	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
ACTION 1. **LAUNCH THE DATA PROTECTION UNIT.** i) Launch the data protection unit to ensure that data can be treated for scientific purposes, following the new specific national and European norms. Appoint a Data Protection Unit supervisor and establish procedures and workflow. ii) Include information about the procedures of	7. Good practice in research.	Q1 2020-Q2 2020	Management	• Data protection unit working.	COMPLETED	The personal data processing unit has not been created, but a data controller has been recruited, and a Data Management Plan has been published, describing how research data collected or generated in a research project will be managed and processed. The purpose of this document is to serve as a guide for researchers who must prepare their Data Management Plans for the different calls for projects. These Data Management Plans should indicate the measures taken by researchers to make their data FAIR, that is, findable, accessible, interoperable and reusable. This document includes: - A description of the contents required in National Calls (ISCIII, AEI) and the template for its elaboration. -A description of the contents required in the Data Management Plans in the Horizon 2020 framework and the template for its elaboration. In addition, the methodological support unit provides support for researchers to enter their data in the RED CAP platform. REDCap is a secure web application for building and managing online surveys

data recovery in the Welcome Manual and intra/extra net.						and databases. While REDCap can be used to collect virtually any type of data in any environment, it is specifically geared to support online and offline data capture for research studies and operations. The current architecture of IBSALs webpage do not admit the possibility of counting the document downloads. However, when a new version of the web page will be in place, IBSAL will have the ability to track and gather detailed information on each instance when a document is downloaded, providing valuable insights into document usage.
ACTION 2. **UPDATE THE SELECTION AND RECRUITING PROCEDURE FOLLOWING C&C AND OTM-R CRITERIA. WRITE THE SELECTION AND RECRUITING MANUAL.** For this, IBSAL proposes to:	13. Recruitment (Code). 14. Selection (Code). 16. Judging merit (Code). 17. Variations in the chronological order of CVs (Code).	Q1 2020-Q4 2022	Human Resources Department	• 100% of selection and contracting procedures follows new procedures. • 100% of offers posted on international portals. • 100% of lists of candidates with scores published. • All researchers, especially those responsible for research	COMPLETED	IBSAL has published a recruitment manual based upon OTM-R. It contains the following sections: • SCOPE AND OBJECTIVE. • REQUIREMENTS TO PARTICIPATE IN A CALL FOR PROPOSALS. • FORMAL REQUIREMENTS FOR THE CANDIDATES. • PROCEDURE FOR THE RECRUITMENT OF RESEARCH PERSONNEL. • PUBLICATION OF OFFERS. • EVALUATION. • SELECTION OF CANDIDATES. • HIRING AND INCORPORATION. This procedure is currently implemented.

i) Update the recruitment procedure, including all the OTM-R and C&C criteria not previously included. ii) Define more detailed scales, including those defined in the Charter and Code which are not currently collected (e.g. creativity, independence, variations in the chronology of CV, mobility between sectors). iii) Improve the advertisement of job offers: publish job offers in English in international scientific portals and journals.	18. Recognition of mobility experience (Code).			recruitment, and all human resources personnel are informed about relevant information. • Every newcomer researcher is provided with the manual. • 100% compliance with the OTMR guidelines for every recruiting process.		

iv) Formalise the composition of the Selection Committee, following OTM-R and C&C criteria, increasing diversity. v) Write the "Selection and recruiting manual" including templates if necessary. vi) Elaborate training material and organise training sessions.						
ACTION 3. **DESIGN AN EVALUATION SYSTEM FOR RESEARCHERS FUNDED BY RESEARCH PROJECTS.** Define an	8. Dissemination, exploitation of results. 31. Intellectual Property Rights.	Q3 2020-Q4 2020	Human Resources Department	• Write and approve the procedure. • 100% of postdoctoral researchers funded by research projects receive certificates.	COMPLETED	A new manual for the research career at IBSAL based upon both traditional research metrics and DORA criteria has been written. It contains detailed evaluation instructions and scales for the evaluation for the horizontal or vertical promotion of researchers. This proposal is still under approval by the Research authorities of the regional government.

evaluation system for postdoctoral researchers funded by research projects, annually, or at the end of the contract. The evaluation will constitute an official certificate that can be presented to accreditation bodies (e.g. ANECA) and will mention the tasks performed during their contract.						
ACTION 4. **WRITE THE IBSAL GENDER PLAN.** The plan will consider IBSAL's initiatives	10. Non-discrimination. 27. Gender balance.	Q1 2021-Q2 2021	Human Resources Department	• Gender plan published. • Gender plan implemented following its work plan.	COMPLETED	As mentioned in the previous intermediate report, IBSAL has a gender plan that is active from 2021 to 2025. During the latest years a new addendum to this plan has been written including topics that weren´t fully developed in the current gender plan, such as gender-based indicators. • What objective they fulfill. • How they will be implemented.

aiming to stimulate gender equality and provoke a structural change, considering best European practices (e.g. LIBRA, EGERA, etc.). Approximately half of Ph.D. researchers are women, however, the percentage of women scientists starts to decrease at the postdoctoral level and drops dramatically in leadership positions. Evidence suggests that historical barriers and unconscious biases can account for much of that decline. Recognising						• Who they are aimed at. • Who is responsible for their execution. • When they will be carried out. • What resources are needed. • How compliance will be measured. One of the topics that were derived from the change in the IBSAL legal status is the writing of a new and more complete gender plan. This plan should be approved by the institution, registered at the equality Ministry's database, and audited. In addition, IBSAL has written a protocol against sexual harassment. Additionally, IBSAL has organized or participated in other activities related to gender equality, such as the GENUSAL conferences, which aim to promote a gender perspective in the health sector by highlighting evidence of sex and gender biases in health, as well as methodological innovations to mitigate these biases. IBSAL has also been involved in organizing a course on how to incorporate gender equality into research projects and in activities that encourage young women to pursue STEM careers. Another measure to foster gender plan is the menstrual leave. Employees will be granted 8 hours per month as a special leave for menstrual pain, which must be

that IBSAL need all talents, these personal biases and institutional barriers need to be identified and addressed. Gender inequality also impacts research content: failure to consider the difference in biochemistry between sexes has led to a biased understanding of human health.						made up within the following two months in minimum periods of one hour. Additionally, it is expressly recognized that a sick leave will be considered a special case of temporary incapacity due to common contingencies in cases of incapacitating secondary menstruation or secondary dysmenorrhea associated with conditions such as endometriosis, fibroids, pelvic inflammatory disease, adenomyosis, endometrial polyps, polycystic ovaries, or any difficulty in menstrual blood flow. These conditions may cause symptoms such as dyspareunia, dysuria, infertility, or heavier-than-normal bleeding, among others.
ACTION 5. **IMPROVE THE INTERNAL COMMUNICATION OF THE INITIATIVES AND WORKING PROGRESS OF IBSAL'S MANAGEMENT.**	28. Career development.	Q1 2022-Q2 2022	Human Resources Department	• 100% of communication events programmed. • Number of attendants.	COMPLETED	During this period internal communication has been impulse by: The new IBSALS webpage. https://ibsal.es/es/ Area meetings: IBSAL This quarterly Area meetings provide direct information to the researchers about the new events or important information that were released during the meeting intervals. Yearly meetings IBSAL organizes an

The objective is to increase researchers' engagement, build stronger teams and enhance the competitiveness of IBSAL. IBSAL will programme informal meetings, seminars, etc. so that effective internal communication practices will help to increase the implication of researchers with this institute.						annual Young Researchers Meeting, an event where the institute's predoctoral community gathers in one place to share their research, either through an oral presentation or a poster session. Mailing • General Communications: Messages that may be of general interest to employees. • Projects: Communications about new funding calls for research projects or their resolutions. • Clinical trials: Communications for employees interested in conducting clinical trials. • Training: A list sent every Monday with the week's training activities, including courses and seminars. Reminders are also sent before the seminars. • Newsletter: A compilation of IBSAL updates, news, events, job offers, and other relevant links. It is sent every other Thursday. A communication quality control survey is performed on a yearly basis. The satisfaction of the research staff with IBSAL has an average rating of 3.93 /5. The recommendations given by this staff are varied, but a large portion focuses on IBSAL's image. A new plan for customizing information to

						the different professional profiles of the researchers is under development.
ACTION 6. **IMPROVE THE ACCESS TO TRAINING VIA STREAMING.** Improve the access to seminars and courses with streaming, coordinating the formative offering with FICUA and USAL.	39. Access to research training and continuous developmen t.	Q1 2020-Q2 2020	Training Commission	• Number of seminars available on streaming. • Number of attendances to courses available on streaming.	COMPLETED	IBSAL publishes a yearly training summary. It includes the number of researchers that have followed training courses during each year. In 2022, 96 training activities were performed, and 2867 slots in the different training activities performed were covered, in 2023 the number of training activities organized was 71, and the 2036 training slots were covered. The latest survey conducted to assess researchers' awareness of the implementation of HRS4R revealed that nearly 75% of researchers are familiar with IBSAL's online training activities, and 52% have attended at least one training course. Over the past few years, we have significantly increased researcher participation in training programs, demonstrating a growing interest in continuous professional development. To ensure the relevance and quality of our training offerings, we conduct annual surveys to measure satisfaction levels and gather suggestions for new courses. These surveys allow us to tailor our training programs to researchers' evolving needs, ensuring that they receive the most up-to-date and valuable knowledge in their respective fields. Additionally, the continuous expansion of

						our online training catalog has facilitated greater accessibility, enabling researchers to participate in courses regardless of their location or schedule constraints.
ACTION 7. **ESTABLISH A CAREER DEVELOPMENT FRAMEWORK.** This framework will be aligned with the definition of professional career provided by Instituto de Salud Carlos III, of the Spanish national government. i) Defining and homogenising the professional categories of the researchers and translating them into the professional	21. Postdoctoral appointments (Code). 25. Stability and permanence of employment. 30. Access to career advice.	Q2 2020-Q4 2020	Management / Human Resources Department	• Meeting with the management to discuss professional career options at IBSAL. • New professional categories defined. • Design of a professional career framework. • Approval of the framework of professional career.	COMPLETED	A new professional career framework has been recently published. It includes the following information: • Summary of IBSAL's organizational structure. • Types and levels of research personnel. • Seniority and professional career, including a description of horizontal and vertical promotion. • Salary compensation table. • Scales for the evaluation of merits for the horizontal promotion of scientific and technical personnel. This new framework is still under the approval of the regional research authorities. In the last quarter of 2024, the creation of a new foundation for the management of research in Salamanca was approved. This foundation has been created attending to the requirement of the Carlos III Health Institute for the maintenance of the accreditation of IBSAL as a Health Research Institute. It is a requirement of recent years that will materialize in the first half of 2025. This new Foundation will be a

categories of the European Union (in line with what is established in the Guide for the Accreditation of Institutes of Health Research of IS Carlos III). ii) Defining and formalising a professional career framework and a professional development strategy. iii) Design advisory programme on professional careers. iv) Coordinate activities with FICUS and USAL.						regional public foundation, which means that research staff will be able to benefit from an impulse to their professional career. The new Foundation will be aligned with and committed to the HR award as it has been until now. In addition, the commitment of the Regional Government of Castile and León to the research carried out by its institutes will be an important driving force for the development of research careers in the region, this being a priority of the new strategic plan of the Regional Government of Castile and León.
ACTION 8. **PROVIDE JUNIOR**	31. Intellectual Property Rights.	Q2 2020-Q3 2020	Training Commission	• Number of training courses performed.	COMPLETED	A guide on Translation, Innovation and Results Transfer Plan. It includes information on: • Basic concepts of industrial and

RESEARCHERS WITH COMPULSORY INFORMATION ABOUT INTELLECTUAL PROPERTY PROTECTION OF RESEARCH RESULTS. This will be done by improving the communication about IP issues through initial training courses and by integrating this in resident doctors' training. In addition, this information will be included in the Welcome Manual.				• Number of attendants. • IP contents available in the Welcome Manual.		intellectual property. • Ownership and management of property rights. • Ownership of results. • Management of results. • Procedure for the protection of research results. • Obligations and distribution of benefits to authors. • Monitoring and dissemination of the transfer of knowledge and results. • Regulatory environment. In addition, also this information is summarized in IBSAL's welcome manual Finally, the organization of a comprehensive data protection training course, which has been completed by 186 researchers. The course not only fosters a culture of data protection within the institution but also enhances the overall quality and integrity of the research conducted. A description of IBSAL's intellectual property procedures is available at the welcome manual.
ACTION 9. **CREATE A PILOT MENTORING**	28. Career development. 30. Access	Q3 2020-Q4 2020	Training Commission	• Mentorship plan approved and published.	IN PROGRESS	The mentoring plan written during the initial implementation phase did not develop as expected, primarily due to a lack of awareness among researchers about the concept and benefits of

PROGRAMME FOR R1 AND R2. Design the pilot Mentoring Programme in coordination with FICUS and USAL, taking advantage of experienced researchers at IBSAL. Activities like seminars, focus groups, documents, etc. will be used, for example to: i) Encourage young scientists to focus on reaching senior level roles. ii) Encourage greater pro-activity about career management.	to career advice.			• Number of associated mentors. • Number of researchers mentored. • Evaluation of the alumni of the mentorship service. • At least 60% satisfaction with Mentoring Programme in the second year.		mentoring, as well as time constraints that made it difficult for them to actively participate. Many researchers were unfamiliar with the objectives and structure of the program, which led to limited engagement. Additionally, the demanding workload of researchers made it challenging for them to dedicate time to mentoring activities. To address these issues, a new document has been carefully drafted in close collaboration with the researchers themselves. This revised version considers their insights, expectations, and specific needs, ensuring that the program is better suited to their professional development and daily responsibilities. The updated mentoring plan is designed to be more flexible, accessible, and aligned with the realities of research work, increasing the likelihood of its successful implementation and long-term impact.

iii) Increase the provision of high-quality feedback. iv) Help individuals to seek support from senior team members and to learn what steps to take to best advance their careers Perform a biennial assessment of satisfaction with the Mentoring Programme: survey and report the results and recommendations.						
ACTION 10. **IMPROVE THE SUPERVISION PROCEDURES FOR R2.**	36. Relation with supervisor 37. Supervision and	Q1 2021-Q2 2021	Innovation Commission	• Procedure written • 100% R2 attendees at the meeting. • 100% R2 has a	COMPLETED	To implement this action, two documents were written and distributed to IBSAL's staff: • A supervision guide, in which the duties of junior and senior researchers are summarized.

For this purpose, IBSAL plans to: i) Set a procedure to schedule and attend meetings, reporting between senior and junior scientists. ii) Write a document setting the framework of the rights and duties of the R2 and supervisors during their collaboration.	managerial duties			document signed by the two parties.		• A voluntary supervision procedure for R1 and R2 researchers. In which the professional profiles of these two research profiles are summarized and a evaluation template is provided for their evaluation by their immediate supervisor. These documents will be delivered to the new junior researchers recruited during their first visit to the HR department.
ACTION 11. **UPDATE THE IBSAL WELCOME MANUAL** i) It will provide new researchers (and already	7. Good practice in research. 31. Intellectual Property Rights. 32. Co-authorship.	Q4 2019-Q1 2020	Innovation Commission	• Manual approved and published online. • At least 2 workshops annually for the presentation of the Welcome Manual to newcomers.	COMPLETED	The welcome manual has been revised in 2024. Its new format includes: 1. General information about IBSAL. 2. Organizational structure. - Organizational chart. - Technical Management Unit. 3. Your first day at IBSAL. - Requested documentation. - Access to applications. 4. Labor regulations. - Work schedule.

employed researchers) with necessary information, including main policies, to facilitate a proper and quick integration to IBSAL's work environment. It will collect the most relevant aspects that new IBSAL researchers should know: ▪ Good practice in research. ▪ Intellectual Property Rights. ▪ Co-authorship. And will gather all useful information: ▪ Recruiting, performanc e assessment						- Work contract compatibility. - Vacations and vacations. - Holidays and leaves of absence. - Sick leave due to work-related accidents or illness. 5. Practical information. - OTMR Document. - Ethical guidelines and good practices in research. - Plan for translation, innovation and transfer of results. - Data management plan. - Affiliation regulations. In addition, a welcome manual for the recruitment of international researchers has been written. This document is sent to the newly recruited researchers and constitutes a guideline for the first steps inside IBSAL.

, HRS4R strategy. ▪ Participation in decision-making bodies. ▪ Complaints mechanism, Ombudsmen. ▪ Ethics ▪ Anti-plagiarism ▪ Supervision practices. ▪ Security and risk prevention issues. It would also be disseminated among current IBSAL researchers. ii) Present main contents during training courses for newcomers.						
ACTION 12. **CREATE THE OMBUDSPERSON OF THE**	34. Complaints/ appeals.	Q1 2022 - Q2 2022	Research Commission	• Discuss and decide about the scope of the figure of	COMPLETED	IBSAL has created a complaints procedure that includes a web address to communicate the complaints. If the complaint is related to research or there is a conflict between researchers, it

RESEARCHERS. Create the figure of the ombudsman, either through a person or committee, to resolve and mediate claims. Define the administrative dependence of the IBSAL ombudsman, providing the function of mediation of conflicts between researchers.				researchers' ombudsmen. • Approval of the figure by the management. • Diffusion among researchers. • Number of cases attended.		is sent to a research ombudsmen that will initially mediate for the solution of this complaint or direct the complaint to the appropriate department for its solution. A Research Ombudsman has been appointed, Jose Juan García Marin, R4 researcher and coordinator of the Infectious and Metabolic Diseases area. Jose Juan will have the support of the administrative and management structure, as well as legal advice to carry out his duties. Additionally, he will have the opportunity to attend meetings of the Internal Scientific Committee and the Board of Trustees with the right to speak but without voting rights, and his presence will not be counted toward quorum. This will occur when it is deemed necessary to address matters that need to be brought to the attention of these bodies, and only during those agenda items that directly affect him. He will also convene the Scientific Integrity Committee on a regular basis, semi-annually, without prejudice to the extraordinary meetings that may be requested by researchers.
ACTION 13. **IMPROVE THE PARTICIPATI**	35. Participation in decision-making	Q2 2022 – Q3 2022	Research Commission	• Number of R1, R2 and R3 researchers	COMPLETED	There is representation from all researchers in the governing bodies of IBSAL. R1 and R2 researchers each have their own designated representatives who actively participate in discussions, express their

ON OF RESEARCHERS IN DECISION-MAKING BODIES. This will be done through the incorporation of junior researchers in the research commission. The scientific director will propose to the delegate commission that R1, R2 and R3 researchers participate in the research commission.	bodies.			incorporated in the commission. • Number of meetings held with the participation of these researchers.		views, and convey the opinions of fellow researchers. R3 researchers are represented in various IBSAL committees, ensuring their involvement in decision-making processes. Additionally, R4 researchers integrate the IBSAL's Research Coordination Committee (CCI), where they contribute significantly to the strategic direction and research activities of the institute. This inclusive representation ensures that the voices of all research levels are heard and considered in the governance and decision-making processes of IBSAL, fostering a collaborative and transparent research environment.
ACTION 14. **HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP.** An implementation	ALL	Q4 2019 – Q4 2024	Management	• WG HRS4R constituted • WG OTMR constituted • Number of attendants to seminars	IN PROGRESS	The awareness for the HRS4R was done following different communication events: Seminaries. A seminar series about different aspects covered by the HRS4R was performed in the last semester. The seminaries performed were: November 6, 2024, Lorena Muñoz Vivas, CEO of Effectia, the benefits of Logo for organizations and researchers.

working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices. The working group will accomplish this by organising seminars, or briefings for departments to				• Surveys to address the awareness		November 22, 2024, Francisco José Ausín Díez, President of the Ethics Committee of CSIC. ethics in research December 18, 2024, Elisa García García, Project Officer at Spanish Foundation for Science and Technology (FECYT). The Research Career. December 2, 2024, hours Pilar Armero Martínez and Amanda de la Fuente Vázquez Protection of Research Results. 23 January 2025 Pastora Martínez Samper, Commissioner for International Action of the Universitat Oberta de Cataluya (UOC) and member of the working group of the Spanish chapter of COARA. application of COARA (Coalition for the Advancement of Research Assessment) criteria. February 6, 2025, Clara López Montero, Head of Equality and International Project Manager at the Ramón y Cajal Institute for Health Research (IRYCIS). Implementing gender policies in research settings. In addition to that, an article about HRS4R was published in IBSAL's Newsletter. All the news related to the HRS4R were published in social networks such as

influence the dissemination of the C&C key lessons to research staff. Training session on OTMR from HR personnel will be held. Training session on C&C criteria for researchers and HHRR personnel will also be held.						linkedin, facebook, Instagram and X.
ACTION 15. **IMPROVE THE WELCOMING PROCESS** Institutionalize the figure of the "first-month mentor" This mentor will be a person selected by his/her knowledge of the institution	ALL	Q2 2022	Innovation Commission	• % of staff incorporated that had had both the internal welcome mentor, and the meetings	COMPLETED	The current protocol for the welcome process implies 3 different steps. 1) A personal meeting with the newcomer in which he/she is provided with an e-mail address and access to all the applications necessary to do their job. A checklist is signed after the meeting. 2) The welcome manual is sent by mail as a guideline for his/her first steps at the institution. 3) A person is appointed in its working department for acting as a "welcoming guide"

and his/her proximity to the newcomer, he/she will assist the newcomer for his/her integration in the institution, providing help and addressing about the different procedures of the institution Welcome meeting with human resources and management unit. A personal or virtual personal meeting will be institutionalized for all newcomers for explaining directly the HR procedures of the institution. Write a welcome commitment for						

the newcomers						
ACTION 16. **TO ENSURE MECHANISMS FOR EMBEDDING GOOD RESEARCH PRACTICE INTO THE CULTURE OF ALL RESEARCHERS** a) Help all researchers to be familiar and up to date on all ethical and good research practice issues. b) Create and visualize existing and new training modules, on ethical and good research practice training. Include this training in the	2. Ethical principles 3.Professional responsibility 4. Professional attitude.	3Q2022 and 3Q2023	Communication department	• At least 513 researchers attend the blended seminars within the general training program. • An annual workshop on research integrity is launched with at least 200 attendants.	IN PROGRESS	This action has been implemented through: a. Performance of training courses. A training course on Good Clinical Practice Guidelines (GCP, GCP) Course 2024 was performed during 2024 with 18 researchers. A Course focused on the correct performance of research in a GRS environment was also organized with 25 persons. Courses of good research practices in clinical trials are sponsored by the pharma company Novartis with 11 participants. Two editions of a research data management course with a module on legal and ethical aspects of data handling, attended by more than 40 people. b. Seminaries Several seminaries about ethics and good research practices were performed. During these three years. Among others: Legal implications of the use of genetically modified animals. 2010/63/EU"

General training program provided to postgraduate students, new faculty and research staff. c) Launch compulsory annual Workshops on research integrity. A certificate of completion will be awarded to reassess its relevance and continuously improve its scope.						Ethics in research in the HRS4R series Due to the changes introduced in the legal status of this institute, an integrity committee will be appointed during the first semester of 2025. The role of this commission will be to centralize and organize all the activities of the foundation regarding ethical issues and good practices in research.
ACTION 17. **PERFORM A NEW SURVEY TO BE DISTRIBUTED AMONG ALL THE RESEARCHERS TO ASSESS**	ALL	4Q2025	Quality commission	• Perform the new HRS4R's survey. • Include the results of the analysis into the next action plan.	NEW	

THE DEGREE OF IMPLEMENTATION OF THE HRS4R AWARD AFTER THE 5 YEARS OF IMPLEMENTATION.						
ACTION 18. **TO IMPLICATE IBSAL PROACTIVELY AT THE ELABORATION OF THE COLLECTIVE BARGAINING AGREEMENT.** This agreement seeks a series of objectives among which are: • To improve the working conditions of male and female workers:	3. Professional responsibility. 5. Contractual and legal obligations. 25. Stability and permanence of employment. 28. Career development.	4Q2026 – 3Q2027	Human Resources Department and Management	• The percentage of researchers whose salary has improved is higher than 50%. • The percentage of researchers that have accessed new social benefits is higher than 50%. • The percentage of researchers that receive recognition of the effort devoted to IBSAL is higher than 5%. • The percentage of foreign researchers recruited at IBSAL is higher	NEW	

• The revision of remuneration. • The updating of social benefits. • The implementation of new incentives that recognize the effort and dedication of the personnel. • Equalization of working conditions: with the standards of neighboring institutions. • Foster the attraction and retention of talent. • Promoting equality and work-life				than 15%. • The percentage of researchers that have been beneficiaries of work life balance policies is higher than 50%.		

balance. • Strengthening policies that promote gender equality and work-life balance.						
ACTION 19. **IMPLEMENT THE IBSAL´S PROFESSIONAL CAREER FRAMEWORK.** In accordance with actions7 and 18, IBSAL is compromised to develop the new professional career framework. By the classification of all the staff into the accepted professional categories, 4 for the technical staff and 5 for	28. Career development	4Q2027	Human Resources Department and Management	• Professional career framework is implemented. • The percentage of researchers that have been promoted by a horizontal promotion system is higher than 20%. • The percentage of researchers that have been promoted by a vertical promotion system is higher than 20%.	NEW	

researchers. In addition, IBSAL has to implement both horizontal and vertical promotion systems for its staff.						
ACTION 20. **INSTITUCIONALIZATE OPEN SCIENCE AND CITIZEN SCIENCE:** IBSAL will reinforce its commitment to open science by: Recommending and evaluating positively researchers that share their results openly and engage in open peer	9. Public engagement	2Q2025 – 4Q2029	Scientific Management Area	• The percentage of papers published in open access journals has increased by 5%. • The percentage of researchers in open access editorial committees has increased by 5%. • The number of projects including citizen science have increased 20%.	NEW	

review editorial committee. Publish research publications in open access. IBSAL will reinforce its commitment to citizen science by recommending and evaluating positively. Researchers should incorporate citizen science into their projects as much as possible and where relevant. Set Up a Citizen science commission. Integrating representatives of society in the evaluation and decision-						

making process. Ensure that social and ethical perspectives are considered both at the project designed and performance.						
ACTION 21. **FOSTER THE CREATION OF A DIVERSE ENVIRONMENT.** Setting a firm commitment to integration in all areas of the institution. Creation of an equality committee to promote equality and diversity in each of its processes and areas of action.	10. Non discrimination.	1Q2026 – 1Q2027	Committee on RRI and Equality	• The number of actions performed by the equality committee has increased in a 10% in comparison with previous periods.	NEW	

Eradicating any form of discrimination and promoting inclusive policies that favor an equitable and respectful work environment.						
ACTION 22. **FOSTER ETHICAL ISSUES AND GOOD PRACTICES IN RESEARCH** To increase the efforts set at action 16, IBSAL will: Establish a new Scientific Integrity Committee, responsible for ensuring strict compliance with ethical and quality standards in	2. Ethical principles 3. Professional responsibilit y	3Q2025 – 4Q2029	Ombudspers on of researchers	• Number of meetings of the scientific integrity committee. • Number of cases attended by the scientific integrity committee.	NEW	

the field of research, guaranteeing that all projects and activities are carried out within a framework of transparency, responsibility and rigor. Updating IBSAL with current Spanish and European norms on ethical practices and provide training to both newcomers and all IBSAL's staff						