

# CICbioGUNE

MEMBER OF BASQUE RESEARCH  
& TECHNOLOGY ALLIANCE

## Gap Analysis

HR Excellence in Research



Version 0

Derio, May 13<sup>th</sup>, 2025

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## 1. CASE INFORMATION

CASE NUMBER: 2024ES229159

ORGANISATION: CIC bioGUNE

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PHASE: Initial

LETTER OF COMMITMENT SENDING DATE: April 25<sup>th</sup>, 2024

LETTER OF COMMITMENT CONFIRMATION DATE: May 14<sup>th</sup>, 2024

## 2. INTRODUCTION

The bioGUNE Research Centre (hereinafter referred to as **CIC bioGUNE**), a member of the Basque Research & Technology Alliance (BRTA), whose headquarters are in the Bizkaia Science and Technology Park, is a biomedical research organisation that carries out cutting-edge research at the interface between structural, molecular and cellular biology, with special emphasis on the study of the molecular basis of disease for use in developing new diagnostic methods and advanced therapies.

Our core mission is to conduct excellent research in the field of life sciences, covering the entire value chain of R&D&I, including technology transfer and the commercial exploitation of scientific results.

The cornerstone of the Centre's strategy is its commitment to specialisation and excellence. Its strategic challenges are:

- Excellence in research
- Technology transfer
- Collaboration with stakeholders in the Basque Science, Technology and Innovation Network (RVCTI)
- International recognition
- Training and retaining talent

- Communication and outreach
- Excellence in management
- Attracting and retaining talent

With regard to competitiveness, CIC bioGUNE is outstanding not only in its state-of-the-art infrastructures, technical and administrative support, attractive salaries and target-based incentives, but also in its human capital.

All this highlights how important selection processes are to CIC bioGUNE, in which it consistently guarantees its commitment to principles such as:

- Openness
- Transparency and
- Merit

### **3. BACKGROUND**

The European Commission has developed a Human Resources strategy in the field of research, based on the 40 principles in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, with the aim of contributing to the development of a more attractive European labour market for research staff.

The label grants recognition to institutions that align with this strategy, allowing them to highlight their commitment to fair and transparent recruitment and evaluation procedures in the field of research.

It is a voluntary process requiring long-term commitment from institutions, which involves coordinated, joint efforts among various internal and external stakeholders.

Aware of the importance of these good practices in the field of Human Resources, CIC bioGUNE has initiated the process for obtaining the HR Excellence in Research label in order to continue improving and growing as a Centre. The aim is to obtain the accreditation in the first half of 2025.

This document contains the Gap Analysis performed by CIC bioGUNE, which aims to answer the questions “Where are we going?” and “Where do we want to be?” with regard to the 40 Charter and Code principles, grouped into four thematic headings:

- i. Ethical and Professional Aspects
- ii. Recruitment and Selection

- iii. Working Conditions and Social Security
- iv. Training and Development

## 4. PROCESS

Regarding the process description, as a starting point, this initiative was driven and promoted by the Management team alongside the Human Resources department, and was approved in the first half of February 2024.

### 4.1. Establishment of Oversight Bodies

During the second half of February 2024, the process was planned and managed internally, leading to the establishment on March 7<sup>th</sup>, 2024 of the bodies responsible for ensuring that the project would be carried out in a participatory and collaborative manner, taking into account the general opinions and needs of the stakeholders involved.

First of all, the C&C Committee was established to oversee, guide and drive the whole HR Excellence in Research process, ensuring it would be carried out in line with the needs of CIC bioGUNE as well as the requirements of the European Commission. To this end, the following people were appointed:

Full name	Professional category
Mr Jesús Jiménez	Scientific Director
Ms Magdalena Rodríguez	Head of Finance and Human Capital
Ms Jana Sendra	Communications Technician
Mr Luca Unione	Associate Principal Investigator
Ms Beatriz González	Head of Biosafety
Mr Gabriel Ortega	Early-Career Principal Investigator
Ms Rosa Barrio	Principal Investigator Group Leader

Next, two Working Groups were established with the aim of collaborating with and contributing to the HR Excellence in Research process, with the following appointments:

- Working Group 1

Full name	Professional category
Mr Mikel Azkargorta	Platform Specialist
Ms Diana Eguia	Legal Manager
Ms Edurne Berra	Associate Principal Investigator

Full name	Professional category
Ms Sandra Delgado	Laboratory Technician
Mr Carles Chalaux	Head of Maintenance
Mr Fernando Lopitz	Support Researcher
Ms Maitena San Juan	Predoctoral Researcher (*)
Mr Claudio Daniel Navo	Postdoctoral Researcher (*)

▪ Working Group 2

Full name	Professional category
Mr Hasier Eraña	Postdoctoral Researcher (**)
Ms Ainhoa Gartzia	Administration Technician
Ms Ana Ruiz	Principal Investigator, Group Leader
Ms Adriana Mota	Biosafety Technician
Mr Gabriel Carasa	Head of IT
Ms Begoña Bareño	Management Assistant
Mr Alexandre Bosch	Predoctoral Researcher (*)
Mr Javier Beaskoetxea	Platform Technician

It is worth stressing that the sample of employees invited to take part in the different bodies, established as a space for cooperation, participation, dialogue and respect, was heterogeneous and included different profiles, with the aim of enriching the process.

In addition, the bodies established the milestones for the process and identified both existing documentation and relevant legislation to be considered in the process, with the collaboration of the Human Resources department.

## 4.2. Methodology

The methodology approved for the project consisted of:

- i. A quantitative analysis carried out using a questionnaire sent to all members of staff.
- ii. A qualitative analysis, in which the Working Groups studied, examined and reflected on the results obtained from the questionnaire, prioritising actions to be addressed in the short/medium term under the supervision and validation of the C&C Committee.

(\*) Temporary staff. If their association with CIC bioGUNE were to end, they would be replaced by an equivalent profile.

(\*\*) Non-CIC bioGUNE personnel affiliated with the Centre.

Consequently, on March 15<sup>th</sup>, 2024, the first communication regarding the HR Excellence in Research was shared with staff to introduce the project. On March 25<sup>th</sup>, 2024, a questionnaire was launched to allow the Centre's staff to anonymously and confidentially give their opinion on the implementation in the Centre of each of the 40 principles, grouped by thematic headings, using the Likert scale.

1. Completely disagree	2. Disagree	3. Neutral	4. Agree	5. Completely agree	6. Don't know / No answer
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Participants were given four weeks to complete the survey by 21 April 2024.

Once the deadline had been reached, on April, 25<sup>th</sup>, 2024, the Letter of Commitment was presented to the European Commission, expressing CIC bioGUNE's commitment to implementing the HR Excellence in Research process, with all this would involve.

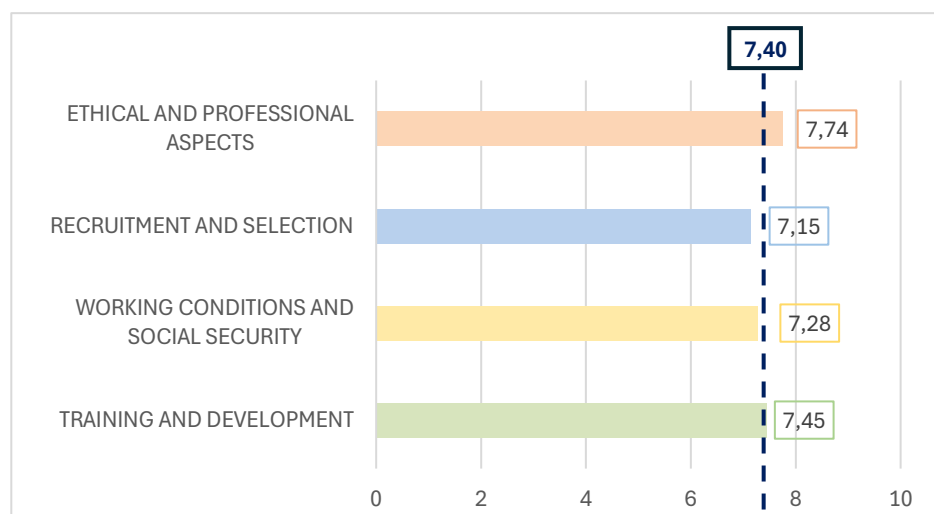
At the same time, the Human Resources department analysed the results of the questionnaire and presented them to the different bodies at a joint meeting on May 7<sup>th</sup>, 2024. The results were quantified as follows:

1. Completely disagree	2. Disagree	3. Neutral	4. Agree	5. Completely agree	6. Don't know / No answer
↓	↓	↓	↓	↓	↓
0 points	2.5 points	5 points	7.5 points	10 points	N/A

### 4.3. Analysis of the Results

The questionnaire was answered by 164 people out of 276, representing 59% participation.

The main results, used by the Working Groups to start their work, were as follows:



*Figure 1. Average scores by group of principles under each thematic heading.*

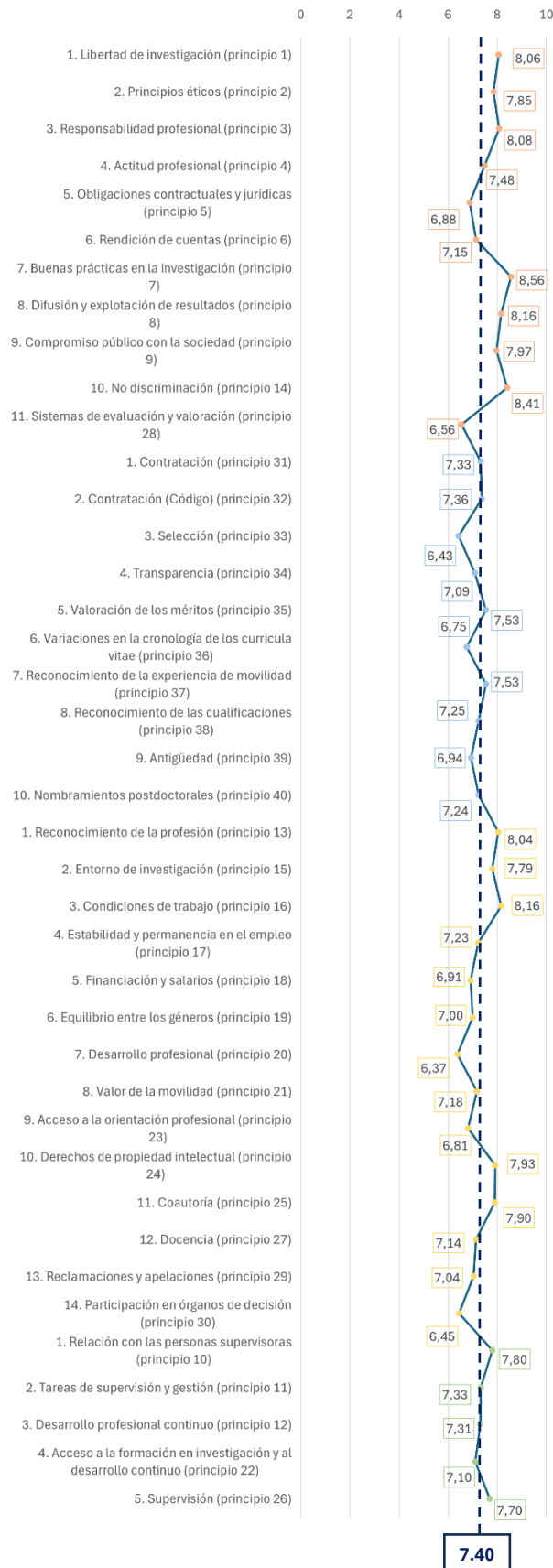


Figure 2. Average scores by group of principles.



The following conclusions can be drawn for the above graphics:

- The overall average score for the company was 7.40, with results ranging from 7.15 to 7.74.
- At the top are the thematic headings Ethical and Professional Aspects and Training and Development, followed closely by Recruitment and Selection and Working Conditions and Social Security.
- Out of the 40 principles:
  - 17 were above the overall company average, with scores ranging from 7.48 to 8.56.
  - The other 23 principles had scores between 6.37 and 7.36, all well above the lower limit of 5.
- The three highest rated principles, all in the Ethical and Professional Aspects heading, were:
  - 7. Good Practice in Research (principle 7)
  - 10. Non-discrimination (principle 14)
  - 8. Dissemination, Exploitation of Results (principle 8)
- The three lowest rated principles, two from the Working Conditions and Social Security heading and one from Training and Development, were:
  - 7. Career Development (principle 20)
  - 3. Selection (principle 33)
  - 14. Participation in Decision-making Bodies (principle 30)

#### 4.4. Working Groups and the C&C Committee

The Working Groups started their analysis using the above results.

Working Group 1 focussed on the principles in the headings:

- Ethical and Professional Aspects → These refer to professional performance under high standards of professionalism, covering such aspects as working practices, diligence, confidentiality, respect for agreements, non-discrimination and the dissemination of research results.
- Recruitment and Selection → These are linked to the establishment of selection protocols and procedures that ensure transparency, non-discrimination and recognition of factors such as scientific merit and mobility.

Working Group 2 examined the other two headings:

- Working Conditions and Social Security → These are related to the existence of appropriate working conditions, job stability, competitive salaries, equal opportunities, career advice and development, training and skills development, participation in decision-making bodies and/or protocols for communicating suggestions, complaints or claims.
- Training and Development → These are related to development, supervision, training and establishing appropriate relationships geared towards professional growth.

The whole process was supervised by the C&C Committee

## 5. OVERVIEW OF THE GAP ANALYSIS

An Overview of the Gap Analysis arising from the study, examination and reflections by the CIC bioGUNE Working Groups is shown below:

Gap Analysis - Status			
	Implementation	GAP/Implementation impediments	Initiatives undertaken/New proposals
Ethical and Professional Aspects			
Research Freedom (principle 1)	+/: fully implemented	Compliance with this principle is supported by: - The Code of Ethics published on the intranet/extranet ( <a href="#">link</a> ), which is also signed when joining the Centre. - The R&D&I Management Manual also published on the Centre's intranet/extranet ( <a href="#">link</a> ).	- Continue updating the documentation that ensure compliance with this principle.
Ethical Principles (principle 2)	+/-: almost but not fully implemented	- Communication and dissemination is lacking on the ethical principles, which leads to lack of awareness among staff, despite the there being a Code of Ethics published on the intranet/extranet ( <a href="#">link</a> ), which is also signed when joining the Centre.	- Draw up a guide to good practices that includes various recommendations and guidance related to this area, but from a more practical perspective, for subsequent communication and dissemination among staff, and publication on the intranet/extranet.
Professional Responsibility (principle 3)	+/-: almost but not fully implemented	- Communication and dissemination is lacking on the existing means of lodging a complaint to review authorship attributions, which leads to a lack of awareness among the staff, despite this being included in the Code of Ethics published on the	- Send out emails reminding staff of the existence of the Ethics Channel available in the Centre ( <a href="#">link</a> ), which is governed by various documents published on the intranet/extranet, and the Code of Ethics ( <a href="#">link</a> ), and its operation manual ( <a href="#">link</a> ) as a means of channelling any

		<p>intranet/extranet (<a href="#">link</a>), which is also signed when joining the Centre.</p> <ul style="list-style-type: none"> <li>- Lack of regulation of artificial intelligence, which could affect compliance with this principle (e.g. duplication, plagiarism).</li> </ul>	<p>non-compliance in this area, including reviewing authorship attributions.</p> <ul style="list-style-type: none"> <li>- Draw up a protocol on the use of artificial intelligence and authorised tools, to be subsequently communicated and disseminated among staff, and published on the intranet/extranet.</li> </ul>
Professional Attitude (principle 4)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Although the principle is seen to be correctly implemented, in some cases there may be a lack of information among certain members of the platforms participating in projects they are not leading.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a cycle of continuous information on the platforms involved from project managers to research staff.</li> </ul>
Contractual and Legal Obligations (principle 5)	-/+ : partially implemented	<ul style="list-style-type: none"> <li>- There is a perceived lack of attention to the content of legal documents that are accepted/signed by staff members.</li> <li>- Lack of awareness among staff of the content of various legal areas despite all the information being available on the intranet/extranet (<a href="#">link</a>). There is an information overload (<a href="#">link1</a>/<a href="#">link2</a>/<a href="#">link3</a>).</li> <li>- A need to keep staff informed about substantial changes in regulations that affect them (e.g. in the areas of doctoral studies, artificial intelligence, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>- From the Human Resources department, emphasise to new employees the need to carefully read the legal documents they accept/sign and those available on the intranet/extranet with regard to the other legal areas, after which Human Resources can answer any questions or doubts that arise.</li> <li>- Send legal communications via email to share new information and subsequently post it in a dedicated, visible repository on the intranet/extranet, thereby making it available to staff for future reference.</li> </ul>
Accountability (Principle 6)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Although proper financial management at the Centre is acknowledged from an administrative standpoint and reported annually at the <i>Informative</i></li> </ul>	<ul style="list-style-type: none"> <li>- Draw up a guide to good practices that includes various recommendations and guidance related to this area, but from a more</li> </ul>

		<i>Meeting</i> , with all relevant information available on the Transparency Portal ( <a href="#">link</a> ), there may still be a perceived lack of awareness among staff of the efficient use of resources in each area and/or laboratory.	practical perspective, for subsequent communication and dissemination among staff, and publication on the intranet/extranet.
Good Practice in Research (principle 7)	+/-: fully implemented	Compliance with this principle is supported by: - Existing documentation on occupational health and safety, accessible on the intranet/extranet ( <a href="#">link</a> ). - Documentation on Information Security available on the intranet/extranet ( <a href="#">link1/link2/link3</a> ). - Documentation on data protection also posted on the intranet/extranet ( <a href="#">link1/link2</a> ).	- Continue updating the documentation that ensure compliance with this principle.
Dissemination, Exploitation of Results (principle 8)	+/-: almost but not fully implemented	- Lack of awareness among staff regarding the commercialisation of research results, as well as the management of patents and intellectual and industrial property rights, despite all this being included in the Procedure Manual for the Management of the Protection, Transfer and Exploitation of Results, available on the intranet/extranet ( <a href="#">link</a> ).	- Include brief information on these points in the yearly seminar and remind staff that the full document is available on the intranet/extranet.
Public Engagement (principle 9)	+/-: almost but not fully implemented	- Despite significant improvements in this area over the past year, thanks to the recruitment of new staff in the communications department, there is a need to continue disseminating the Centre's research activities to keep the public informed.	- Strengthen and continue the outreach work carried out by the Centre, highlighting CIC bioGUNE projects and achievements.
Non-discrimination (principle 14)	+/-: fully implemented	Compliance with this principle is supported by:	- Continue updating and disseminating the documentation and promoting

		<ul style="list-style-type: none"> <li>- The Code of Ethics published on the intranet/extranet (<a href="#">link</a>), which is also signed when joining the Centre.</li> <li>- The equality plan, also available on the Centre's intranet/extranet (<a href="#">link1</a>/<a href="#">link2</a>).</li> <li>- The onboarding protocol, as with the other documents, published on the Centre's intranet/extranet (<a href="#">link</a>).</li> <li>-The various actions promoted by the Equality Committee (<a href="#">link</a>).</li> <li>- Other measures, resources and spaces available in the Centre, such as participation in STEAM programmes and the availability of the lactation room.</li> </ul>	actions/measures that ensure compliance with this principle (e.g. availability of the lactation room).
Evaluation/Appraisal Systems (principle 28)	-/-: insufficiently implemented	<ul style="list-style-type: none"> <li>- Lack of a clear evaluation methodology.</li> <li>- Communication and dissemination is lacking on the existing evaluation system, which generates lack of awareness and demotivation among staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Define and design a common evaluation methodology for all professional categories, which will be included in the corresponding document and subsequently communicated and disseminated among staff, as well as published on the intranet/extranet.</li> <li>- Review the evaluation forms to ensure their criteria are adapted to each professional category.</li> </ul>
<b>Recruitment and Selection</b>			
Recruitment (principle 31)	+/: fully implemented	Compliance with this principle is supported by:	<ul style="list-style-type: none"> <li>- Continue updating the documentation that ensure compliance with this principle.</li> </ul>

		<ul style="list-style-type: none"> <li>- The Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>).</li> <li>- The Code of Ethics also published on the intranet/extranet (<a href="#">link</a>), which is also signed when joining the Centre.</li> </ul>	
Recruitment (Code) (principle 32)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Failure to include certain necessary information in the job offers published in the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Draw up a template for job offers that includes all the necessary requirements, such as working conditions and rights, and the deadline for receiving applications.</li> </ul>
Selection (principle 33)	-/+ : partially implemented	<ul style="list-style-type: none"> <li>- Despite the use of various selection practices, there are no designated Selection Committees for this purpose, as each department and/or laboratory is responsible for the process.</li> </ul>	<ul style="list-style-type: none"> <li>- Include the role and functioning of the selection committees in the Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>), to subsequently communicate and disseminate this new version among staff, and publish it on the intranet/extranet.</li> <li>- Draw up a simple guide that includes information, suggestions and/or advice on how to address a selection process in a more practical way, with the aim of providing guidance for staff in this field and establishing appropriate guidelines.</li> <li>- Monitor selection processes by Human Resources staff, based on information such as CVs and candidate assessment documents.</li> </ul>

Transparency (principle 34)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Although candidates are informed before selection about the recruitment process, the selection criteria and the number of available positions, no reference is made to career development.</li> <li>- Lack of information about the candidates' strengths and weaknesses after the selection process.</li> </ul>	<ul style="list-style-type: none"> <li>- Inform candidates of their career development prospects, albeit in general terms, as this depends on a number of factors, mostly related to the employee themselves, which cannot be known in advance.</li> <li>- Inform unsuccessful candidates of their strengths and weaknesses on request, based on the completed candidate assessment document.</li> </ul>
Judging Merit (principle 35)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>).</li> <li>- The job description sheets for the various positions at the Centre and the existing career development document (<a href="#">link</a>) for them.</li> <li>- Compliance with the monitoring indicators defined by Emaitek in this area.</li> <li>- Adoption of the DORA research evaluation system.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue updating the documentation and promoting actions/measures that ensure compliance with this principle.</li> </ul>
Variations in the Chronological Order of CVs (principle 36)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>).</li> <li>- The job description sheets for the various positions at the Centre and the existing career development document (<a href="#">link</a>) for them.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue updating the documentation that ensures compliance with this principle, even strengthening it by specifically mentioning it in the Human Resources Management Procedure Manual.</li> </ul>



Recognition of Mobility Experience (principle 37)	+ / +: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>).</li> <li>- The Centre's efforts in attracting talent, along with the recruitment of highly qualified staff, with particular emphasis on mobility, while not mandatory, and therefore not explicitly stated in job postings, can be a decisive factor in selecting one candidate over another.</li> <li>- The opportunities provided by the Centre for staff placements at other international institutions as part of their professional development and/or training, while also facilitating placements at CIC bioGUNE for people from those international centres for various purposes, including knowledge transfer.</li> </ul> <p>All of this is made possible through the various administrative instruments available to the Centre.</p>	- Continue updating the documentation and promoting actions/measures that ensure compliance with this principle.
Recognition of Qualifications (principle 38)	+ / +: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Human Resources Management Procedure Manual published on the intranet/extranet (<a href="#">link</a>).</li> <li>- The job description sheets for the various positions at the Centre and the existing career development documents (<a href="#">link</a>) for them.</li> <li>- The analysis and monitoring carried out with the information and/or documentation in this field by the</li> </ul>	- Continue updating the documentation and promoting actions/measures that ensure compliance with this principle.

		Human Resources and Projects and Subsidies departments.	
Seniority (principle 39)	+/: fully implemented	Compliance with this principle is supported by: - Monthly payment of the Seniority bonus by the Centre as part of employees' remuneration, in accordance with the terms set out in the applicable Collective Agreement for the Chemical Industry. - The Human Resources Management Procedure Manual published on the intranet/extranet ( <a href="#">link</a> ). - The job description sheets for the various positions at the Centre and the existing career development document ( <a href="#">link</a> ) for them.	- Continue applying the legal provisions established in the Collective Agreement and continue updating the documentation that ensures compliance with this principle.
Postdoctoral Appointments (principle 40)	+/-: almost but not fully implemented	- Lack of communication and dissemination of existing regulations in the field of postdoctoral researcher recruitment, which generates lack of awareness and demotivation among staff.	- Draw up a document, respecting the limitations established by Law 14/2011, of 1 June, on science, technology and innovation, which clearly, fully and concisely sets out existing regulations for the postdoctoral researcher categories. Along these lines, it would be advisable to do the same for the predoctoral researcher category.
<b>Working Conditions and Social Security</b>			
Recognition of the Profession (principle 13)	+/: fully implemented	Compliance with this principle is supported by:	- Continue updating the documentation and promoting actions/measures that ensure compliance with this principle.

		<ul style="list-style-type: none"> <li>- The job description sheets for the various positions at the Centre and the existing career development document (<a href="#">link</a>) for them.</li> <li>- The variety of activities carried out by the Communications department to disseminate the recognition given to staff.</li> </ul>	
Research Environment (principle 15)	+/-: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The twice-yearly and yearly seminars organised by Scientific Management, which provide information to staff in this area.</li> <li>- The Centre's coverage of equipment and similar needs in the departments and laboratories.</li> <li>- Participation in research networks (such as Aseica, CIBERONC, CIBERESP and SEBBM), which enrich the working environment.</li> <li>- Compliance with all legal requirements regarding occupational health and safety, with the related documentation available on the intranet/extranet (<a href="#">link</a>).</li> </ul>	- Continue promoting actions/measures that ensure compliance with this principle.
Working Conditions (principle 16)	+/-: almost but not fully implemented	- A document on current measures for flexible working hours in the Centre, which is limited and lacks thoroughness ( <a href="#">link</a> ).	- Draw up a new document that clearly, fully and concisely sets out all existing measures in this area, for subsequent communication and dissemination among staff, and its publication on the intranet/extranet.
Stability and Permanence of	+/-: fully implemented	Compliance with this principle is supported by:	- Continue promoting actions/measures that ensure compliance with this principle.

Employment (principle 17)		<ul style="list-style-type: none"> <li>- The Centre's efforts to stabilise staff working conditions, within the existing limitations arising from the nature of research activity, which means that many positions, primarily for predoctoral researchers, are not permanent (e.g. intern contracts for doctoral candidates lasting a minimum of 6 months and a maximum of 12 months).</li> <li>- The ongoing training offered by the Centre through bodies such as the Training Committee, which enhances the future employability of temporary staff (<a href="#">link</a>).</li> </ul>	
Funding and Salaries (principle 18)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The salaries at CIC bioGUNE are above the minimum required by the applicable Collective Agreement for the Chemical Industry, which is referred to in each employee's employment contract.</li> <li>- In the case of predoctoral researchers whose grants do not meet the legally established minimums for their category, the Centre supplements their salaries to reach the required amount. This may also apply to other researchers (e.g. postdoctoral researchers) who receive grants, although in this case it is subject to the availability of funds in their laboratory.</li> </ul> <p>As required by current equality regulations, an annual salary register is kept to ensure that there are no</p>	<ul style="list-style-type: none"> <li>- Continue promoting actions/measures that ensure compliance with this principle.</li> </ul>

		gender-based salary differences or, if any exist, that they are corrected.	
Gender Balance (principle 19)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Despite there being an equality plan (<a href="#">link1/link2</a>), an onboarding protocol with special mention of gender equality (<a href="#">link</a>) and various actions promoted by the Equality Committee (<a href="#">link</a>), the section on recruitment, selection and hiring in the Human Resources Management Procedure Manual (<a href="#">link</a>) detail and development are lacking, thereby failing to ensure compliance with this principle.</li> </ul>	<ul style="list-style-type: none"> <li>- Revise the recruitment, selection and hiring section in the Human Resources Management Procedure Manual, designing a better, more comprehensive process and that guarantees balance with regard to gender and other essential aspects. This new update should be communicated to and disseminated among staff, with special emphasis on people participating in the process, and published on the intranet/extranet.</li> </ul>
Career Development (principle 20)	-/+ : partially implemented	<ul style="list-style-type: none"> <li>- Communication and dissemination is lacking on regarding professional development, which generates lack of awareness and demotivation among staff, even though the document is published on the intranet/extranet (<a href="#">link</a>). There is an information overload (<a href="#">link1/link2/link3</a>).</li> <li>- Lack of career development for technical staff (<a href="#">link</a>).</li> <li>- Lack of a mentor figure to provide personal guidance to postdoctoral researchers.</li> </ul>	<ul style="list-style-type: none"> <li>- Sort existing documents on the Centre's intranet/extranet by topic and include a simple index to raise their visibility and make them easy to find, and subsequently communicate and disseminate this improvement among staff.</li> <li>- Draw up a career development plan for technical staff.</li> <li>- Create a complementary role for the <i>Back-up Supervisor</i>, termed <i>Buddy</i>, and offer guidance to new staff in choosing both, making it clear that this is an open process, free of imposition, which can be modified at any time.</li> </ul>

Value of Mobility (principle 21)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Centre's efforts in attracting talent, along with the recruitment of highly qualified staff, with particular emphasis on mobility, while not mandatory, and therefore not explicitly stated in job postings, can be a decisive factor in selecting one candidate over another.</li> <li>- The opportunities provided by the Centre for staff placements at other international institutions as part of their professional development and/or training, while also facilitating placements at CIC bioGUNE for people from those international centres for various purposes, including knowledge transfer. All of this is made possible through the various administrative instruments available to the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue promoting actions/measures that ensure compliance with this principle.</li> </ul>
Access to Career Advice (principle 23)	-/-: insufficiently implemented	<ul style="list-style-type: none"> <li>- Lack of structured, rather than isolated actions, as is currently the case.</li> </ul>	<p>Addressing this principle first requires implementing the aspects established in the principle on Career Development (principle 20), as staff members need to know and understand their professional development in the Centre. Once the above aspects have been completed, the following measures are proposed:</p> <ul style="list-style-type: none"> <li>- Channel personal orientation questions or doubts through the role of the buddy, who will be responsible for forwarding them to the</li> </ul>

			<p>appropriate person to provide an answer as quickly as possible.</p> <ul style="list-style-type: none"> <li>- Organise round tables as a space for cooperation, participation, dialogue and respect to provide information on career advice, people's professional experience and similar, for the different profiles at the Centre.</li> </ul>
Intellectual Property Rights (principle 24)	+/-: almost but not fully implemented	- Lack of awareness among staff regarding how intellectual property benefits are distributed, even though is information is available in the Annex to the Employment Contract signed on joining the Centre.	- Include brief information on this point in the yearly seminar on this subject and remind staff that all the clauses are available in the Annex to the Employment Contract.
Co-authorship (principle 25)	+/-: almost but not fully implemented	- Communication and dissemination is lacking on the existing means of lodging a complaint to review authorship attributions, which leads to a lack of awareness among the staff, despite this being included in the Code of Ethics published on the intranet/extranet ( <a href="#">link</a> ), which is also signed when joining the Centre.	- Send out emails reminding staff of the existence of the Ethics Channel available in the Centre ( <a href="#">link</a> ), which is governed by various documents published on the intranet/extranet, and the Code of Ethics ( <a href="#">link</a> ) and its operation manual ( <a href="#">link</a> ) as a means of channelling any non-compliance in this area, including reviewing authorship attributions.
Teaching (principle 27)	+/-: almost but not fully implemented	- Lack of assessment of the staff teaching function in the evaluation system.	- Although inclusion of a criterion on teaching in the evaluation forms has been proposed, so that staff's efforts and dedication in this area are taken into account, its implementation has been ruled out as CIC bioGUNE is a research centre and not a university.

Complaints/Appeals (principle 29)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The Conflict Resolution Protocol (<a href="#">link</a>) in the Centre, which is published on the intranet/extranet.</li> <li>- The Ethics Channel, also available in the Centre (<a href="#">link</a>), which is governed by various documents published on the intranet/extranet such as the Code of Ethics (<a href="#">link</a>) and its operating manual (<a href="#">link</a>).</li> </ul> <p>Both methods are familiar to staff, as they have been disseminated in various ways, such as training, informative memos and documents provided on recruitment.</p>	<ul style="list-style-type: none"> <li>- Continue updating the documentation that ensure compliance with this principle.</li> </ul>
Participation in Decision-making Bodies (principle 30)	+/-: almost but not fully implemented	<ul style="list-style-type: none"> <li>- Lack of awareness among staff of the different committees, even though most of them are defined on the intranet/extranet (<a href="#">link</a>). There is an information overload (<a href="#">link1</a>/<a href="#">link2</a>/<a href="#">link3</a>/<a href="#">link4</a>/<a href="#">link5</a>).</li> <li>- Lack of accessibility to decision-making bodies to propose ideas or make suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>- Add the missing committees to the intranet/extranet.</li> <li>- Draw up a short introductory presentation for the existing committees, describing their function and members, to be published on the intranet/extranet and included in the Welcome Day pack, while providing a reference for an annual information session to staff.</li> <li>- Create a suggestions box addressed to Management.</li> </ul>



Training and Development			
Relation with Supervisors (principle 10)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- The existence of the role of <i>Back-up Supervisor</i> responsible for monitoring the evaluation of predoctoral researchers through yearly meetings, regular registration reports and other procedures.</li> <li>- The existence of the so-called “Lab Notebooks”, which provide a record of the work carried out (e.g. results, achievement of objectives and progress).</li> </ul>	- Continue promoting actions/measures that ensure compliance with this principle.
Supervision and Managerial Duties (principle 11)	+/: fully implemented	<p>Compliance with this principle is supported by:</p> <ul style="list-style-type: none"> <li>- Awareness among team leaders of the importance of this task in their job responsibilities, which is made clear and internalised from the moment they join the Centre (e.g. onboarding meetings with Management).</li> <li>- Ongoing meetings of managers with their teams.</li> <li>- Compliance with the monitoring indicators, which are defined to measure the results of each department and/or laboratory, demonstrating their proper functioning in all areas, including supervision.</li> <li>- Various channels provided by the Centre, to report and/or resolve problems in this regard (Conflict Resolution Protocols, Ethics Channel, holding personal meetings, mentions in the Informative Meeting, etc.)</li> </ul>	- Continue promoting actions/measures that ensure compliance with this principle.

Continuing Professional Development (principle 12)	-/+ : partially implemented	<ul style="list-style-type: none"> <li>- Despite the promotion of training for their teams by the different departments and laboratories and regular seminars and lectures at the Centre, this practice is not systematic in the Centre.</li> <li>- Lack of staff awareness of the possibility of accessing training other than the language courses offered each year by the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Draw up general and specific yearly training plans by department and laboratory.</li> <li>- Draw up a document on the Centre's training request procedure, communicate and disseminate it among the staff, and publish it on the intranet/extranet. This will also serve as a reference for Human Resources and the Training Officer in delivering an annual information session.</li> <li>- Include a training criterion in the assessment forms so that staff members' efforts and dedication in this area are taken into account.</li> </ul>
Access to Research Training and Continuous Development (principle 22)	-/+ : partially implemented	<ul style="list-style-type: none"> <li>- Despite the promotion of training for their teams by the different departments and laboratories and regular seminars and lectures at the Centre, this practice is not systematic in the Centre.</li> <li>- Lack of staff awareness of the possibility of accessing training other than the language courses offered each year by the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Draw up general and specific yearly training plans by department and laboratory.</li> <li>- Draw up a document on the Centre's training request procedure, communicate and disseminate it among the staff, and publish it on the intranet/extranet. This will also serve as a reference for Human Resources and the Training Officer in delivering an annual information session.</li> <li>- Include a training criterion in the assessment forms so that staff members' efforts and dedication in this area are taken into account.</li> </ul>
Supervision (principle 26)	+ / + : fully implemented	Compliance with this principle is supported by:	<ul style="list-style-type: none"> <li>- Continue promoting actions/measures that ensure compliance with this principle.</li> </ul>

		<ul style="list-style-type: none"><li>- The existence of the role of <i>Back-up Supervisor</i> responsible for monitoring the evaluation of predoctoral researchers through yearly meetings, regular registration reports and other procedures.</li><li>- The existence of the so-called “Lab Notebooks”, which provide a record of the work carried out (e.g. results, achievement of objectives and progress).</li></ul>	
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