

Proposed Action	Gap Principle	Timing (by year's semester or quarter)	Responsible unit	Indicators target
Improve collaboration between the University Ethics Committee and ethical advisors at the Schools of the university.	1 - Ethics and Research Integrity		Research Administration Office	Modernised ethics application system; pro-active advice system; alignment of university's support system with the new national Research Ethics Committee, which began its operations in January 2026.
Improve the support system for open, responsible research and innovation (ORRI) systems, including advice for researchers on 1) working with research data (with the focus on SSHA (social sciences, humanities and arts) researchers) and 2) working with high performance computing (HPC) infrastructure.	3 - Open Science		Research Administration Office	Clear support structure for advising researchers on 1) ORRI principles, 2) HPC.
The University will implement a structured programme to improve accessibility of information and support services for international staff, ensuring clearer and more consistent English-language communication across key employment, research and career development processes. The programme will include a systematic review of existing guidance materials, consolidation of essential information in a structured format on the internal website, and awareness-raising activities on diversity and unconscious bias for staff involved in decision-making. This action aims to ensure equal access to institutional processes and	5 – Embracing Diversity	Q3 2026 – Q4 2027	HR Office; Communications Office; Research Administration Office	<p>Structured English-language information package for international staff published and accessible on the internal website.</p> <p>Key employment and career-related guidance materials reviewed and updated in English.</p> <p>At least one annual awareness session on diversity and unconscious bias implemented for staff involved in recruitment and management.</p> <p>Improved satisfaction of international staff</p>

strengthen inclusive organisational culture.				regarding access to information and support services (staff survey comparison to baseline).
The University will consolidate and continuously formalise existing responsible research assessment practices by making qualitative judgement, contextual use of indicators and recognition of diverse career paths more explicit in the evaluation guide, review training and ATIS system. Open Science expectations will be clearly reflected in evaluation documentation to ensure consistent implementation across the institution.	9 – Researchers' Assessment 12 – Career Progression 17 – Valuing Diverse Research Careers	Q3 2026 – Q1 2028	Vice-Rector for Research; HR Office	Responsible Research Assessment principles integrated into the updated evaluation guide. Revised evaluation guide published, explicitly reflecting qualitative judgement, contextual use of indicators and recognition of non-linear careers. ≥80% of review committee members trained in updated evaluation principles. Open Science and diverse career paths explicitly referenced in evaluation documentation and ATIS guidance.
The University will establish a structured career mentoring and counselling system for R1–R2 researchers and strengthen the visibility and communication of bridging funding mechanisms. The aim is to improve clarity of career prospects and reduce employment insecurity at early career stages.	14 – Stability of Employment 18 – Career Development and Advice 20 – Supervision and Mentoring	Q2 2026 – Q1 2028	HR Office; Research Administration Office; Doctoral School	Structured mentoring scheme launched ≥70% of R1–R2 researchers assigned a mentor Bridging funding information published and communicated Increase in R1–R2 satisfaction with career clarity (staff survey)

<p>The University will implement university-wide workload calculation principles through the ATIS system and ensure consistent application of flexible working arrangements across units. Workload and remuneration data will be regularly analysed from a gender and intersectional equality perspective in order to identify and prevent potential inequalities at an early stage. Managers will receive targeted support to harmonise implementation practices.</p>	<p>13 – Working Conditions, Funding and Salaries 4 – Gender Equality (work-life balance dimension)</p>	<p>Q1 2026 – Q2 2028</p>	<p>HR Office; Research Administration Office; IT Department</p>	<p>ATIS workload module fully operational university-wide</p> <p>100% of academic staff with transparent workload allocation</p> <p>Managers trained in flexible working implementation</p> <p>Annual gender- and intersection-based analysis of workload and remuneration conducted and reported</p> <p>Improved staff perception of workload fairness (survey indicator)</p>
<p>The University will establish an integrated career development and mentoring system that systematically supports researchers' professional growth at all career stages. Development interviews, individual development plans and mentoring practices will be strengthened and aligned to ensure that periodic evaluation functions as a development-oriented process rather than solely an assessment mechanism. Targeted training will be provided to supervisors and managers to enhance their capacity to support career development effectively. Implementation of career development and mentoring will include monitoring of equal access and representation by gender to ensure continued equality across career stages.</p>	<p>19 – Continuous Professional Development 20 – Supervision and Mentoring 18 – Career Development and Advice 9 – Researchers' Assessment (development-oriented dimension) 4 – Gender Equality</p>	<p>Q2 2026 – Q2 2028</p>	<p>HR Office; Vice-Rector for Research. ...</p>	<p>Institutional mentoring framework approved</p> <p>≥75% of academic staff with documented development plans</p> <p>Supervisor training programme implemented</p> <p>Annual monitoring of participation in mentoring and career development by gender conducted and reviewed</p> <p>Monitoring of participation in professional development</p>

<p>The University will revise recruitment communication and procedures to explicitly recognise career breaks and non-linear career paths, clearly link vacancy criteria to the quality-based evaluation logic, and ensure that all candidates receive structured written feedback at key stages of the process. Vacancy templates and candidate guidance will be updated to improve clarity about assessment principles and career expectations, while HR and recruiting units will collect candidate experience data to monitor improvements. This approach both improves transparency before application and strengthens post-competition learning for candidates. Recruitment communication and procedures will ensure a gender-sensitive and equal-opportunity approach, including monitoring gender balance in applications and selection outcomes.</p>	<p>10 – Recruitment; 9 – Researchers’ Assessment; 4 – Gender Equality</p>	<p>Q2 2026 – Q2 2027</p>	<p>HR Office; Faculty HR contacts; Legal Office (for wording)</p>	<p>Revised recruitment guidelines and vacancy templates formally approved and published.</p> <p>100% of academic vacancy adverts include wording on recognition of career breaks and alignment with evaluation criteria.</p> <p>≥90% of candidates receive structured written feedback within the defined deadline.</p> <p>Candidate satisfaction with recruitment clarity increases compared to baseline (staff/candidate survey).</p> <p>Annual monitoring of gender balance in applications and selection outcomes conducted and reviewed.</p>
<p>The University will further formalise diversity principles in the composition of selection committees and standardise the consideration of diverse academic contributions – including mobility, interdisciplinarity, innovation and non-traditional outputs – in selection decisions and their justification. Clear documentation requirements will be introduced to ensure that assessment rationales are transparent and consistent across units. This approach strengthens holistic, non-biased and transparent decision-making in line with the European Charter for Researchers.</p>	<p>11 – Selection; 5 – Embracing Diversity; 9 – Researchers’ Assessment</p>	<p>Q3 2026 – Q4 2027</p>	<p>HR Office; Faculty Deans; Equality & Diversity Office</p>	<p>Selection committee composition guidelines approved and published.</p> <p>≥85% of committees meet defined diversity criteria.</p> <p>≥95% of committee members complete bias-awareness training.</p> <p>≥90% of selection processes include documented assessment rationale.</p> <p>Annual summary report on committee composition and outcomes published.</p>