

## Ethical and Professional Aspects

Nº	Actions	C&C Principle	Timing	Responsible Unit	Current Status	Indicators / Target
14	<p>Develop and implement III <b>CIMNE's Equality Plan</b></p> <p>Increase transparency of our work culture and methodologies followed</p>	10. Non-discrimination	Q2 2026	People Department + Equality Plan Commission	NEW	<p><u>KPI's</u></p> <p>14.1. Publication of the III Equality Plan of CIMNE</p> <p>14.2. % of methodology transparency</p> <p><u>TARGET</u></p> <p>14.2. 100%</p>
15	<p>Prepare a <b>Gender Equality Annual Report</b></p> <p>Showcase the effort CIMNE continuously does to promote the presence of women in the research world</p>	10. Non-discrimination	From Q4 2026	People Department	NEW	<p><u>KPI's</u></p> <p>15.1. % of PDI women in CIMNE at December 31<sup>st</sup></p> <p>15.2. % of women PDI in managing roles at December 31<sup>st</sup></p> <p>15.3. % of PDI women hired annually</p> <p>15.4. % of annual increase of the presence of PDI women at CIMNE</p> <p><u>TARGETS</u></p> <p>15.1. 25%</p> <p>15.2. 10%</p> <p>15.3. 20%</p> <p>15.4. 5%</p>
16	<p>Update <b>CIMNE's website</b></p> <p>Increase transparency through the website</p>	All	Q4 2025	Communications Department	NEW	<p><u>KPI</u></p> <p>16.1. Increase CIMNE's website traffic</p> <p><u>TARGET</u></p>

						16.1. 20%
17	<p>Update <b>GAP Analysis</b></p> <p>Identify deficiencies or areas of improvement to be aligned with quality and transparency principles</p>	All	Q3 2026	People Department	NEW	<p><u>KPI's</u></p> <p>17.1. Participation rate in a survey to determine areas of improvement</p> <p>17.2. Update the GAP Analysis with the new metrics gathered</p> <p><u>TARGETS</u></p> <p>17.1. 60%</p> <p>17.2. Once a year</p>
18	<p>Enhanced Communication of <b>HRS4R and OTM-R Policies</b></p> <p>Broaden the visibility and awareness of both policies within the CIMNE community</p>	<p>12-21. Recruitment</p> <p>38. Public Engagement</p>	From Q1 2026	People Department + Strategic Projects Dept.	EXTENDED	<p><u>KPI's</u></p> <p>18.1. Carry out some dissemination campaigns or workshops annually</p> <p>18.2. Satisfaction rate of participants with these meetings</p> <p><u>TARGETS</u></p> <p>18.1. At least 3</p> <p>18.2. 60%</p>
19	<p>Prepare the <b>Manual of Complaints Management</b></p> <p>Make sure all researchers are aware of the existence of this tool and how to use it</p>	34. Complaints/appeals	Q1 2026	People Department + Strategic Projects Dept.	NEW	<p><u>KPI's</u></p> <p>19.1. % of employees that are aware of the existence and purpose of the Complaints Portal</p> <p><u>TARGETS</u></p> <p>19.1. 90%</p>

Recruitment						
Nº	Actions	C&C Principle	Timing	Responsible Unit	Current Status	Indicators / Target
20	<p>Improve recruitment processes by using <b>Talent Clue</b></p> <p>Implement a new platform to manage all of CIMNE's recruitment processes</p>	<p>12. Recruitment 14. Selection 27. Gender balance</p>	<p>From Q4 2025</p>	<p>People Department + Communications Department</p>	<p>NEW</p>	<p><u>KPI's</u> 20.1. HR management responsibility for recruitment processes</p> <p><u>TARGETS</u> 20.1. 100%</p>
21	<p>Use <b>EURAXESS</b> to post most of our vacancies</p> <p>Enhance candidate attraction and attract a broader range of candidates</p>	<p>12-21. Recruitment</p>	<p>From Q1 2026</p>	<p>People Department</p>	<p>NEW</p>	<p><u>KPI's</u> 21.1. % of publication of PDI vacancies on the platform 21.2. % of annual increase in the number of candidates received by vacancy</p> <p><u>TARGETS</u> 21.1. 80% 21.2. 5%</p>
22	<p>Update and redefine the <b>Mentoring Programme</b></p> <p>Offer support and guidance to all new hires at CIMNE</p>	<p>28. Career Development 30. Access to career advice</p>	<p>Q1-Q4 2026</p>	<p>People Department + Strategic Projects Dept. + PDI teams</p>	<p>EXTENDED</p>	<p><u>KPI</u> 22.1. % of positive integration rate among new staff and early-stage researchers</p> <p><u>TARGET</u> 22.1. 80%</p>

23	<p>Continuous implementation and periodic update of the <b>OTM-R Policy</b></p> <p>Make sure we are implementing an Open, Transparent and Merit-Based Recruitment Policy</p>	12-21. Recruitment	From Q2 2025	People Department	EXTENDED	<p><u>KPI's</u></p> <p>23.1. Continuously review the procedures followed</p> <p>23.2. Completion of the OTM-R checklist</p> <p>23.3. % of job calls evaluated under its standards</p> <p><u>TARGETS</u></p> <p>23.1. Once per year</p> <p>23.2. Annually</p> <p>23.3. 100%</p>
24	<p>Implement a <b>Recruitment Process Satisfaction Survey</b></p> <p>Identify areas of improvement within our recruitment processes</p>	12-21. Recruitment	From Q1 2026	People Department	NEW	<p><u>KPI's</u></p> <p>24.1. % of response rate from the registered candidates within the first year</p> <p>24.2. % of satisfaction rate among respondents</p> <p><u>TARGETS</u></p> <p>24.1. 30%</p> <p>24.2. 70%</p>

Working Conditions and Social Security

Nº	Actions	C&C Principle	Timing	Responsible Unit	Current Status	Indicator(s)/Target
25	<p>Prepare and share a <b>CIMNE Welcome Manual</b></p> <p>Make sure all researchers that join CIMNE have been informed about our procedures and given a proper mentoring during their adaptation days</p>	All	Q4 2025	People Department + Strategic Projects Dept.	NEW	<p><u>KPI's</u></p> <p>25.1. Update the bilingual welcome manual</p> <p>25.2. % of new hires that received the manual</p> <p>25.3. % of new hires that find the manual beneficial (via survey a month later)</p> <p><u>TARGETS</u></p> <p>25.1. Twice a year</p> <p>25.2. 95%</p> <p>25.3. 70%</p>
26	<p>Implement a <b>Work Environment Survey</b></p> <p>Determine the level of satisfaction of researchers at CIMNE and identify some areas of improvement</p>	24. Working Conditions	From Q1 2026	People Department	NEW	<p><u>KPI's</u></p> <p>26.1. % of researchers' participation</p> <p>26.2. % employee satisfaction rate</p> <p><u>TARGETS</u></p> <p>26.1. 60%</p> <p>26.2. 70%</p>
27	<p>Implement a <b>Tutorship Evaluation Programme</b></p>	28. Career Development	From Q4 2025	People Department	NEW	<p><u>KPI's</u></p> <p>27.1. % of participation rate</p>

	Determine the satisfaction of researchers with the tutorship and supervision provided by the IP, whilst identifying possible misconducts					<p>27.2. % of participants satisfied with its tutorship</p> <p>27.3. % of tutorships evaluated each year</p> <p><u>TARGETS</u></p> <p>27.1. 80%</p> <p>27.2. 80%</p> <p>27.3. 100%</p>
28	<p>Prepare and implement an <b>Onboarding Session Plan</b></p> <p>Ensure new hires feel welcomed and integrated to the organization</p>	All	From Q1 2026	People Department + Communications Department + Strategic Projects Dept.	NEW	<p><u>KPI's</u></p> <p>28.1. % of new hires that complete the onboarding plan</p> <p>28.2. % of participants satisfied with the onboarding plan (via onboarding feedback survey)</p> <p>28.3. % of participants that feel integrated within the organization (via follow-up survey three months later)</p> <p><u>TARGETS</u></p> <p>28.1. 80%</p> <p>28.2. 70%</p> <p>28.3. 70%</p>

## Training and Development

Nº	Actions	C&C Principle	Timing	Responsible Unit	Current Status	Indicator(s)/Target
29	<p>Prepare an <b>Annual Training Programme</b></p> <p>Provide structured learning opportunities to align company goals with team needs, while fostering professional growth</p>	All	Q4 2025	People Department	NEW	<p><u>KPI's</u></p> <p>29.1. % of employees participating, at least, at one training per year</p> <p>29.2. % of participants that are satisfied with the trainings attended</p> <p><u>TARGETS</u></p> <p>29.1. 70%</p> <p>29.2. 80%</p>
30	<p>Conduct <b>Training Sessions on Research Supervision and Leadership</b></p> <p>Foster career development and strengthen researchers' talent and skills</p>	<p>36. Supervision</p> <p>39. Professional Development</p>	From Q1 2026	People Department + Managing Board	NEW	<p><u>KPI's</u></p> <p>30.1. number of group training sessions conducted annually to improve the supervisory skills of senior researches</p> <p>30.2. % of R3 and R4 researchers at CIMNE that have been trained in that area by the end of 2029</p> <p><u>TARGETS</u></p> <p>30.1. One session per year</p> <p>30.2. 90%</p>

31	<p>Implement the use of a <b>Career Development Framework</b></p> <p>Define transparent career paths, while guiding professional growth of researchers throughout their career</p>	<p>22. Recognition of the profession</p> <p>28. Career Development</p> <p>30. Access to career advice</p> <p>33.</p> <p>39. Professional Development</p>	From Q1 2025	People Department + Managing Board	EXTENDED	<p><u>KPI's</u></p> <p>31.1. Number of development reviews conducted annually for researchers</p> <p>31.2. % of employees with an active Professional Development Plan (PDP)</p> <p>31.3. % of participants satisfied with the implementation of the PDP annually (via survey)</p> <p><u>TARGETS</u></p> <p>31.1. 2 sessions per year</p> <p>31.2. 70%</p> <p>31.3. 80%</p>
32	<p>Conduct <b>training sessions for PhD students</b> during their first year with CIMNE</p> <p>Improve key transversal skills, such as communication and time management</p>	<p>28. Career Development</p>	From Q4 2025	People Department	NEW	<p><u>KPI's</u></p> <p>32.1. % of PhD students participating in training during their first year at CIMNE</p> <p>32.2. % of participants satisfied with the training sessions (via survey)</p> <p><u>TARGETS</u></p> <p>32.1. 100%</p> <p>32.2. 80%</p>
33	<p>Conduct <b>training sessions on gender,</b></p>	<p>10. Non-discrimination</p>	From Q1 2026	People Department	NEW	<p><u>KPI's</u></p>



	<b>diversity and inclusion awareness</b>  Foster an inclusive and respectful working environment at CIMNE					<p>33.1. number of training sessions conducted per year</p> <p>33.2. % of researches participating on those sessions</p> <p>33.3. % of participants reporting increased awareness (via survey)</p> <p><u>TARGETS</u></p> <p>33.1. Once per year</p> <p>33.2. 90%</p> <p>33.3. 70%</p>
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