Principle	In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation **MAX 300 WORDS**	Initiatives undertaken and/or suggestions for improvement. **MAX 200 WORDS**
Ethical and Professional Aspects		
1. Research Freedom (-/+) Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.	Researchers at INL focus their research on widely recognised societal challenges according to the Strategic Research and Innovation Agenda of INL, its mission and vision, and the strategic roadmap of the clusters which define INL's research activities (https://inl.int/clusters/). There are, however, according to the results of the Survey, some concerns regarding the limitations on research freedom due to budgetary constraints and contract conditions that limit the engagement in blue sky research.	INL should increase flexibility for exploring new ideas, in particular the cutting-edge research that may go beyond INL Research Clusters' Missions. At an institutional level, INL shall consider a revision of the INL Staff Rules and develop/adopt a "Code of Conduct" that on matters related with Research freedom, includes a set of standards of conduct expected from INL researchers aligned with International Guidelines.
2. Ethical principles (+/-) Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.	INL does not have a specific code of conduct for researchers, neither has INL subscribed any external.	As of DGR/DIR/185 INL Research Ethics Committee has been established on November 1, 2021. Three Members specialists in bioethics, research ethics and law, under the collaboration with *Universidade da Coruña* have been appointed, together with one medical specialist and five INL members of the personnel. Bioethics should be addressed by the Ethics Committee, but specific documents or procedures related, needs to be established. INL should adopt and/or develop a "Code of Conduct" - including a Code of Ethics - for researchers.
3. Professional responsibility (+/-) Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.	INL has established and disseminated guidelines for publishing research findings. The guidelines clarify aspects related to decision to publish, open access, research data management, authorship, acknowledgements, affiliation, funding acknowledgement, repository, contributor and data identifiers, etc. However, there's a lack of training opportunities for researchers on this matter which results in a low awareness.	INL should arrange training sessions for all researchers (to be considered within onboarding).
4. Professional attitude (++) Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.	No Gap was identified.	Researchers are updated regularly with the strategic goals of INL governing their research environment. It includes updates made by the Director General (DG) and by cluster coordinators (e.g., during *Annual INL Research Symposium*, yearly *DG Orientation Letter*, weekly event *Nanofika*, bimonthly cluster meetings). All projects are assigned with a scientific manager, a project controller and a finance project manager, responsible to inform team members of projects' updates. All information regarding projects (info, budget, costs control, work packages. etc.) is available in the INL hub platform.
5. Contractual and legal obligations (+/-) Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.	As an Intergovernmental Organization (IGO) INL is ruled by its own regulations, the INL Staff Rules which define and codify the legal relationship between INL and all the members of the personnel (MP). However, the Staff Rules are only available to MP's after signing their contract or employment or association.	Besides the INL Staff Rules, INL has developed its organization at different levels, having the Business and Strategic Relations Team dedicated to grants and project management. The IP Exploitation & Knowledge Transfer Team is devoted to formulating and applying IP strategies, IP management, and exploiting INL's intellectual assets (REG/IP/001/0.0). Due to the complexity of such topics, INL has an *onboarding* session about IP procedures and external collaborations (grants or companies). INL should provide the INL Staff Rules and Intellectual Property Rights Regulations to everyone at the time of contract signature for the future employee to evaluate it thoroughly
6. Accountability (-/+) Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.	Tools for budget management are available, but data is not always accurate and there is a lack of training and understanding of how to use the available information.	INL has its Finance Department where the financial information is centred. The Finance Department has implemented and developed tools for time sheets, budget planning and execution, projects' allocation costs, etc. INL is also subject to regular financial audits from funding agencies and external auditing bodies. INL should offer training on budget management tools to everyone responsible for a budget. These tools should be continuously updated with all information needed by the users. Video tutorials should also be developed.
7. Good practice in research (+/-) Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.	INL has an IT Operations (ICS) Team, which provides and maintains private servers and OneDrive, for data storage and collaborative work. In some cases, data protection and information backup may not be ensured, e.g., in terms of lab books, the current system is not ensuring data integrity, traceability, and access management. INL has a Health, Environment and Safety Unit responsible for programmes, policies and procedures, ensuring compliance with applicable laws, and INL statutory regulations, but not considering specific guidelines for Nanosafety.	Concerning the use of Confidential Information by its Members of the Personnel (REG/HR/008), INL has established a regulation which defines the obligations to keep confidentiality and ensure the preservation and maintenance of the confidentiality status of the information. Moreover, INL has its Data Protection Regulation (DPR) (GEN/DPT/001) which ensures that all issues related to the processing of personal data are regulated by the highest available standards, including the requirements outlined in the European General Data Protection Regulation (GDPR). Altogether, both documents ensure the confidentiality, protection, and security of Members of the Personnel's data. INL should consider the implementation of a new system for Lab notebooks, develop guidelines for data storage, and a template for project data storage.

	Health and Safety related procedures, e.g.: - Good Lab Practices Guide (GEN/HESM/001), - Risk Assessment plan (MP/HESM/001), - Hazardous Waste Management Plan (PI/HESM/001), - Chemical Safety Plan (PI/HESM/005), - Personal protective equipment (PI/HESM/003) and lab coats cleaning procedure (PI/HESM/002), - Standard procedure to perform the Biological evaluation of medical devices - Tests for In Vitro cytotoxicity (Standard/009).	INL should consider the development of Nanosafety Guidelines.
8. Dissemination, exploitation of results (+/-)) All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialized. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.	The dissemination of all projects is secured by the Research, Technology, and Innovation Office, through the Communication, Conferences, and Marketing Unit. The Survey however, identified a lack of systemic approach disseminating project results. It also showed that 68% of researchers at INL are not aware of the FAIR data principles.	The Research, Innovation and Technology Office at INL has developed Guidelines for Publishing Research Findings, Document No. GEN/RO/002/, which are published and distributed among all researchers at INL, connecting publishing of research results to INL IP policy, REG/IP/001. INL has developed its organization at different levels, having the Business and Strategic Relations Team dedicated to grants and project management. Moreover, the IP Exploitation & Knowledge Transfer Team is devoted to formulating and applying IP strategies, IP management, and exploiting INL's intellectual assets (REG/IP/001). INL should develop a template for project dissemination and exploitation and include it in the project kick-off meeting checklist. INL should raise awareness about FAIR data principles by organizing a workshop and training activities, considering for example, video tutorials.
9. Public engagement (+/-)-) Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.	Several outreach activities have been implemented over the years: open-house events including access to facilities and several demonstrations; school visits for high-school and university students on a regular basis. INL researchers are also actively engaged in events, like *The European researchers' night* . INL has also implemented the mission NERD (Nanotechnology Education and Research Demonstrations), a scientific literacy voluntary activity that aims at humanizing knowledge through the demonstration of science behind the scenes of daily life. The adhesion to these activities is on a voluntary basis and just a small proportion of the research community at INL is actively taking part.	INL should promote the engagement of researchers in outreach activities at group-level to enlarge the pool of participants by defining and disseminating an annual activity calendar, encourage researchers to develop a wide range of outreach activities based on their respective interests, skills and talents, implement quick evaluation of all activities e.g., through apps.
10. Non-discrimination (++) Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	No GAP was identified.	The Director General Resolution no. DGR/DIR/167 from May 2021 approved a new regulation (REG/HR/009) concerning the implementation of a Respectful Workplace Policy and the prohibition of discrimination. In addition, INL has a specific gender equality plan (GEN/DIR/008) and a gender equality committee published and formed in 2021. INL Staff Rules (Article 47) state the requirement to indicate, at any vacancy notice, that INL follows the principles of non-discrimination. This is observed in the form of an 'equal opportunities and non-discrimination principles statement' in all job advertisements.
11. Evaluation/appraisal systems (-/+) Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.	INL has in place a yearly employee evaluation scheme, Employment Performance Appraisal system ('EPAS'), for all employees. It does take into consideration their overall research creativity and research results. However, the focus group interviews clearly show that the weights attributed to each evaluated aspect is in need of improvement. The EPAS scheme is an internal process, and it is not run by an independent committee. The majority of respondents to the Survey disagree or strongly disagree to that the current evaluation scheme is taken into consideration in the context of career progression.	In terms of Scientific Excellence, INL has established an international Research Technology Advisory Committee ('RTAC'), which has the mission to provide an external advising view of the research and technology efforts being performed at INL. The RTAC provides important advice, and the current Indefinite Contract Review ('ICR') policy foresees the possibility of appointing external and independent experts to evaluate employee performance, but in order to evaluate and benchmark research activities, INL should consider using external, independent (international) evaluators on a regular basis.
Recruitment and Selection		
12. Recruitment (+/-) Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.	INL adhere to the principles set out in the Code of Conduct in the recruitment of researchers. The management procedure does however not include standards for facilitating access for disadvantaged groups.	The newly approved Management Procedure for Recruitment and Selection, MP/HR/001, clearly states roles and responsibilities for HR, the hiring manager, the Recruitment and Selection board and the Selection committees. It also gives a detailed description of the recruitment procedures. INL should consider including standards for facilitating access for disadvantaged groups in the Management Procedure for Recruitment and Selection, MP/HR/001.
13. Recruitment (code) (++) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.	No GAP was identified.	The R&S process at INL follows the Management Procedure for Recruitment and Selection, MP/HR/001. According to the Focus Group interviews, INL recruitment procedures are considered open, transparent and supportive and tailored to the positions advertised. The advertisements are published in the INL website and international web-based resources such as Euraxess, Naturejobs, Research Gate, Academic Positions and LinkedIn.
14. Selection (code) (+/-) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.	Except for specific high level/management positions, INL does not regularly consider the participation of external international experts.	With the new Management procedure for Recruitment and Selection at INL, MP/HR/001, a permanent Recruitment and Selection board is established for ICR ('Indefinite Contract Review') eligible positions. This is done in order to ensure competence, stability, diversity, gender balance and the development of good practices for key positions. It also secures the members of the board to be adequately trained and that experiences gained are retained. This arrangement also calls for the use of external/international expert assessments where applicable. For time limited positions non-permanent Selection Committees are appointed.

		A wide range of selection practices, e.g., video interviews and online/on-site interviews are included in the Management procedure - and used. INL should enhance the participation of external international experts in its recruitment and selection procedures.
15. Transparency (code) (+/-) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	Advertisements include information about the recruitment process and applicable selection criteria and number of available positions. However, the advertisements lack to include clear career development prospects. Feedback considering strengths and weaknesses is not given to non-selected eligible candidates regarding their application.	INL should incorporate information about career prospects in the advertisements, and a process to include strengths and weaknesses of applications when informing eligible shortlisted candidates about the outcome of the recruitment.
16. Judging merit (code) (-/+) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.	The Focus group interviews show that INL currently puts more emphasis on quantitative than qualitative results when judging merit. The INL Guidelines for CV Assessment include a wide range of evaluation criteria, tailored to different positions. However, the schemes do not sufficiently take into consideration a candidate's industrial background, neither do they support the evaluation of teaching or outreach activities. The interview scheme allows for the evaluation of soft skills, but currently these skills are perceived as undervalued. Although (or maybe because) elaborate schemes for evaluation are in place, INL evaluation criteria are not wide enough.	The focus group points out that judging merit qualitatively requires experience and "wisdom". This will be achieved when the newly established permanent Recruitment and Selection Board gains its experience. INL should revise the quantitative scheme of evaluation, include qualitative reports in each R&S process to balance the quantitative evaluation. INL should develop competency-based interviews together with HR partners and based on the corresponding reports, in order to ensure a proper assessment of soft skills.
17. Variations in the chronological order of CVs (code) (+/-) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.	The Management procedure for Recruitment and Selection at INL (MP/HR/001) does not clearly state not to judge candidates with variations in their CVs or with career interruptions unfairly. However, the evaluation schemes at INL do not penalise any career break or variations in the chronological order of CVs.	In order to address the evaluation of career breaks and chronological variations in CVs, the new permanent recruitment and selection board should work on creating a new scheme for evaluation to be used in all selection procedures at INL.
18. Recognition of mobility experience (code) (+/-) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.	Mobility is an evaluation criterion in INLs Guidelines for CV Assessment, and thus evaluated. However, the Focus group considers international and professional mobility undervalued in the guidelines.	INL should consider the revision of the quantitative scheme for evaluation related to mobility experience.
19. Recognition of qualifications (code) (++) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.	No GAP was identified.	INLs HR unit has deep knowledge and a good overview of rules, procedures and standards, as well as of assessment of more non-formal qualifications. Together with the HR, the newly appointed permanent Recruitment and Selection Board, can establish a practice for evaluation of qualifications..
20. Seniority (code) (+/-) The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.	The concept of *Lifelong Learning* is not clearly used in the evaluation process at INL, and procedures do not guarantee a clear identification of patterns within the area of professional development.	The advertisements include the level of qualifications required, and are in line with the needs of the position. The INL guidelines for CV assessment focus on judging achievements rather than the reputation of the institution where the qualifications were gained. The new career system under development intends to improve the description of profiles based on seniority as well as the possible professional progress.
21. Postdoctoral appointments (code) (-/+) Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long term career prospects.	The transitional character of a post-doctoral appointment should be emphasized and clarified already in the position advertisements. Only 50% of INL staff *strongly agree* or *agree to* that it is obvious that an appointment as postdoctoral researcher is transitional. Today the title "Research Fellow" commutes Post-doctoral Researchers and Master Degree holders (as "Junior Research Fellows"). This is confusing and constitutes a gap. In interviews, the members of the Focus group agree to that it is questionable to allow multiple postdoc periods, i.e., recruiting people for time-limited postdoc positions when they have already had several previously.	The new career system under development is considering the conversion from the title "Research Fellow" to "Postdoc" or other applicable. During the hiring process, the nominated candidate should be made aware about the transitional nature of the Postdoc position. INL should establish new practices for determining the eligibility of postdoctoral researchers.

Working Conditions and Social Security		
22. Recognition of the profession (+/-) All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).	INL complies with the principle stating the definition of categories of the members of personnel, MPs, INL Staff Rules, Article 6. The principles consist of a set of Job Descriptions for Employed Members of Personnel, MPEs, where requirements, main tasks and responsibilities are established for all Job Titles, from Junior Fellow's [R1] to Research Group Leaders [R4]. To complement this definition, Associated Members of Personnel, MPAs, belong to categories defined according to which type of activity is to be performed.	In order to achieve equal treatment for all members of personnel, both MPEs and MPAs sign a contract when starting their functions at INL, ensuring agreement of both parties involved.

student, doctoral candidate, postdoctoral fellow, civil servants).	The fact that INL's job titles do not harmonize with most research organizations around INL, is perceived as a gap.	In order to provide support on professional development for all levels of seniority, an HR Partner is assigned to each Research Group. All researchers are also supported by the Business and Strategic Relations Department team in finding grant opportunities and applying for research funding. The entitlement to support and benefits, is the same regardless the duration of contract.

As an improvement, the new career system under development is considering the introduction of new job titles. |
| **23. Research environment (++)**

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme. | No GAP was identified. | As a research organization INL gives the highest priority to the quality of equipment, the facilities' conditions, and the opportunities for collaboration with other research organisations.

A vast amount of training in using specialized scientific equipment is provided internally.

INL's ICS team guarantees top IT equipment and software licenses, and the Site Management team, the best maintenance for all associated equipment.

A team of Facility Managers is responsible for the coordination of activities involving the clean room facility, the advanced electron microscopy facility, the Nanophotonics and Bioimaging facility and the micro- and nanofabrication facility.

INL's Health, Environment and Safety unit and Safety Committee establish regulatory material and control the Research Environment.

In order to stimulate internal research collaborations, INL has created multi-disciplinary Clusters, Bodies and Committees as well as physical meeting points and scientific webinars.

INL supports the researchers' search for partnerships and agreements through the Programme Management Office and the BSR unit, the latter having an important role in the development of public and private networks. |
| **24. Working conditions (++)**

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements. | No GAP was identified. | INL provides top infrastructures and facilities which are available to all researchers.

The Flexible working arrangements policy grants INLers the possibility to combine their professional and personal life, and the extraordinary benefits at INL are especially oriented towards family support e.g., Child Allowance, Education Fees and the INL Nursery.

INL has established a Gender Equality Committee which is coordinating activities and monitoring actions to promote gender equality and gender balance according to the INL Gender Equality Plan.

For the specific situation of disabled researchers, INL works on a case-by-case basis. An occupational health assessment is performed upon the conclusion of all hiring processes, and when a special situation is identified, the HES Officer and the supervisor agree on actions needed to adapt the workplace and tasks to be performed. |
| **25. Stability and permanence of employment (-/+)**

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work. | Being a Research Organisation, INL is dependent on competitive funding, often allowing hiring only for the duration of projects: Thus, the level of Indefinite Employment positions is naturally compromised. | At the time of writing, April 2022, 48% of INLs researchers are employed on tenure track positions or under indefinite contracts. The remaining 52% are employed under limited duration contracts, not eligible for tenure track.

Among the limited duration contracts 90% are fellowship positions (of them approximately 60% Post-doctoral Fellows and 40% Master holders).
The few remaining limited duration contracts are connected to short duration projects.
All contracts are aligned and follow INL Staff Rules concerning duration of employment contracts (Article 63 and 64).

INL, as an Intergovernmental Organisation is entitled to special privileges, immunities and protection defined in the Headquarters agreement between INL and the Portuguese Government. These special conditions grant all INLers the possibility to reside in Portugal under a Diplomatic Agreement, meaning increased security for international researchers.

INL should create a network of stakeholders with different backgrounds to assist researchers on limited duration contracts, to acquire the skills and experience necessary to pursue and alternative career path. |
| **26. Funding and salaries (+/-)**

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities. | Social Security provisions are regulated at Portuguese and EU Level and include all typical coverages for events throughout life e.g., parenthood, sickness (including long-term), permanent disability, death, unemployment and retirement.

In some specific cases, when employment contract ends, NON-EU residents have limited access to Social Security Provisions. | All Employed members of the personnel are linked to the Organisation by a contract of employment and are covered by the Social Security protection and a complementary health insurance scheme, following Article 166 of INL Staff Rules.

INL's intergovernmental status gives additional benefits, contributing to attractive conditions for all staff.

INL staff members are aligned to a career path according to the level of their functions and the qualifications required to perform them. Within a career path, staff members are classified in salary bands according to their expertise.

For all levels of researchers, INL offers support on funding acquisition and entrepreneurship. INL Business and Strategic Relations (BSR) Office provides administrative tools and activities to support and guide investigators to funding opportunities. The overall objective is to facilitate submission of applications to European funding, to lead the proposal development processes and to ensure all final submissions to meet quality standards and framework requirements.

INL is currently reviewing the conditions for non-EU residents concerning social security provisions. |
| **27. Gender balance (+/-)**

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance. | INL has a reasonably balanced gender distribution, including among researchers (44% female and 66% male).

Currently there's no gender balance among research leaders at INL since only 20% of research group leaders are female, same happens to the gender balance among supervisors. | INL through its Gender Equality Committee ensures an equal and balanced workplace for all employees inside the institution. This is expressed in the Gender Equality Plan, GEN/DIR/008 and in the Respectful Workplace Policy, REG/HR/009. The Gender Equality Plan promotes actions to develop gender competence and to tackle unconscious gender bias among staff, leaders, and decision-makers, establishing working groups dedicated to specific topics and raising awareness through workshops and communication activities.

Gender balance in the recently established permanent Recruitment & Selection and ICR boards is guaranteed so as to assure equal treatment in recruitment and evaluation processes. |

			The Gender Equality Plan suggests education activities in gender perspectives, and the active use of role models to promote gender balance in leadership positions. It also suggests that all appointments are to be made with a 40/60 perspective.
28. Career development (-/+) Employers and/or funders must recognise the value of geographical, inter-sectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	INL does not have a specific career development strategy for all researchers. Neither has INL established a mentoring programme for researchers The PDP and PD activities do not yet include MPAs, thus most PhD students do neither write Personal Development Plans nor participate in Progress Dialogues, except upon Supervisor's request.		INL should cooperate internationally with academia and industry on a career development strategy for researchers. INL should invite experts from industry/academy to provide support and guidance to researchers, especially to researchers in the beginning of their career. Parts of a career development strategy are in place through Personal Development Plan (PDP) and Progress Dialogue (PD) activities for all MPEs. The objective is to promote an annual conversation between leader and team members about professional and personal development. To facilitate the activities, INL offers guidelines, supporting material and workshops on how to create and use a PDP and how to provide and receive feedback. INL should include also PhD students in the PDP and PD activities.
29. Value of mobility (+/-) Employers and/or funders must recognise the value of geographical, inter-sectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	Focus group interviews indicate a gap between actual importance of mobility and how it is valued within recruitment and appraisal processes at INL.		INL employees can contribute to international research mobility, mainly through short research stays and secondments. Secondments require specific collaboration agreements with host institutions, and these agreements are signed in accordance with Social Security regulations. INL endorses and supports mobility by encouraging individual researchers to apply to specific calls for secondment research stays. With the adoption of internal procedures like Secondment and Special Leave for Professional Reasons, researchers are given opportunities to combine their position at INL with a temporary placement in another organisation. Training and development actions are offered for researchers at all levels, R1 to R4. INL also endorses internal mobility of its employees. Mobility experiences are recognized in the Recruitment and Selection processes as well as in the internal appraisal system. INL should give higher weight to mobility in its recruitment and appraisal processes.
30. Access to career advice (-/+) Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	INL does not have career advice or job placement assistance in place - neither internally nor through collaboration with other structures. Only 45% of the early-stage researchers agree to that INL provides support and guidance for improving employability, and among more senior researchers the corresponding number is as low as 20%. According to the survey, the main source of information at INL concerning career, is supervisors and senior colleagues (45%). Only 4% of supervisees at INL considers HR as a source of information for career advice.		INL has an office dedicated to giving support to researchers who wish to pursue a further career within the entrepreneurship area, and a BSR department who assists researchers on making their career more sustainable trough funding opportunities. INL should introduce cooperation with suitable universities, industry or other specialized stakeholders on career advice. Promote HR Unit and its HR partners as an additional point of contact for career advice.
31. Intellectual Property Rights (++) Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	No GAP was identified.		INL Statutes Article 3, 1) e) declares that INL shall have rules in place handling Intellectual Property, IP. The ownership of IP is detailed in the Staff Rules Section 5, but also in individual employment contracts. INL IP Policy, Regulation no. REG/IP/001, lays down the terms and conditions concerning identification, ownership, protection, management and commercialization of Intellectual Property by INL. As part of the IP policy, an IP board has been formed, DGR/DIR/133. The objective of the Board is to assist the Chief Intellectual Property Officer in the assessment of the Intellectual Property disclosures and review INL's research and commercial position related to the subject matter. In line with the IP Policy, a royalty sharing policy has also been defined and communicated to INL staff, DGR/DIR/193 of 2022. INL has also developed and implemented a Research, Development and Innovation Management System, having as normative reference NP 4457:2007 and obtained the valuable certification. As part of the NP 4457:2007 standard an IP Management and Exploitation process was developed.
32. Co-authorship (++) Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).	No GAP was identified.		The Research, Innovation and Technology Office at INL has developed Guidelines for Publishing Research Findings, Document No. GEN/RO/002/, which are published and distributed among all researchers at INL. The guidelines describe in detail the process flow for new scientific findings, important for all, but specifically for early-stage researchers. It also connects publishing of research results to INL IP policy, REG/IP/001. Concerning authorship credit, INL supports the approach based on the Committee on Publication Ethics - COPE Core Practices (https://publicationethics.org/guidance/Guidelines), but has also developed three central Authorship principles to follow: - Encourage a culture of Ethical Authorship in your group - Start discussing authorship when planning your work - Decide authorship before you start each article.
33. Teaching (+/-) Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.	Since INL is not an educational institution, teaching activities are considered as part of Professional Activities outside INL. Therefore, the responsibility of ensuring adequate remuneration falls under the University where the activity is performed. Professional Activities like teaching are not considered for the EPAS System.		Teaching at INL is not foreseen for employed researchers. Associated members of the personnel, with an employment at a university, constitute an exception. Supervision of students is always performed in cooperation with universities, being the diploma awarding, and thus responsible institutions. A researcher wanting to gain teaching experience and/or undergo pedagogical education can do this as part of Professional Activities outside the Organization, in accordance with INL Staff Rules (Article 24) and Regulation no. REG/HR/003.

	Not having access to teaching can be negative for early-stage researchers looking for an academic career.	
34. Complaints/ appeals (+/-) Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.	INL Staff Rules regulate the procedures dealing with complaints and appeals in Chapter 6, section 2. However, the knowledge about procedures and regulations is limited within the research community at INL.	Here we also find Section 1 regulating disciplinary actions. The key organs established for this purpose are the Staff Association and the Standing Concertation Committee, both described in Chapter 7 of the Staff Rules. A special body, the Joint Advisory Appeals Board ('JAAB'), described in Staff Rules, Chapter 6, Section 2, constitutes the organ the Director General shall consult before making decisions about an appeal. INL Staff Rules describe the internal "justice system", its bodies and procedures when dealing with conflicts – disciplinary matters and appeals – while processes for mediation and conferencing are established in regulation REG/HR/004. INLs body advising and assisting in mediation and conferencing matters is the Mediation and Conferencing Committee. In order to facilitate the utilization of the rules and bridge the perceived gap between regulation and operation, clarifying guidelines are under development. The guidelines will contain tangible examples e.g., on how hearings are conducted, but also templates for the reports required from bodies like e.g., the JAAB. In addition to the processes and bodies mentioned above INL also has the regulation, REG/HR/009, identifying a Respectful Workplace Policy. The regulation lays down the terms and conditions concerning discrimination, harassment or abuse of authority occurring at INL. INL should increase awareness of the procedures and regulations within the research community through e.g., webinars and workshops.
35. Participation in decision-making bodies (++) Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.	No GAP was identified.	The only decision-making bodies at INL are the DG and INL council (set out in the Headquarters Agreement and in the Staff Rules). However, INL has three advisory bodies, specified in the Staff Rules; the Joint Advisory Appeals Board (JAAB), the Joint Advisory Disciplinary Board (JADB) and the Joint Training Board (JTB). The composition of the advisory bodies, stated in the Staff Rules, does however not ensure the participation of researchers - only "staff" is mentioned. Two committees are mentioned in the Staff Rules; the Standing Concertation Committee and the Safety Policy Committee. The composition of the former does only refer to staff while the latter "... shall comprise those responsible for the technical activities of the Organization and representatives of the Staff Association". Other INL bodies - with representation of researchers, and not mentioned above, are: Research Ethics Committee, Gender Equality Committee, IP Board, RTI Coordination Committee, Management Board, Conflict of Interest Committee, Mediation and Conferencing Committee, Staff Council and the Laboratory Assignment Committee. Although researchers' participation in all INL bodies is not required in the Staff Rules, researchers are duly represented in all of the above-mentioned committees and boards.

Training and Development		
36. Relation with supervisors (+/-) Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.	According to the Survey supervisees at INL have a structured, regular and very good relation to their respective supervisors. They keep records, receive feedback and work in accordance with agreed schedules, milestones etc. Most supervisees wish the supervisors allocated more time to them. For full-time PhD Students, the writing of Personal Development Plans and participation in Progress Dialogues is not mandatory. Thus, there is no required regularity within the actions regarding schedules, milestones, deliverables and research output.	INL should encourage supervisors to schedule (weekly alt. bi-weekly) meetings with supervisees by use of e.g., fixed office hours or digital meetings. INL should introduce PDPs and PDs also for full-time PhD Students. This will emphasize the importance of planning, clarify the roles and help early-stage researchers deliver on a yearly basis.
37. Supervision and managerial duties (+/-) Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	According to the Survey, all INL researchers continuously expand skills and competencies within their respective scientific area, while 50% of INLs supervisors have never attended any training regarding supervision and managerial duties. Those who attended training, say they mainly devote time to improve skills and competencies within the areas of leadership and project management. This is in accordance with their own perceived needs for training.	The internally developed learning programme at INL contains activities aiming at improving supervision and managerial skills. INL should provide active support to the participation in different kinds of e-learning, encourage the participation in workshops (connected to the role of a supervisor) developed within the organization, evaluate supervision skills/education when recruiting senior scientists and, emphasize the importance of including costs for professional development in proposals.
38. Continuing Professional Development (+/-) Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.	In the scope of their activities, Researchers are actively looking for development opportunities, attending formal trainings, university courses, conferences, secondments, academic activities, etc. Although Articles within Section 3 of Staff Rules clearly define roles, responsibilities, plans, time allocation and assessments within "Training", INL is currently neither performing assessment, nor tracking the effectiveness of Training Activities.	INL is offering workshops e.g., within the voluntary Learning Programme addressing soft skills needed in a collaborative and interdisciplinary organization. Training and feedback sessions on presentation techniques are held in connection with INL annual research symposium. Since 2021 INL has implemented yearly Personal Development Plans and Progress Dialogues which intend to help the MP in identifying needs for improvement, training and learning.
39. Access to research training and continuous development (-/+) Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.	The Survey shows that researchers perceive the organization is lacking in support for improving professional development and employability.	INL has in place several training activities related with the usage of its scientific equipment, health and safety specific training required for lab operations and also trainings on project management and proposal writing.

Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.	Researchers attend external courses and conferences, however opportunities for receiving funding for external training vary. Although Articles within Section 3 of INL Staff Rules clearly define roles, responsibilities, plans, time allocation and assessments within "Training", currently INL is not performing assessment, neither tracking the effectiveness of Training Activities.	To improve, INL should create the Joint Training Board, JTB, according to Staff Rules (Article 96) and allow it to plan and coordinate trainings according to the researcher's priorities. The JTB should also assess trainings. There is a need for an improved process for the exchange of experiences of trainings. INL also needs to provide focused training activities dependent on duties/responsibilities.
40. Supervision (+/-) Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.	All early-stage researchers (MPAs and Fellows) have a formally appointed supervisor, however most early-stage researchers at INL are students (MPAs) pursuing a degree within a cooperation agreement between a university (the degree awarding institution) and INL. All students have clearly defined supervisors at INL, and at university. This may though introduce ambiguities. Varying requirements on supervisors at different universities and INL-supervisors not regularly in contact with university supervisors are examples where students may perceive precarity.	INL should ensure that researchers performing supervision activities have the capability at the time of hiring alt. require and/or offer formal training. Strengthen the cooperation with supervisors at universities and collaborate around training of supervisors. Continuously evaluate supervision capabilities through yearly student surveys. Introduce PDPs and PDs also for full-time PhD Students. This will emphasize the importance of planning, clarify the roles and help early-stage researchers deliver on a yearly basis.