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**Institut d'Estudis
Espacials de Catalunya**

Action Plan 2023-2026

Institut d'Estudis Espacials de Catalunya (IEEC)

**Conten
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1. Contact details

Name of the Organisation	Institut d'Estudis Espacials de Catalunya
Organisation's contact details	ieec@ieec.cat +34 932 80 20 88 Esteve Terradas 1, Edifici RDIT, Oficina 212 Parc Mediterrani de la Tecnologia (PMT), Campus del Baix Llobregat - UPC 08860 Castelldefels (Barcelona)
Submission date	2025
Date of Charter and Code Endorsement	2017
Web link of organisation's HR Strategy and Action Plan	https://www.ieec.cat/ieec/etica-i-integritat/

2. About the Institut d'Estudis Espacials de Catalunya (IEEC)

The IEEC is a centre that promotes the development of activities related to space in Catalonia in the aspects of research, innovation, and training. The IEEC collaborates and participates in the planning, execution, dissemination and transfer of knowledge of all kinds of initiatives, studies and projects related to space scientific research and technology.

The IEEC is a non-profit foundation from the Catalan public sector that was established in February 1996. It has a Board of Trustees composed of the Generalitat de Catalunya, the Universitat de Barcelona (UB), the Universitat Autònoma de Barcelona (UAB), the Universitat Politècnica de Catalunya - BarcelonaTech (UPC), and the Spanish Research Council (CSIC). The IEEC is also a CERCA centre.

The research structure is in the form of four units, each belonging to one of the Trustee academic institutions, which constitute the core of the R&D activity. The Research Units are:

- Institute of Cosmos Sciences of the University of Barcelona - ICCUB
- Centre for Space Studies and Research - CERES (UAB)
- Research Group in Space Sciences and Technologies - CTE (UPC)
- Institute of Space Sciences - ICE-CSIC

Scientists and technicians from the Research Units can simultaneously act as members of their institutions and as members of the IEEC. All senior scientific personnel at the IEEC are affiliated staff members from one of the Research Units.

The IEEC ranks among the best international research centres, producing a large number of high-impact publications and leading key world-class projects. This is the result of nearly thirty years of top-quality research work in collaboration with renowned
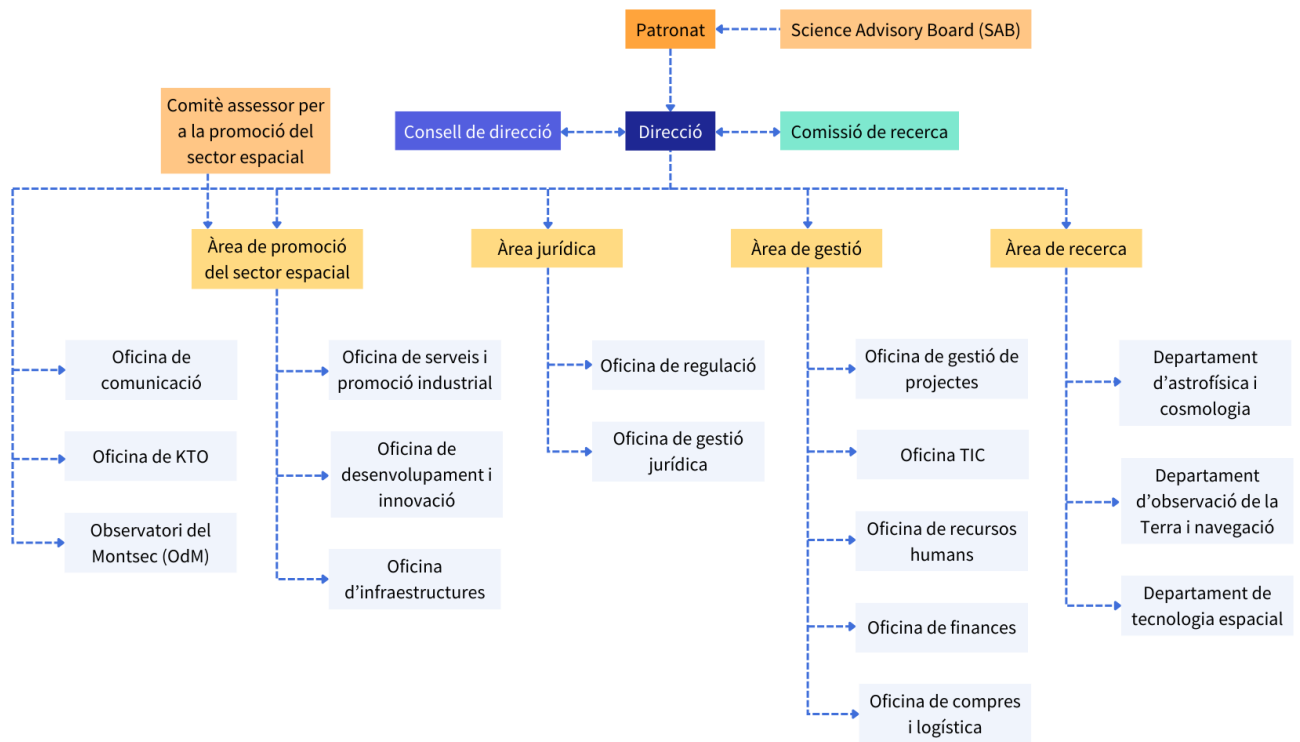
international institutions. The IEEC also develops instrumentation for multiple space missions thanks to a team of engineers with extensive experience in the aerospace sector and in sectors with a high value in innovation. As a non-profit foundation, the IEEC can have a versatile relationship with private industries and companies that ultimately manufacture the qualified flight hardware.

The IEEC manages a large number of key projects and space missions and plays a leading role on the Spanish contribution to ground-based instruments and satellite payloads. It is also responsible for operating and developing new instrumentation for the Montsec Observatory. Finally, the IEEC has a prominent involvement in the definition and implementation of the NewSpace strategy of Catalonia, an initiative fostered by the Catalan government, where the IEEC is leading activities for the promotion of the space ecosystem, research and innovation lines, the development and consolidation of space and ground-based infrastructures, among others.

[1] IEEC web page: http://www.ieec.cat/

[2] CERCA web page: http://www.cerca.cat

2.1. Organization chart

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                                          Patronat  ◄----  Science Advisory Board (SAB)
                                             │
  Comitè assessor per                        │
  a la promoció del      Consell de direcció ◄--►  Direcció  ◄--►  Comissió de recerca
  sector espacial
      │
      │        Àrea de promoció        Àrea jurídica        Àrea de gestió        Àrea de recerca
      │        del sector espacial
      │
      ├─► Oficina de              Oficina de serveis i    Oficina de regulació    Oficina de gestió de    Departament
      │   comunicació            promoció industrial                              projectes               d'astrofísica i
      │                                                                                                   cosmologia
      ├─► Oficina de KTO          Oficina de              Oficina de gestió       Oficina TIC
      │                          desenvolupament i        jurídica                                        Departament
      │                          innovació                                                                d'observació de la
      └─► Observatori del                                                         Oficina de recursos      Terra i navegació
          Montsec (OdM)           Oficina                                         humans
                                 d'infraestructures                                                       Departament de
                                                                                  Oficina de finances      tecnologia espacial

                                                                                  Oficina de compres
                                                                                  i logística
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2.2. Board of Trustees

The IEEC is governed by the Board of Trustees, composed by the Minister of the Department responsible of research, the General Director of Research, the General Secretary of Industry, from the Catalan Government, the Rectors of the University of Barcelona (UB), Autonomous University of Barcelona (UAB) and Polytechnic University of Catalonia (UPC), and the president of the Spanish Research Council (CSIC). The Board of Trustees is chaired by the Minister of the Department of Research.

President
Hble. Ms Núria Montserrat Pulido
Minister of Research and Universities
Generalitat de Catalunya

Secretary
Mr Joan Gómez Pallarès
General Director of Research
Generalitat de Catalunya

Members

Mr Oriol Alcoba Malaspina
Director General of Industry
Generalitat de Catalunya

Mgfc. Dr Joan Guàrdia Olmos
Rector
Universitat de Barcelona (UB)

Mgfc. Dr Francisco Javier Lafuente Sancho
Rector
Universitat Autònoma de Barcelona (UAB)

Mgfc. Dr Daniel Crespo Artiaga
Rector
Universitat Politècnica de Catalunya · BarcelonaTech (UPC)

Ms María Eloísa del Pino Matute
President
Spanish National Research Council (CSIC)

2.3.   Board of Directors

The IEEC is governed by a board composed of the director of each unit and director of the Institute of Space Studies of Catalonia.

Director of the IEEC
Dr. Ignasi Ribas

Director of the ICE-CSIC
Dr Aldo M. Serenelli

Director of the ICCUB
Dr Xavier Luri Carrascoso

Director of the CERES-UAB
Dr. Lluís Font Guiteras

Director of the CTE-UPC
Dr. Juan Ramos Castro

2.4.   International Scientific Advisory Board

The Science Advisory Board (hereinafter, SAB) has the function to advise the Board of Trustees of the IEEC on scientific activities of the institute and to help ensuring its scientific quality. The SAB is composed by prestigious personalities in the area of space research, who are appointed for a period of three years and renewable for one additional period.

More specifically, the role of the SAB is to:
a) Advise on the definition of the scientific policy of the IEEC, the opening of new areas of activity, the determination of the actions of strategic type and the prioritization of activities.
b) Advise on the preparation of proposals submitted by the IEEC to competitive calls from research agencies.
c) Evaluate the productivity, scientific track record and overall standing of the IEEC.

Members

Athena Coustenis
Professor
Observatory of Paris-Meudon, LESIA/CNRS
France

Jade Morton
Professor
University of Colorado Boulder
USA

Jürgen Schmitt
Professor
Observatory of Hamburg-Bergedorf, University of Hamburg
Germany

Roser Pelló
Professor
Marseille Astrophysics Laboratory
France

Júlia Figa
Responsible for the Ocean Altimetry Program
European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT)
Germany

Lisa Kaltenegger
Director
Carl Sagan Institute, Cornell
USA

Xavier Lobao
Head of the Future Projects Division, Department of Telecommunications
European Space Agency (ESA)
Netherlands

2.5.   Research activities at IEEC

The IEEC focuses its efforts on the study of the Cosmos and the Earth as a planet through a powerful program for research, development and technological innovation in the framework of scientific missions and projects.[3] The research lines developed by the IEEC belong to three main fields:

1)   Astrophysics and Cosmology.
    The IEEC performs top-level research in Astrophysics and Cosmology through the use and development of advanced technologies such as instrumentation for ground-based telescopes and space missions, as well as tools for analysing large volumes of data. The institute also establishes multidisciplinary connections with various areas including particle physics, geology, biology, and mathematics. The main areas of activity are:
    • Determination of the large-scale structure of the Universe.
    • Detection and measurement of gravitational waves.
    • Analysis of the most energetic astrophysical phenomena.
    • Understanding of how stars and resulting compact objects form, evolve, and die.
    • Study of the physics of the Sun and its relationship with the Earth.
    • Characterization of the formation, evolution, and architecture of our galaxy and other galaxies.
    • Search for new exoplanets with potentially habitable conditions.
    • Exploration of Mars.
    • Interpretation of the role played by the interplanetary environment; and the tracking and

study of the asteroids, comets, and meteorites that surround us.

2) Earth Observation and Navigation

The IEEC works on new approaches on remote sensing for Earth Observation and in the optimisation of Global Navigation Satellite Systems (GNSS). The main areas of activity are:

- Earth Observation instrumentation.
- Measurement of Earth's surface and atmosphere and monitoring of natural hazards through reflectometry, radio-occultations with sources of opportunity, and GNSS data.
- Combination of GNSS and wireless communications (including 5G) for smart cities and smart vehicles.
- Advanced radiometric and hyperspectral data acquisition and processing technologies.
- The synergy and fusion with other Earth Observation products and technologies, through the optimal exploitation of aerospace infrastructures.

3) Space Technology

The IEEC leads technological development projects for ground- and space-based instrumentation in technologies for telecommunications sensors and subsystems electronic systems and control and processing software; platforms for nanosatellites, robotics and artificial intelligence; or Big Data tools for data management, analysis, and exploitation, among others. In addition, the IEEC participates in the European and international networks that define the roadmaps established by agencies and organizations for future missions.

IEEC factsheet:

- The IEEC is located at Castelldefels, Barcelona
- It operates with an annual budget of approximately 6.2 M€, of which 1.2 M€ are structural funds from the Government of Catalonia and the remainder are secured from competitive calls and from contracts and projects with both public and private administrations.
- The institution is composed of over 270 members, including senior researchers, affiliated university professors, research assistants, postdoctoral researchers, pre-doctoral students, visiting scholars, and technical and administrative staff. Approximately 110 individuals are directly employed by the IEEC, with their positions funded through a variety of local, national, and international projects. The remaining members are affiliated personnel employed by the four academic institutions represented on the Board of Trustees—CSIC, UAB, UB, and UPC—of whom 158 are officially assigned and 5 are associated members.
- Its funding includes participation in various Horizon Europe and H2020 EU framework programmes, EU, EU Agency for the Space Programme (EUSPA) and European Space Agency programmes, EUMETSAT and Research projects from the Spanish Ministry of Science.
- According to the Web of Science, over the years 2020 to 2023, IEEC's scientific production exceeded 2.200 publications in peer-reviewed journals and over 45700 citations.
- The IEEC is at present responsible of the operation of the robotic Joan Oró telescope (80cm), located at Observatori Astronòmic del Montsec[4].

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[3] The annual reports of the IEEC can be found
in: Annual Report

2.6. Ethical and professional aspects

The IEEC has prioritised ethical considerations and integrity across all levels since its inception. New staff and affiliated members are thoroughly informed of, and are required to adhere to, specific duties and obligations, including the necessity to comply with the IEEC's by-laws ("Reglament IEEC"). A particular article addresses the principles of responsible research. The exact text is as follows:

Article 15 – Responsible Research and Innovation

1. The activities of the IEEC are conducted within the overarching framework of the principles of responsible research and innovation, with particular emphasis on open science and innovation.

2. The IEEC promotes research integrity, pays special attention to avoiding discrimination against minorities, supports the advancement of women, and ensures the highest quality in the work environment, enabling employees to balance their professional and personal lives effectively.

3. The IEEC strives to maintain a balanced gender representation within its management bodies, with the goal of achieving parity.

4. The IEEC contributes, to the best of its ability, to the fulfilment of the Sustainable Development Goals as defined by the United Nations.

5. The IEEC undertakes actions to reduce its ecological footprint, including optimising the energy efficiency of the infrastructure it manages and striving for maximum decarbonisation in the activities carried out by its staff.

Furthermore, the IEEC adheres to the principles outlined in the Charter and Code of the Human Resources Strategy for Researchers (HRS4R) and the CERCA Code of Conduct, which was formally adopted in June 2019.

In this context, the IEEC is committed to providing its staff and researchers with optimal working conditions, fostering career development, and ensuring transparent recruitment procedures based on merit and competence. The IEEC endorses the requirements and principles of the European Charter for Researchers and the ones of the Code of Conduct for the Recruitment of Researchers and is committed to the Open, Transparent, Merit-based recruitment (OTM-R) principles promoted by the European Commission. The IEEC also follows the **Equal Opportunities policies.**

In 2018, the IEEC was awarded the "HR Excellence in Research" seal, a recognition that underscores its commitment to continuously improving its human resources policies in alignment with the Charter & Code.

The institution works diligently to ensure fair and transparent recruitment and evaluation procedures. Consequently, all job offers and fellowships at the IEEC actively encourage applications from diverse backgrounds, eliminating non-inclusive language in all forms of communication, including on the website. The IEEC recognises the importance of fostering diversity and increasing the participation of women in science to enhance innovation, creativity, and excellence in its research endeavours.

3. Key figures for the organization

Staff & Students	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. Students either full-time or part-time involved in research	91
Of whom are international (i.e. foreign nationality)	15
Of whom are externally funded (i.e. for whom the organisation is host organisation)	79
Of whom are women	31
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	6
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	17
Of whom are stage R1 = in most organisations corresponding with doctoral level	31
Total number of students (if relevant)	7
Total number of staff (including management, administrative, teaching and research staff)	110

Research Funding (figures for most recent fiscal year)	
Total annual organisational budget	6.248.146
Annual organisational direct government funding (designated for research)	1.132.093
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.254.350
Annual funding from private, non-government sources, designated for research	282.650

4. OTM-Recruitment

The Institut d'Estudis Espacials de Catalunya (IEEC) has made significant advancements in enhancing the European Research Area (ERA) pillar, OTM-R, prioritizing a transparent and merit-based recruitment process. Since obtaining the "HR Excellence in Research" seal in 2017, IEEC has committed to fostering a fair and inclusive environment for researchers. This commitment is reflected in its adherence to the European Charter for Researchers, which emphasizes open and diverse job advertisements, clear selection criteria, and equal opportunities for both local and international candidates, including those with career interruptions.

Once selected, candidates are provided with comprehensive HR regulations that outline working conditions, including flexible working hours and the option for teleworking, thereby supporting a healthy work-life balance. The recruitment process is overseen by a gender-balanced selection committee to ensure impartial evaluation, utilizing expert assessments and interviews to guarantee a thorough and fair selection procedure. Moreover, IEEC acknowledges the importance of professional mobility and career development, recognizing that career interruptions can contribute positively to a researcher's professional growth.

In addition, IEEC is deeply committed to lifelong learning by fostering collaborations with international institutions and offering tailored training programs that support both personal and professional development. By focusing on diverse qualifications, ensuring clear and accessible recruitment policies, and providing ample career development opportunities, IEEC continues to strengthen its position as a leading institution in attracting, retaining, and supporting talented researchers, thus promoting an environment conducive to continuous innovation and advancement in research.

5. Narrative

The next panel synthesizes the diagnostic, identifying main strengths and weaknesses and the degree of implementation of the 40 C&C principles.

STRENGTHS	WEAKNESSES
Ethical and Professional Aspect	
·Well-established and highly regarded research groups, structures, and resources. ·Strong focus on high-impact translational research. ·Extensive history of successful collaboration with national and international entities. ·Robust governance framework within the institution. ·Active engagement with society through research initiatives.	· Level of knowledge about HRS4R among professionals: In 2024, we conducted a survey to assess the level of awareness regarding HRS4R, and the results indicated that there is still room for improvement in this area. While professionals are aware of the improvements in HR policies, a significant proportion do not directly associate them with the HRS4R label. To address this, in 2024, we enhanced the website to provide more structured access to all HRS4R-related documentation.
Recruitment and selection	
· Strong results in attracting talent through competitive awards. · The recruitment of researchers belonging to disadvantaged groups is facilitated, according to the present national legislation. · The HR Department of the Institution supports the recruitment process in the management of human resources. · In some cases, open calls for recruitment are published on national and international scientific job websites. . A merit-based evaluation procedure is in place for the recruitment of researchers funded by research projects. . There is a procedure for hiring researchers. . There are guidelines or recommendations for standardized processes for the selection of research personnel. . There is a defined policy regarding the evaluation and judgement of: merits, transparency, or selection processes. · Selection committees are utilised in the recruitment process for researchers funded by research projects.	· No defined policy regarding the evaluation and judgement of: post-Doctoral appointments, seniority, recognition of mobility, variation of the chronological order of the cv.
Working Conditions and Social Security	
· The recognition of the profession is enforced at national level by Law 14/2011. · Continuous efforts are made, subject to available funding, to modernise and upgrade research facilities. Access to these facilities, as well as equipment, services, and methodological support, is readily available. · Risk protection protocols are in place to ensure safety. • The Institution participates in several research networks.	. There is not an IP regulation. · Some variations in salary levels have been observed among researchers within the same category. Addressing this issue could help ensure greater equity in compensation across similar roles. · Although the code of good practice outlines recommended guidelines for co-authorship, there is currently no designated individual or institution responsible for mediating and resolving potential co-authorship disputes.

· The entire Institution fosters a flexible environment, promoting successful research outcomes in accordance with existing legislation. · There is a clear commitment to enhancing the stability of employment conditions for researchers, although this is primarily dependent on funding. · Gender inequality is not a major concern within the Institution, as there are proactive policies in place to ensure fairness. · The Institution offers information about funding for mobility. Also, administrative instruments for the portability of grants and social security provisions are implemented. · A comprehensive code of good practice, a co-authorship policy, and a Research Committee are established to maintain high standards. . In some circumstances, salaries were improved by headcount money from the competitive and non-competitive projects. · The composition of the research committee includes senior and junior researchers. · A gender balance policy is actively implemented within the Institution. . There is a security commission. · An impartial ombudsman is available to handle complaints or appeals from researchers, ensuring fairness and transparency in the process.	Establishing a clear point of contact for this purpose could further strengthen the process. · The Institution currently lacks formalised procedures specifically aimed at promoting the mobility of researchers or providing access to career advice. Introducing such procedures could enhance the support provided to researchers in their professional development. · While mobility is an important aspect of career development, it is not consistently prioritised in the training plans for junior scientists by PIs. There is an opportunity to establish a more formal procedure to encourage the inclusion of mobility as a key element in these training plans.
Training and Development	
The IEEC is fully aware that its main asset is its outstanding human team. Because of this, actions to pursue lifelong learning activities are taken at all levels. The IEEC is proactive in contacting university departments coordinating graduate and postgraduate degrees in space-related subjects to offer practical projects, final degree projects, master's projects and PhD projects. The IEEC also sponsors and supports schools organised by its units as well as specialisation courses and masters related to space. Recent examples are ICE's Summer School (3 editions), ICCUB's Technoweek (4 editions) and Young Professionals in Space at UPC (2018). Also the IEEC sponsored part of the Executive Space Business Masters at Luiss Business School in Amsterdam, the Netherlands, to one of its project managers. Furthermore, agreements have been made with the International Space University, facilitating the participation of staff both as part of the teaching staff or attending the event as a learning activity. For junior research and technical personnel, attendance to international specialised schools is promoted as well as conference attendance, especially those including oral presentations. Predoctoral and postdoctoral research stays at internationally renowned institutions are also encouraged. For the technicians hired at IEEC, training actions are	. Notebooks or other documents related to research should be registered. . There is no written recommendation for the management of scientific results or human resources management for the senior researchers, establishing written guidelines could enhance clarity and consistency in these processes. . There is no training course schedule for the researchers, a structured training course schedule could further support their continuous learning and growth.

| promoted to expand their knowledge in new technologies. Agreements with companies, such as GTD and SENER, have led to short-term visits of IEEC engineers and also to the exchange of personnel in some specific technical areas. In this context, as part of the NewSpace Strategy, we have also funded short-term training periods in companies, where staff at IEEC could also apply. | |

6. Internal gap analysis

To ensure the action plan is as aligned with reality as possible, an internal gap analysis was conducted. The working group employed the following strategy to carry out this analysis:

1. **Design a survey focused on the 40 principles of the Charter and their application at the IEEC:**
   o Assessing the relevance of each principle in relation to the structure, dimensions, and implementation capacity of the IEEC.
   o Evaluating the laws governing these principles.
   o Examining the current implementation of each principle within the IEEC.

2. The survey was distributed to all IEEC researchers (84 in total), with approximately 20% of them completing it.
3. To prepare the action plan for the upcoming years, we primarily focused on the weaknesses identified through the survey results in the internal gap analysis. Overall, IEEC personnel expressed satisfaction with the institution's gender equality and family reconciliation policies, largely due to the successful implementation of the IEEC Equality Plan. However, there is a need to establish clearer guidelines for intellectual property and to create a plan for good practices.

It is important to note that the IEEC is a research centre primarily composed of professors and researchers affiliated with the universities and research councils that constitute its governing body (UB, UPC, UAB, and CSIC). All these institutions have already received the HRS4R logo. Additionally, it is worth mentioning that the training programme for predoctoral personnel is carried out at the universities (UB, UPC, and UAB).

The personnel directly employed by the IEEC, numbering approximately xx people as mentioned in the previous section, are funded through the projects managed by the IEEC (soft money). However, all this personnel is also affiliated with one of the aforementioned institutions.

6.1. GAP Analysis

Principles of the Charter	Relevant legal Regulations	Internal IEEC Regulations	2024 status (via Google Forms)	Priority	Actions required	Number of actions that improve the implementation of the criteria	Actions that improve the implementation of the criteria
		I. Ethical and professional aspects					
1. Reseach Freedom	Spanish Constitution, art. 20,1b and 44,2 Spanish Law (14/2011) of Science, Technology and Innovation	The IEEC adheres to the **CERCA Centres' Code of Conduct**, which outlines the principles of action that uphold a commitment to good practices in both scientific research and institutional management across all CERCA centres. The IEEC is dedicated to fostering a working environment where **diversity, equality, and inclusion** are genuinely valued and actively promoted. The **IEEC Equality Plan** serves as a key instrument in achieving true gender equality by integrating equal opportunities into every aspect of the Institute's operations. Furthermore, the IEEC is committed to **respecting individual rights** and ensuring **optimal working conditions** for all. This includes guaranteeing **equal opportunities for women and men**, and upholding a strict policy of **non-discrimination** in all areas of the organisation. In line with **Law 2/2023, of 20 February**, which governs the protection of individuals who report regulatory breaches and combats corruption, the IEEC has implemented an **Internal Alert System (IAS)**, accessible to the public.	Implemented	Medium	No		

2. Ethical Principles	Spanish Law (14/2011) of Science, Technology and Innovation Spanish law 15/1999 on personal data protection	The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which outlines the principles of action that underpin a firm commitment to good practices in both the scientific and managerial spheres of CERCA centres. The IEEC is committed to fostering a working environment in which **diversity, equality, and inclusion** are valued and actively promoted. The **IEEC Equality Plan** serves as a strategic tool for achieving genuine equality, integrating equal opportunities across all areas of the Institute. The IEEC also upholds a strong commitment to **respecting individual rights** and ensuring **optimal working conditions**. It guarantees **equal opportunities for women and men**, and a policy of **zero tolerance for discrimination** of any kind within the organisation. In accordance with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory breaches and combats corruption, the IEEC has made available to the public an **Internal Alert System (IAS)**.	Implemented	Medium	Yes	3	A5, A11, A12
3. Professional responsability	Spanish Law (14/2011) of Science, Technology and Innovation	Code of Good Practice of Research of the UB, UPC, CSIC and UAB. Code of good Practices of Researchers of the IEEC The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which defines the principles of action that ensure a commitment to good practices in both scientific and management domains within the CERCA centres. The IEEC is committed to fostering a working environment where **diversity, equality, and inclusion** are actively valued and promoted. The **IEEC Equality Plan** serves as a vital tool to achieve true equality, integrating equal opportunities in all areas of the Institute. The IEEC is also dedicated to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities**	Implemented	High	Yes	1	A11

		for both women and men. The Institute upholds a firm policy of **non-discrimination** in all areas of the organisation. In accordance with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and combats corruption, the IEEC has established an **Internal Alert System (IAS)**, which is accessible to the public.						
4. Professional Attitude	Spanish Law (14/2011) of Science, Technology and Innovation Code of Good Practice of Research of the UB, UPC, CSIC and UAB	Code of Good Practice of Research of the UB, UPC, CSIC and UAB. Code of good Practices of Researchers of the IEEC The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which defines the principles of action that ensure a commitment to good practices in both scientific and management domains within the CERCA centres. The IEEC is committed to fostering a working environment where **diversity, equality, and inclusion** are actively valued and promoted. The **IEEC Equality Plan** serves as a vital tool to achieve true equality, integrating equal opportunities in all areas of the Institute. The IEEC is also dedicated to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for both women and men**. The Institute upholds a firm policy of **non-discrimination** in all areas of the organisation. In accordance with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and combats corruption, the IEEC has established an **Internal Alert System (IAS)**, which is accessible to the public.	Implemented	Medium	Yes		2	A6, A11
5. Contractual and legal obligations	Spanish Law (14/2011) of Science, Technology and Innovation	Regulation of the intellectual properties of the IEEC	Implemented	High	Yes		2	A5, A7

	Spanish Workers' Statute (ET)	Internal annual audit disposal at Registre de Fundacions (Tribunal de Justícia)					
6. Accountability	Spanish Law (14/2011) of Science, Technology and Innovation Spanish Workers' Statute (ET)	The IEEC's internal annual audit is filed with the **Register of Foundations (Registre de Fundacions)** under the jurisdiction of the **Court of Justice (Tribunal de Justícia)**. The **Audit Office (Sindicatura de Comptes)** and the **Intervention Department of the Government of Catalonia (Intervenció de la Generalitat)** act ex officio to prevent fraud.	Implemented	Medium	No		
7. Good Practice in Research	Spanish Health and Safety Law (31/1995)	The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which establishes the principles of action that guarantee a commitment to good practices in both scientific and managerial fields across the CERCA centres. The IEEC is dedicated to creating a working environment where **diversity, equality, and inclusion** are actively valued and promoted. The **IEEC Equality Plan** is a key instrument for achieving true equality, ensuring the incorporation of equal opportunities in all areas of the Institute. The IEEC is also committed to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for both women and men**. It upholds a strict policy of **non-discrimination** in all areas of the organisation. In accordance with **Law 2/2023 of 20 February**, which regulates the protection of individuals who report regulatory infringements and combats corruption, the IEEC has established an **Internal Alert System (IAS)** accessible to the public.	Implemented	High	Yes	2	A11, A13
8. Dissemintation, exploitation of results.	Spanish Law (14/2011) of Science, Technology and Innovation	Code of Good Practice of Research of the UB, UPC, CSIC and UAB. Code of good Practices of Researchers of the IEEC Regulation of the intellectual properties of the IEEC.	Implemented	High	Yes	2	A7, A11
9. Public engagement	Spanish Law (14/2011) of Science, Technology and	Code of Good Practice of Research of the UB, UPC, CSIC and UAB.	Implemented	Medium	No		

	Innovation						
		Code of good Practices of Researchers of the IEEC Regulation of the intelectual properties of the IEEC					
10. Non discrimination	Spanish Constitution Spanish Law (14/2011) of Science, Technology and Innovation Spanish Law for equality between women and men (3/2007), art. 10 and art. 63,3	The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which outlines the principles of action that ensure a commitment to good practices in both the scientific and managerial domains of the CERCA centres. The IEEC is committed to fostering a working environment where **diversity, equality, and inclusion** are not only valued but actively promoted. The **IEEC Equality Plan** is a key tool in achieving genuine equality, integrating equal opportunities across all areas of the Institute. Furthermore, the IEEC is dedicated to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for women and men**. The Institute maintains a strict policy of **non-discrimination** of any kind throughout the organisation. In line with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and the fight against corruption, the IEEC provides the public with access to an **Internal Alert System (IAS)**.	Implemented	High	No		
11. Evaluation / appraisal system	Spanish workers' Statute	International research audit coordinated by CERCA	Implemented	High	Yes	3	A2, A3, A9
II. Recruitment							
12. Recruitment	Spanish Constitution	Internal IEEC Regulations IEEC equality plan	Implemented	High	yes	1	A4

13. Recruitment (code)	Spanish Law (14/2011) of Science, Technology and Innovation	Llei 19/2014 de transparència, accés a la informació pública i bon govern.					A4
		The **Institut d'Estudis Espacials de Catalunya (IEEC)** adheres to the **Code of Conduct of the CERCA Centres**, which outlines the guiding principles that ensure a steadfast commitment to good practices in both scientific research and institutional management.					
		The IEEC is firmly dedicated to fostering a working environment where **diversity, equality, and inclusion** are not only valued but actively promoted. The Institute's **Equality Plan** serves as a strategic tool to advance genuine equality, embedding equal opportunities across all operational and academic dimensions of the organisation.					
14. Selection (code)	Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	The IEEC is committed to upholding individual rights and to establishing optimal working conditions. It guarantees **equal opportunities for women and men**, as well as the **non-discrimination of any kind** in all areas of the institution.					
		In compliance with **Law 2/2023, of 20 February**, on the protection of individuals who report regulatory breaches and on anti-corruption measures, the IEEC has implemented a publicly accessible **Internal Alert System (IAS)**.					
		Additionally, the following governance and regulatory documents have been formally **approved by the Board of Trustees** and are publicly available on the IEEC website:					
		● The **Personnel Professional Classifications** document.					
		● The **List of Workplaces (RLT)** within the organisation.					
		● The **Procedure on Personnel Compatibility and Second Activity**.					A4
15. Transparency (code)	Spanish workers'statute						A4
							A4

Code	Legislation	Documents/Actions	Status	Priority			Actions
16. Judging merit (code) 17. Variations in the chronological order of the CVS (code)	Convenio colectivo de ámbito estatal para los centros de educación universitaria e investigación (BOE, 04,07,12) Spanish Law for equality between women and men (3/2007)						A2, A3, A9
18. Recognition of mobility experience (code)	Spanish Law (14/2011) of Science, Technology and Innovation		Implemented	High	Yes	3	A2, A3, A9
19. Recognition of qualifications (code)	Spanish Law for equality between women and men (3/2007)	*Personnel Professional Classifications* document approved by the Board of Trustees and published on the IEEC website. List of the entity's workplaces (RLT) approved by the Board of Trustees and published on the IEEC website. *Personnel Compatibilities – 2nd Activity Procedure* approved by the Board of Trustees and published on the IEEC website.	Implemented	High	Yes	3	A2, A3, A9
20. Seniority (Code)	Spanish Law for equality between women and men (3/2007)		Implemented	High	Yes	3	A2, A3, A9
21. Postdoctoral appointments (code)	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	Internal IEEC Regulations IEEC equality plan Llei 19/2014 de transparència, accés a la informació pública i bon govern	Implemented	High	Yes	1	A2

	Spanish workers'statute Convenio colectivo de ámbito estatal para los centros de educación universitaria e investigación (BOE, 04,07,12) Spanish Law for equality between women and men (3/2007)						
		III. Working conditions and social security					
22. Recognition of the profession	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	The *Personnel Professional Classifications* document has been approved by the Board of Trustees and published on the IEEC website. The list of the entity's workplaces (RLT) has been approved by the Board of Trustees and published on the IEEC website. The *Personnel Compatibilities – Second Activity Procedure* has been approved by the Board of Trustees and published on the IEEC website.	Implemented	High	No		
23. Research Environment	Spanish Law (14/2011) of Science, Technology and Innovation	The IEEC follows the European Union policy framework, the Do No Significant Harm (DNSH) principle aims to ensure that EU initiatives (policies, regulations, funding programmes,…) do not negatively impact the EU's climate and environmental objectives.	Implemented	High	Yes		A2, A3, A9, A12
24. Working Conditions	Spanish Law (14/2011) of Science, Technology and Innovation Spanish Health and Safety Law (31/1995)	The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which outlines the principles of action that ensure a commitment to good practices in both the scientific and managerial domains of the CERCA centres. The IEEC is committed to fostering a working environment where **diversity, equality, and inclusion** are not only valued but actively promoted. The **IEEC Equality Plan** is a key tool in achieving genuine equality, integrating equal opportunities across all areas of the Institute.	Implemented	High	Yes		A12

		Furthermore, the IEEC is dedicated to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for women and men**. The Institute maintains a strict policy of **non-discrimination** of any kind throughout the organisation. In line with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and the fight against corruption, the IEEC provides the public with access to an **Internal Alert System (IAS)**.					
25. Stability and permanence of employment	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	The **IEEC Equality Plan** complies with the regulations established by **MINECO**, **AGAUR**, and the **Horizon 2020 (H2020)** programme. The *Personnel Professional Classifications* document has been approved by the **Board of Trustees** and published on the **IEEC website**. The **List of Workplaces** of the entity (RLT) has been approved by the **Board of Trustees** and published on the **IEEC website**. The *Personnel Compatibilities – Second Activity Procedure* has been approved by the **Board of Trustees** and published on the **IEEC website**.	Implemented	High	Yes	1	A2
26. Funding and salaries	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	MINECO, AGAUR and H2020 rules IEEC equality plan Personnel Professional Classifications document approved by Board of Trustees and published on IEEC's web. List of workplaces of the entity (RLT) approved by Board of Trustees and published on IEEC's web. Personnel Compatibilities 2nd activity procedure approved by Board of Trustees and published on IEEC's web.	Implemented	High	Yes	1	A2

	Spanish Law for equality between women and men (3/2007)						
27. Gender balance	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07) Spanish Law for equality between women and men (3/2007)	The **IEEC Equality Plan** adheres to the regulations set forth by **MINECO, AGAUR**, and **Horizon 2020 (H2020)**. The IEEC is committed to the **Code of Conduct of the CERCA Centres**, which outlines the principles of action that ensure a commitment to good practices in both scientific and managerial fields across the CERCA centres. The IEEC is dedicated to creating a working environment where **diversity, equality, and inclusion** are not only valued but actively promoted. The **IEEC Equality Plan** serves as a key instrument in achieving true equality, incorporating equal opportunities in all aspects of the Institute's operations. The IEEC is also committed to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for women and men**, as well as maintaining a strict policy of **non-discrimination** in every area of the organisation. In accordance with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and combat corruption, the IEEC has made available an **Internal Alert System (IAS)** to the public.	Implemented	High	Yes		A10

28. Career development	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07) Spanish workers'statute Convenio colectivo de ámbito estatal para los centros de educación universitaria e investigación (BOE, 04,07,12) Spanish Law for equality between women and men (3/2007)		Implemented	Medium	Yes	3	A2, A3, A9
29. Value of mobility	Spanish Law (14/2011) of Science, Technology and Innovation Spanish workers'statute Spanish Law for equality between women and men (3/2007)		Implemented	Medium	Yes	3	A2, A3, A9
30. Access to career advice	Spanish Law for equality between women and men (3/2007)	IEEC equality plan	Implemented	Medium	Yes	2	A2, A9

31. Intellectual Property rights	Spanish Law (14/2011) of Science, Technology and Innovation	Code of Good Practice of Research of the UB, UPC, CSIC and UAB. Code of good Practices of Researchers of the IEEC Regulation of the intelectual properties of the IEEC	Implemented	High	Yes	3	A5, A7, A11
32- Co-authorship	Spanish Law (14/2011) of Science, Technology and Innovation	Code of Good Practice of Research of the UB, UPC, CSIC and UAB. Code of good Practices of Researchers of the IEEC Regulation of the intelectual properties of the IEEC	Implemented	Medium	Yes		A6
33. Teaching			Not apply to IEEC				
34. Complains /appeals	Spanish Law (14/2011) of Science, Technology and Innovation Conveni col·lectiu del personal docent i investigador de les universitats públiques catalanes, de 10 d'octubre de 2006 (DOGC, 14.02.07)	IEEC equality plan The IEEC adheres to the **Code of Conduct of the CERCA Centres**, which outlines the principles of action that ensure a commitment to good practices in both the scientific and managerial domains of the CERCA centres. The IEEC is committed to fostering a working environment where **diversity, equality, and inclusion** are not only valued but actively promoted. The **IEEC Equality Plan** is a key tool in achieving genuine equality, integrating equal opportunities across all areas of the Institute. Furthermore, the IEEC is dedicated to **respecting the rights of individuals**, establishing **optimal working conditions**, and ensuring **equal opportunities for women and men**. The Institute maintains a strict policy of **non-discrimination** of any kind throughout the organisation. In line with **Law 2/2023 of 20 February**, which governs the protection of individuals who report regulatory infringements and the fight against corruption, the IEEC provides the public with access to an **Internal Alert System (IAS)**.	Implemented	Hight	Yes	1	A6

	Spanish workers'statute Convenio colectivo de ámbito estatal para los centros de educación universitaria e investigación (BOE, 04,07,12) Spanish Law for equality between women and men (3/2007)						
35. Participation in decision- making bodies	UB, UPC, CSIC and UAB statutes regulation framework for Accademic and Research staff	Since May 2024, the IEEC has established a **Workers' Representative Committee**, consisting of 9 members who represent various sectors of the organisation, including management, administration, scientific, and engineering personnel.	Implemented	High	Yes	1	A6
		IV. Training					
36. Relation with supervisors	Spanish Law RD 99/2011 for the regulation of PhD Teaching	The **Training and PhD Career Development Plan** is governed by the regulations of one of the three partner universities: **UB, UPC, or UAB**, depending on the institution where the student is registered. The **Doctoral Schools** of the respective university (UB, UPC, or UAB) oversee the specific requirements and procedures.	Not apply to IEEC				
37. Supervision and mangerial duties	Spanish Law RD 99/2011 for the regulation of PhD Teaching	The **Training and PhD Career Development Plan** is governed by the regulations of one of the three partner universities: **UB, UPC, or UAB**, depending on the institution where the student is registered. The **Doctoral Schools** of the respective university (UB, UPC, or UAB) oversee the specific requirements and procedures.	Not apply to IEEC				
38. Continuing Professional development			Implemented	High	Yes	4	A2, A3, A5, A8
39. Access to research training and continuous development			Implemented	High	Yes	1	A2, A3, A5, A8

40. Supervision	Spanish Law RD 99/2011 for the regulation of PhD Teaching	The **Training and PhD Career Development Plan** is governed by the regulations of one of the three partner universities: **UB, UPC, or UAB**, depending on the institution where the student is registered. The **Doctoral Schools** of the respective university (UB, UPC, or UAB) oversee the specific requirements and procedures.	Not apply to IEEC				

7. Actions

The identified gaps were grouped into several areas for improvement, which formed the basis for the subsequent design of the Action Plan. These areas of improvement are as follows:

1. Definition of the **researcher's career plan**:

   a. The IEEC currently lacks a structured career development plan for researchers, with no clear categorisation of the minimum criteria required for each defined research position. This also includes the association of contractual modalities with specific funding mechanisms.

   b. Limitations within the recruitment procedures restrict opportunities for career advancement.

   c. The existing "professional groups" do not align with the research scale (R scale) and, in many cases, fail to accurately reflect the postdoctoral functional profiles or the expected evolution throughout a researcher's career.

2. **Professionalize the recruitment and adapting processes to the OTM-r**

   a. There is a noticeable absence of counselling and employment advisory services within the organisation.

   b. Improvements are needed in the transparency of selection processes. Researchers feel that the current selection processes are not internationally competitive or comparable.

   c. Selection processes should better align with OTM-R criteria, with particular focus on enhancing international comparability to attract top global talent.

3. **Improving training**

   a. Although there is some training offered, there is no formal Continuous Training Programme for researchers.

   b. Transversal competencies are not systematically identified at each stage of a researcher's career and, in many cases, are not formally certified.

4. **Defining new policy for PhDs**

   a. Although the regulatory, organizational and procedural scheme regarding the monitoring of PhD students is settled, so far doctoral programs have operated autonomously.

5. **Spreading information**

   a. Despite the existence of organisational systems, procedures, and regulatory frameworks that align with certain principles of the C&C, information is often poorly structured and not easily accessible to researchers. Greater efforts in dissemination are required.

The next table presents a proposal of the actions to be developed by IEEC to fill the gaps encountered in the analysis of the current implementation of the C&C criteria. The table includes:

1. A short description of the action

2. The chronogram and the estimated implementation time

3. The performance indicators to monitor its application

	№	C&C	TITLE ACTION	DESCRIPTION	CHRONOG RAM	INDICATORS / TARGET
Organization	A1	ALL	Strength awareness, commitment and implementation of the Charter & Code criteria.	The objective of this action is to enhance the integration of the C&C principles within the research community and to embed these practices into the daily operations of research activities. The plan involves the creation of online resources that outline the benefits of implementing the C&C principles, alongside updates to the HRS4R webpage. These materials will be distributed to all researchers and included in the Welcome Manual for newcomers. Additionally, we aim to engage new researchers who are interested in joining the implementation Working Group. These individuals will have the opportunity to participate in specific task teams and serve as "Delegates for HRS4R," further promoting the adoption and execution of these principles within the institution.	Q1-Q2 2024	● Online documents, available on: HRS4R web page and Welcome Manual. ● New members at the Implementation Working Group
Researc	A2	11, 16, 17, 18, 19, 20,	Design and implement the IEEC´s Researchers' Career	The Researchers' Career Plan will define clear research career pathways, according to the same standards of the European R scale (https://euraxess.ec.europa.eu/europe/career-	Q1-Q2 2025	● Researchers' Career Plan defined and published on line and multilingual. ● Researchers' Career Plan available online and in the Welcome Manual. ● Guide for training junior scientists published online

h e rs C a r e e r		21, 23, 25, 26, 28, 29, 30, 38, 39	Plan.	[development/training-researchers/research-profiles-descriptors)](development/training-researchers/research-profiles-descriptors), and should include information on: revised salary scales, career stabilisation plan, and the functions and responsibilities derived from the positions. Also, it will emphasise the positive value of intersectoral or transdisciplinary mobility, and the participation in research networks. Additionally, it will clearly describe the minimum qualifications needed to enable the promotion to a higher research step. For young researchers: Give support to train and develop the next generation of research leaders, support excellent individuals at critical points of their careers and help address research skills priorities identified with partners.		and multilingual.

	A3	11, 16,	Design and implement the IEEC's Career Evaluation Process.	This process will align with the **Research Career Plan** and should clearly define and measure the impact of positive criteria for performance evaluation, such as: completion of training courses, mobility, supervision of Ph.D. theses, mentorship, junior scientist training, and other relevant activities. Additionally, it should outline the guidelines for selecting independent evaluation committees. If necessary, researchers will receive support from the **HR Department**. The **Career Evaluation Process** should be documented in an online, multilingual guide and made available through the **Welcome Manual**.	Q2-2025	●Career Evaluation Process protocols defined. ●Guidelines to the selection of independent evaluation committees written on line and multilingual. ●Number of Assistances to researchers by the HR Department. ●Career Evaluation Process available online and in the Welcome Manual.

	17, 18, 19, 20, 23, 28, 29					
Recruitment			Design and implement the IEEC's Career Evaluation Process. RecruitmentProcedure, based upon OTM-R criteria	The creation of an "OTM-R Implementation Working Group" will be established, tasked with reviewing and refining the selection and recruitment processes for researchers to ensure progressive alignment with the OTM-R framework. Development of a protocol and a guide for implementation of the OTM-R system in the recruitment of researchers. Training initiatives will be conducted to familiarise researchers with the OTM-R system and its application. Training initiatives will be conducted to familiarise researchers with the OTM-R system and its application. The IEEC's multilingual web portal dedicated to job opportunities will not only feature available positions but will also house a repository of information regarding selection and recruitment procedures. A written **Recruitment Procedure** guideline will be available. If required, specific training will be provided to the technicians and researchers involved in the recruitment process.	Q1-2024	● OTM-R working team selected. ● OTM-R protocol defined and published online. ● OTM-R Guide defined and published online and multilingual. ● Number of OTM-R training sessions. ● Number of Recruitment committees selected. ● Guideline for Recruitment Procedure defined and published online and multilingual. ● Recruitment Procedure available online and in the Welcome Manual.

Tra ini ng	A 5	2, 5,31, 38,3 9	Design and implement the **IEEC Training Plan** for researchers.	Profiling the professional qualifications and skills for each category of the R scale in the **Researchers' Career Plan** will be undertaken. This profiling will serve as a tool to identify the specific training needs for each category. A survey will be conducted to assess training needs, covering topics such as technology transfer, data protection, ethics in research, labour risk prevention, data protection policy, languages (English), and soft or transversal skills. Additionally, tailored training will be provided to researchers who request it. A comprehensive **training plan** will be defined, and relevant courses will be organised based on the identified needs. The online document repository will be updated to include the latest training materials. All courses will include a final evaluation, such as a multiple-choice online test. Basic modules of these courses will be mandatory for newcomers, and a certificate of compliance will be awarded to those who receive a positive evaluation. An evaluation will be conducted on the merits of researchers responsible for training new researchers, and the teaching load of these researchers will be reviewed before they are assigned to mentor junior scientists.	Q1-2025	● Survey conducted and analysed. ● Training Plan defined. ● Number of training courses conducted. ● Number of training courses completed with positive evaluations, along with the number of certifications awarded to scientists. ● Training Plan available online and in the Welcome Manual. ● Evaluation of teaching load conducted before assigning new training responsibilities.
Poli cy	A 6	4, 32, 34, 35	Update the attributions of the **IEEC Research Committee**.	Redefine the activities, assignment timelines, and operational mechanisms of the Research Committee. In cases of complaints or disputes, the Research Committee will act as an ombudsman, examining and adjudicating the situation. It will ensure that no conflicts of interest arise among the members of the Committee when judging a case. The Committee will also mediate and resolve	Q1-2025	● Research Commit tee reformed with new responsibilities. ● Research committee Guide defined and published online and multilingual.

			issues related to co-authorship and good scientific practices. Additionally, the Committee will review the guidelines for Ph.D. co-direction. A **Guide** outlining the new attributions of the Research Committee will be written, published online, and available in multiple languages.			
A7	5, 8, 31	Define the IEEC's Tech Transfer Policy.	A **Tech Transfer Policy** will be defined in alignment with current procedures. A specific clause from the institution's existing **IP regulations** will be incorporated into new contracts, and the information will be distributed to newcomers for their signed ratification. Multilingual versions will also be available. Training courses on **Tech Transfer** and **IP** will be offered to relevant personnel.	Q3-2025	• Tech Transfer plan defined and published. • IP regulation clause included in all new contracts. • Training courses on IP available online and in-person.
A8	38, 39	Improving PhD and Post Doc supervision.	Emphasise the **academic supervision** of junior researchers as the first step in the development of their research careers. Clearly define their rights and duties for each scientific position, provide regular feedback on their performance, and encourage the internationalisation of their careers through mobility initiatives or participation in scientific networks. For **R3** and **R4** researchers responsible for supervision, a benchmarking exercise will be carried out to compare international practices regarding the functions and skills required for supervising PhD and postdoctoral researchers. This will include an analysis of responsibilities, processes, and monitoring mechanisms.	Q2-2025	• Ph.D. and Post Doc supervision benchmark report performed. • Guide of good practices of supervision and direction of thesis published online and multilingual. • Pilot Project of supervision of Post Docs finished.

			A **Guide of Good Practices for Academic Supervision** and **Thesis Supervision** will be prepared and published online in multilingual versions. Additionally, a **pilot project** will be initiated to develop the role of **Postdoctoral Supervisors**.		
A9	11, 16, 23, 28,	Design and Programme	Benchmark international practices regarding the **functions** and **skills** required for effective mentorship. The **mentor**, as a more experienced and senior individual, should guide and advise junior researchers on how to best develop their talents in response to both personal and professional challenges. Mentors should also help researchers explore, if necessary, alternative career opportunities within or outside of research. Design the **IEEC Mentorship Programme**, which will encompass both **career development** advice (such as mobility, training, and professional paths) and **academic guidance**. A **Guide of Good Mentorship Practices** will be developed and published online in multiple languages. A **pilot mentorship programme** will be established, and training courses for mentors will be mandatory.	Q2-2025	● Benchmark of international Mentorship Programmes done. ● Mentorship Programme defined and published. ● Guide of mentorship programme defined and published online and multilingual. ● Pilot on mentorship performed. ● Training courses on mentorship available.

	A10	27	Design and implement the IEEC's Gender Plan	Conduct a study on the current scope of **gender issues** at the IEEC. Based on the findings, define, prepare, and implement the **IEEC Gender Plan**. Assign responsibility for these competencies to a dedicated staff member within the **HR Department**. Develop and publish **guidelines on gender** that will be available online in multiple languages.	Q2-Q3-2024	● Gender diagnosis at IEEC done. ● Gender plan preformed. ● Gender plan leader assigned. ● Guidelines for gender equality defined and published online and multilingual. ● Training courses on gender available online.
Information	A11	2, 3, 4, 7, 8, 31	Write the IEEC's Welcome Manual	The **Welcome Manual** will include comprehensive information on the procedures, rules, policies, and resources available to support the successful development of a research career at the Institution. Topics covered will include **research ethics**, **good practices**, **notebook completion and storage**, **risk protection**, **data protection policies**, **IP regulations**, **tech transfer**, **gender policy**, **flexible working hours**, **complaints procedures**, and the **relationship with supervisors and mentors**, among others. The information provided will be updated regularly, with evolving versions being created as needed. The **Welcome Manual** will be available online and in multiple languages, accessible to both newcomers and current research staff.	Q1-2025	● IEEC Welcome Manual versions published online and multilingual.

	A1 2	2, 23, 24	Update the IEEC's Code of Good Practices in Research.	The **Code of Good Practices** will be updated to include actions, recommendations, and commitments aimed at the effective development of research activities. The update will address topics such as **data protection**, **IP rights**, **work-life balance**, and other relevant areas. The updated **Code of Good Practices** will be available online in multiple languages, accessible to both newcomers and current research staff. Additionally, the IEEC is currently revising the **ethical committee evaluation process** to reduce project submission and approval times, thereby directly contributing to the enhancement of good practices in research at the institution.	Q3-2025	• IEEC Code of Good Practices in Research updated published online and <u>multilingual</u>.
	A1 3	7	Implementation of occupational risk prevention measures.	**Revise the ergonomics conditions** at the IEEC's workplaces to ensure optimal working environments. Take appropriate actions to enhance **safety** and **health conditions** across workplaces, facilities, equipment, and processes. Implement **occupational risk prevention measures** that have been identified as significant in the **risk assessment plan**.	Q2-2025	• Report of the status of the ergonomic conditions done. • Occupational risk prevention plan revisited.