Living Lab for Health, IrsiCaixa promotes the social impact of scientific research. To encourage RRI, the Living Lab for Health carries out participatory research projects in which civil society and organizations work together to

				research, patentability, spin offs) TARGET: At least 1 training performed annually	<p>align results with the values, needs, and expectations of society.</p> <p>Additionally, the Innovation Unit supports researchers in the whole process of generation of ideas, the creation of a work plan, the transfer of results and the product development. Through the new Innovation Unit, IrsiCaixa will promote specific training in translational research.</p>
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