

Internal Review

case number : 2018ES352871

Yam Organization under review : INCLIVA Biomedical Research Institute

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1. Organizational Information

*por favor provide an update of the key figures for your organisation . figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	268
Of whom are international (ie foreign nationality) *	15
Of whom are externally funded (ie for whom the organization is host organization) *	92
Of whom are women *	201
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	5
Of whom are stage R2 = in most organizations corresponding with postdoctoral level *	18
Of whom are stage R1 = in most organizations corresponding with doctoral level *	25
Total number of students (if relevant) *	42
Total number of staff (including management, administrative, teaching and research staff) *	308

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	19.707.737
Annual organizational direct government funding (designated for research)	400.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	8.850.632
Annual funding from private, non-government sources, designated for research)	10.457.105

ORGANISATIONAL PROFILE to look and brief description of your organisation , max. 100 words)

INCLIVA Health Research Institute was founded in 2000 and was certified as a Health Research Institute by Carlos III Health Institute in 2011. INCLIVA manages biomedical research in Valencia Clinic University Hospital and its Health Department, as well as several scientific excellence groups from the Faculty of Medicine at Valencia University and the Carlos Simon Foundation.

The Institute develops important international projects and participates in European Research Networks. Its important contribution to International Clinical Trials and the Phase I Oncological Clinical Trials Unit are particularly notable in this respect.

2. Strengths and weaknesses of the current practice

por favor review the strengths and weaknesses under the four thematic areas of the Charter and Code, ace provided by your organization in the initial assessment phase. When doing SW, you should do not only look back, but also consider new priorities, strategic decisions, etc which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects:

STRENGTHS

INCLIVA has a Research Commission that ensures **ethical compliance in research activity**. In addition, it has an Internal Scientific Committee, an External Scientific Committee, a Drug Research Ethics Committee (CEIm), an Animal Experimentation Ethics Committee (CEEA), and an Innovation Commission, responsible for supervising all research of the center to guarantee the **ethical integrity** of the projects.

In 2022, INCLIVA updated its **Code of Ethics and Conduct** to guide the ethical and responsible behavior of all its professionals. Likewise, it has a **Code of Good Practice in Research**, based on the European Code of Conduct for Research Integrity ALLEA, which establishes the basic ethical principles in different areas.

The Institute has a **Strategic Plan 2020 – 2024** (currently being renewed), and a **Shared Scientific Plan** in which the major strategic and scientific objectives of the institution are defined, as well as action plans with specific activities to achieve these objectives. Every year, a **scientific report is published**, which summarizes all the activities carried out by the center.

These institutional documents, as well as applicable legislation, annual accounts of the Institute, and other documents, are available on **INCLIVA's website** to guarantee **transparency and knowledge of staff and other external agents**. In this sense, intending to correct the weaknesses detected in the Interim Assessment, the Institute **has updated its website**, to improve its visibility and access to information, including more content in English.

INCLIVA is **committed to disseminating and exploiting its research results**, for which it has a **standardized work procedure** and a **Communication Unit**. In addition, the Institute has increased its **outreach and citizen participation activities** to improve **scientific communication and education and the transfer of results in society**, following its **RRI policy** and **Patronage Plan**.

On the other hand, the institute has a **Projects Unit** that professionals highly value for its work in providing support and assistance in searching for and disseminating financing opportunities.

INCLIVA has developed the **II Equality Plan 2020-2024**, to disseminate and promote gender equality and treatment, enhancing gender perspective, diversity, and equal opportunities in all areas of the Institute. In this regard, the **Permanent Equality Committee** is the body in charge of ensuring the correct implementation, monitoring, and evaluation of the proposed actions.

WEAKNESSES

It has been identified as a need that, once the newly approved **Collective Agreement**, which regulates the working conditions of researchers in the biomedical research foundations of the public sector in the region (including salary tables, training, leave, etc.), is published, **dissemination actions should be carried out to make its contents known**.

Likewise, it is necessary **to increase dissemination related to the available support resources for Open Access publication**, as researchers, in working sessions, identified the dissemination of this type of aid as an area for improvement.

Additionally, the Institute should work on **completing the translation of relevant institutional documents into English** (for example, the Strategic Plan, the Researcher's Manual, the OMT-R policy, etc.), as well as offering **more current content** in English.

There is a need to continue **improving the evaluation/assessment systems for INCLIVA staff**, especially those researchers not affiliated with the University.

Finally, to strengthen its commitment to society, INCLIVA considers it necessary to **encourage and increase the active participation of citizens and key non-scientific stakeholders in the R&D&I processes** developed by the Institution.

Remarks (max 500 words)

Recruitment and selection:

STRENGTHS

The hiring process by the INCLIVA Foundation, as the managing entity of the Institute, complies with the principles of **publicity, competition, transparency, confidentiality, equality, and non-discrimination**.

INCLIVA has a **standardized procedure for the management of personnel hiring**, which defines an **open, transparent, and merit-based process** for the recruitment of research personnel, management personnel, and support personnel for research activity. As described in this procedure, all job offers **must be published**, at a minimum, in the Employment section of the INCLIVA **website**, and in some cases, through the Euraxess portal and on the regional government channels. This procedure establishes that, for each offer, the position and working conditions, functions, requirements, formalization of applications, and assessment of merits for evaluation must be described.

The procedure explicitly states that special consideration will be given to **candidates' mobility and experience in other sectors**. To determine their suitability and assess other qualitative aspects, it is established that a **personal interview must be conducted** for candidates who achieve a certain score in the merit evaluation.

In this regard, to provide support to the evaluators during the candidates' interviews, a **procedure** has been developed that establishes **guidelines for the evaluation of qualitative criteria** (stays abroad, a combination of research periods with care periods, mobility aspects) and **transversal skills, social skills and other relevant matters**. Likewise, it is specified that evaluators **should not penalize** the date of obtaining the qualifications (seniority) or foreign qualifications or qualifications considered unofficial.

Finally, in all processes, **the final resolution must be published** on the INCLIVA website as a means of notification of the result of the selection process to all those who attended it. In addition, **individual feedback** is provided to all candidates who are not selected, informing them of the reasons for their rejection.

WEAKNESSES

INCLIVA has implemented an open, transparent, and merit-based selection and hiring procedure, aligned with the OTM-R principles. However, an area for improvement has been identified: the need to provide information about **career development prospects** in the published job offers. Additionally, it is necessary to include an explicit statement in the SOP for personnel hiring management that **career interruptions or chronological gaps in CVs will not be penalized** during the merit evaluation.

Remarks (max 500 words)

Working conditions:

STRENGTHS

INCLIVA has a solid **scientific and management structure**, that offers support and facilitates the research activity of its staff through various **support platforms and common central services**. The Institute, and through actions contemplated in the Strategic Plan, **promotes collaborative work and the participation** of researchers in **national and international research platforms and networks**.

In 2024, INCLIVA developed and published the **2024 Integration Plan**, which defines the **research career itinerary** for research staff, differentiating the four **stages of the EURAXESS professional categories: pre-doctoral (R1), post-doctoral doctoral (R2), pre-consolidation (R3) and consolidation (R4)**. For each stage, the minimum requirements, the evaluable requirements, the desirable competencies according to the classification stage, and the expected merits for promotion are established. Thereby, the Institute recognizes all professionals with these profiles as researchers, regardless of the stage in which they are.

The **II Equality Plan 2020-2024** includes specific actions to promote **personal and professional conciliation**, as well as the **search for equal opportunities and gender parity** in all areas of the institution.

Recently, the **new Collective Agreement** was just signed, which regulates the working conditions of researchers from the biomedical research foundations of the public sector in the region, including **salary tables**, training, permits, etc.

Through the implementation of the actions contemplated in the **Support Plan for Emerging Groups**, INCLIVA promotes the identification and development of research projects, the formation of new research groups, and the incorporation of research personnel, both in training and technical support personnel in the different platforms.

The Institute has defined **affiliation regulations** that establish good practices to be developed regarding the signing of publications with the participation of its researchers. This affiliation policy **is known by the researchers** and is available and disseminated through the website.

The Institute **encourages the mobility of its staff**, through the **publication of intramural calls** which promote researchers' scientific and professional development, offering opportunities for growth and collaboration.

INCLIVA has an **Innovation Unit** that offers support regarding the protection of research results, information about industrial and intellectual property rights, development of processes for transferring ideas to the market, etc.

Likewise, in the event of possible conflicts, the Institute has an **internal procedure for the reception and management of complaints**, for the evaluation and **resolution of conflicts**. The complaints channel is available and accessible to all INCLIVA staff through the website. INCLIVA has a **Company Committee** that serves as a representation for the staff, and through which the staff's suggestions and conflicts are channeled.

WEAKNESSES

There is a need to **promote career continuity for both research staff and technical support staff** through the development of new mechanisms and approaches.

Additionally, it is necessary to **increase awareness of the Support Plan for Emerging Groups** so that the support actions it offers can be taken advantage of by the younger researchers at INCLIVA.

Finally, it is worth highlighting as an area of improvement, **the increase in available research spaces**, to offer a favorable working environment for professionals. This need was emphasized in the work sessions held to gather the researchers' vision and will be one of the main axes to be considered in INCLIVA's new Strategic Plan.

Remarks (max 500 words)

Training and development:

STRENGTHS

INCLIVA has its own **R&D&I Training Plan**, which is carried out in **successive annual training and mobility programs** that develop the Institute's training offer, and which include transversal training activities, such as languages, good practices in research, data protection regulations, or disclosure to society, among others. The Institute **collects feedback** on all its training activities among its participants and **evaluates the training needs** of its staff, to update and improve its program year after year.

Likewise, the **Support Plan for Emerging Groups** includes actions aimed at all profiles existing in the Institute; and in the **2024 Integration Plan**, **an outline of the evaluation process of research groups** is included continuously.

WEAKNESSES

Even though there is a Support Plan for Emerging Groups, the Institute still needs to continue working on the development of a **supervision plan or mentoring plan**. This plan should define the figure of the **tutor for new researchers**, who can act as a supervisor and reference to the Institute's young professionals.

Remarks (max 500 words)

Have any of the priorities for the short and medium term changed? (max 500 words)

Since the Interim Assessment took place, INCLIVA has approved a new **2024 Integration Plan**, which defines the **research career itinerary** for research staff, differentiating the four **stages of the EURAXESS professional categories (R1-R4)**. For each stage, the minimum requirements, the evaluable requirements, the desirable competencies according to the classification stage, and the expected merits for promotion are established. In this sense, the Institute must work to make the criteria established for each stage known among its staff.

Likewise, INCLIVA has a **2021-2024 Strategic Plan**, which includes **future goals, in accordance with what is established in the HRS4R**. INCLIVA is currently in **the process of developing the update of this Strategic Plan for the period 2025-2029**. Strategic development will include objectives and lines to foster a good research environment, attract talent, and professionally recognize and develop skills, in line with the priorities established in the HRS4R Action Plan.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)

In September 2022, **Law 17/2022 was approved**, the new Spanish science law that establishes advances in research careers, favoring stabilization, granting more rights to predoctoral researchers, and improving the conditions of researchers associated with the National Healthcare System, etc. Furthermore, within the framework of this new Law, Royal Decree-Law 8/2022, of April 5th, was approved, **which adopts urgent measures in the field of labor contracting of the Spanish System of Science, Technology, and Innovation**, to promote the stability and normalization of the employment contract of personnel dedicated to scientific-technical management.

In March 2024, **Decree Law 3/2024 of the Consell was approved on urgent measures regarding professional categories and remuneration conditions of research staff of foundations and biomedical research institutes of the instrumental public sector of the Generalitat**. This decree establishes the equivalence of professional categories of the research staff of the foundations concerning those of the statutory staff of the Valencian health system.

Likewise, in May 2024, the **new Collective Agreement of the Biomedical Research Foundations of the Valencian Community was signed**, which regulates the working conditions of researchers from the biomedical research foundations of the public sector in the region, including **salary tables**, training, permits, etc. In this sense, once it is published, INCLIVA must work on the **dissemination of the Agreement's contents**, as well as on the **publication of the salary tables** of the Institution's staff, to promote their knowledge and guarantee the transparency of this information. Likewise, INCLIVA must **continue to adapt to this new legislative framework**, aligning its human resources strategy, to meet the purposes set in this new regulation, **ensuring the stability, dignity, and legal and labor recognition of the research staff**, in other aspects.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

As mentioned above, INCLIVA is currently in **the process of updating its Strategic Plan for the period 2025-2029**. The strategic development will include objectives and strategic lines to foster a good research environment, attract talent, and professionally recognize and develop skills, in accordance with the priorities established in the HRS4R Action Plan.

3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or committed, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles desde the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

No.	Action	Time	Responsible(s)	Indicator (s) / Objective(s)	Status	Considerations
1	<p>Linking with Health sector companies, patient associations, civil society, and other sector companies. Encourage forums with Health sector companies' organizations to enable collaboration opportunities identification in terms of products and/or services development responding to population needs. Set agreements with patient associations for the development of forums that allow the society to express their needs and worries to INCLIVA researchers. To establish and communicate a communication procedure addressed to civil society and which involves the institution's research personnel, allowing greater dissemination of the activity and results of the institute. Implement Open Days</p>	Q3 - Q24	M. Sáenz (PATRONAGE)	1.1. Number of activities carried out with patient associations, civil society and companies	EXTENDED	<p>INCLIVA is committed to identifying opportunities in the development of products and/or services that respond to the needs of the population. To this end, the Institute focuses its efforts on improving communication aimed at society, through the development of dissemination activities and results of the institute.</p> <p>Since 2019, INCLIVA has had a database of Associations of the Valencian Community, through which it can interact with different stakeholders to invite them to participate and/or attend conferences, sessions, and other activities organized by the Institution.</p> <p>Every year, different activities and actions are carried out with patient associations, civil society, and companies, promoted by the center:</p> <ul style="list-style-type: none"> • In 2021 (Q12-Q15): 33 activities • In 2022 (Q16-Q19): 19 activities • In 2023 (Q20-Q23): 16 activities <p>Since 2020, there has been an SOP for the preparation and presentation of European project proposals, which defines all the activities carried out concerning their preparation and communication.</p> <p>Finally, since 2021, INCLIVA has made available to all its staff an SOP for the communication of European projects, which defines, among others, the main communication activities to be carried out for the dissemination of research results to society.</p> <p>INCLIVA maintains this action as extended to continue carrying out these actions during the following period.</p>

2	<p>Elaborate a welcome procedure for INCLIVA personnel and update the Research personnel handbook. Establish a welcome policy including the Research personnel handbook update, and transforming it into a Welcome handbook containing relevant information related with the institution, objectives, programmes, means, and procedures. Implement necessary procedure's changes to ensure the proper dissemination among all INCLIVA employees. Include the review of the current regulation regarding Data Protection and Research Ethical and Good Practices Code. This instrument will contribute to enhance the internal knowledge of available means and services to develop R+D+I activities among INCLIVA members.</p>	Q3 – Q4	<i>R. Cano (HR) / M. Peiró (Scientific Subdirectorate)</i>	<p>2.1. Elaborated reception procedure</p> <p>2.2. Reviewed and updated Welcome Manual for Research Staff</p>	COMPLETED	N/A
3	<p>Elaboration of an Ethical Code of Privacy related to data protection. In light of the new Data Protection regulation, it is necessary to adapt the existing procedures developed in INCLIVA scope. Ethical Code of privacy related to data protection will be elaborated and its dissemination will be promoted, furthermore, the research personnel must adhere to it.</p>	Q3 – Q4	<i>R. Barajas (DPO)</i>	<p>3.1. Ethical privacy code developed</p> <p>3.2. Disseminated to 100% of research staff</p>	COMPLETED	N/A
4	<p>Prioritization of research lines of the institute review. Prioritization of research lines of the institute will be examined coinciding with the next Strategic Plan 2019 elaboration.</p>	Q5-Q8	<i>M. Peiró (Scientific Subdirectorate) / P. Fernández Saiz (Deputy Scientific Directorate)</i>	4.1. Revised INCLIVA research lines prioritization	COMPLETED	N/A
5	<p>Internal monitoring regulated process for projects without economic content. Establish an internal monitoring process for projects without economic content, (thesis, master final projects, degree final projects) which allow the responsible to inform of projects status.</p>	Q8-Q10	<i>M. Peiró (Scientific Subdirectorate) / Patricia Fernández (Deputy Scientific Directorate)</i>	<p>5.1. Procedure for monitoring projects without economic content carried out</p> <p>5.2. 100% of projects in which the IP is requested to monitor</p>	COMPLETED	N/A

6	<p>Intramural funding calls for dissemination improvement. Improve the dissemination of intramural funding calls. An announcement of the intramural funding activities approved by the board of trustees will be published at the end of the year.</p>	<p>Q4, Q8, Q12, Q16, Q20</p>	<p><i>M. Peiró (Scientific Subdirectorate) / Raquel Llorens (Responsible for National Projects Unit)</i></p>	<p>6.1. Annual activities announcement made</p>	<p>COMPLETED</p>	<p>To increase the visibility of the calls, actions for internal communication have been included in the Communication Plan 2020-2024.</p> <p>Additionally, an annual dissemination of the planned intramural calls is carried out through newsletters to all research and management staff. In May 2024 (Q24), a newsletter was sent to all personnel of the Institution, informing them about the intramural calls planned for 2024 and 2025.</p> <p>It should be noted that, for the analysis process for the renewal of accreditation, work sessions were conducted with different researcher profiles for the renewal phase. In this regard, the professionals positively highlighted the work carried out by the Project Unit in the dissemination and communication of calls.</p>
7	<p>Training plan review. Training courses for all INCLIVA new personnel about the Ethical and Good Scientific Practices Code will be scheduled. If deemed appropriate, an on-site format minimum of twice a year could be appropriate. Activities on Good Scientific Practices, intellectual and industrial property, internationalization, team management, and evaluation procedures for groups and platforms responsible matters will be included. Establish contacts with the national network of EURAXESS to encourage the continuous development of researchers.</p>	<p>Q8-Q10</p>	<p><i>N. Paz (Training) / Patricia Fernández (Deputy Scientific Director)</i></p>	<p>7.1. Training plan reviewed 7.2. Number of training activities carried out</p>	<p>COMPLETED</p>	<p>INCLIVA has its own R&D&I Training Plan, which is carried out in successive annual training and mobility programs that develop the Institute's training offer, and which includes transversal training activities, such as other languages, good practices in research, data protection regulations, or dissemination to society, among others.</p> <p>The annual training programs offered for the periods 2021 to 2024 include:</p> <ul style="list-style-type: none"> • 2021 - 2022 (Q12-Q19): 43 training activities • 2023 – 2024 (Q22-Q24): 38 training activities <p>In this sense, the plans include activities aimed at training in Good Clinical and Laboratory Practices, data protection, research resources and procedures in the European Community, and innovation management, among others.</p> <p>Likewise, to update and improve the training programs offered, the Institute collects feedback on all its training activities among its participants and evaluates the training needs of its staff.</p>
8	<p>To work on the development of salary scales. The development of INCLIVA personnel salary scales with annual reviews will be carried out.</p>	<p>Q3-Q4</p>	<p><i>V. de Juan (Managing Director)</i></p>	<p>8.1. Salary tables elaborated and approved by the Board of Trustees</p>	<p>COMPLETED</p>	<p>Throughout 2021, the Economic Management team of the Institution conducted a study on the current situation of INCLIVA to draft a proposal for salary scales. This study evaluated job categories, salary discrepancies, and salary scales from ISCIII, CIBER, and IIS in the Valencian Community, as well as their published job offers.</p> <p>In this context, in 2024, the new Collective Agreement was signed, regulating the working conditions of researchers in public sector biomedical research foundations in the region, including the approval of salary tables.</p>

9	<p>Developing a follow-up and evaluation procedure for European calls Projects. Developing of a follow-up and evaluation of scientific activities procedure specific for projects funded with European calls.</p>	Q8-Q10	A.Ferrer (U. Internationalization)	<p>9.1. Follow-up and evaluation procedure for European calls Projects developed.</p> <p>9.2. Follow-up undertaken in 100% of the projects.</p>	COMPLETED	<p>In 2020 (Q10), the European project monitoring and evaluation SOP was approved, that defines the action guidelines for the management of projects financed with European funds, during their planning, execution, and closure. In this sense, the document describes the responsibilities of each of the profiles involved, as well as a diagram of the process and some indicators for monitoring the projects. It should be noted that the document is accessible on the intranet for all INCLIVA staff.</p> <p>Currently, all projects financed through European INCLIVA funds are evaluated and monitored through this procedure.</p> <p>Furthermore, to promote the generation of knowledge, establish alliances, and achieve a competitive positioning in the international arena, in 2021 (Q15) INCLIVA launched the development of an INCLIVA Internationalization Plan.</p>
10	<p>To prepare procedures for actions carried out by the Research Commission. Procedures for actions carried out by the Research Commission will be prepared. An initial analysis of each project (when appropriate) will be performed and appropriate measures to adopt for each project will be proposed. Elaboration of a standard form to facilitate such review will be elaborated.</p>	Q3-Q4	M. Peiró (Scientific Subdirectorate) / Luis Sabater / Patricia Fernández	<p>10.1. Procedures for actions carried out specifically by the Research Commission prepared.</p>	COMPLETED	N/A
11	<p>Development of a defined policy of Open Access (OA). Adaptation to provisions and initiatives promoted by the European Union. Development of a defined policy of Open Access (OA) publications in INCLIVA.</p>	Q7-Q8	M. Peiró (Scientific Subdirectorate) / Rafael Barajas	<p>11.1 Policy of Open Access (OA) developed and implemented.</p>	COMPLETED	N/A
12	<p>Assessment indicators improvement. Assessment indicators improvement for research staff as well as for emerging groups is proposed. Activity assessment indicators not only for research groups but also for research staff will be included.</p>	Q7-Q8	M. Peiró (Scientific Subdirectorate)	<p>12.1. Assessment indicators established.</p> <p>12.2. 100% Evaluations undertaken according to established indicators.</p>	COMPLETED	<p>INCLIVA is committed to the recognition and professional development of all profiles of research personnel, regardless of the stage in which they are. In this sense, the Institution updated and approved in 2024 (Q24) the Integration Plan 2024, in which the research career itinerary for research staff is defined, differentiating the four stages of the EURAXESS professional categories (R1- R4). For each stage, the minimum requirements, the evaluable requirements, the desirable competencies according to the classification stage, and the expected merits for promotion are defined.</p> <p>Likewise, throughout 2024 (Q24), the Institute will conduct the five-year evaluations of all consolidated research groups (a total of 37 groups) and emerging research groups that were set up 5 years ago (a total of 8 groups).</p> <p>It should be highlighted that INCLIVA promotes the identification and development of research projects, the formation of new research groups, and the incorporation of research personnel,</p>

						both in training and technical support personnel in the different platforms, through the implementation of actions contemplated in the Support Plan for Emerging Groups .
13	Selection processes dissemination improvement. Arbitrate open selection processes for recruiting candidates and human resources grants. Advertising on high-impact websites (EURAXESS) of all vacancies depending on public-funded calls. E. g. Open Calls for applicants' pre-selection for Sara Borrell Grants.	Q5-Q6	<i>R. Cano (HR Unit)</i>	13.1. 100% of selection processes published in EURAXESS in all vacancies depending from public funded calls	COMPLETED	N/A
14	Professional career element's introduction. It is proposed to work in conjunction with other Valencian Health Research Institutes and the Valencia Regional Government on the Professional Career Elements introduction matter. Develop a Laboral agreement for INCLIVA itself.	Q5-Q20	<i>V. de Juan (Managing Director)</i>	14.1. Number of meetings held with institutions and Valencia Regional Government. 14.2. INCLIVA's own Laboral agreement approved by governing bodies.	EXTENDED	In May 2024, the new Collective Agreement was signed , which regulates the working conditions of researchers from the biomedical research foundations of the public sector in the region, including salary tables , training, permits, etc. In this sense, INCLIVA has actively collaborated in the preparation of this Agreement, participating in numerous meetings with institutions and the regional government of the Valencian Community: <ul style="list-style-type: none"> • In 2021 (Q12-Q15): 5 meetings • In 2022 (Q16-Q19): 6 meetings • In 2023 (Q20-Q23): 17 meetings However, the signed Agreement does not include provisions regarding career advancement, but rather commits both parties to negotiate these aspects, which will be addressed once the Agreement comes into effect. Therefore, it has been decided to extend this action in order to fulfill this remaining area.
15	Improvement of processes related to personnel recruitment. Arbitrate procedures to give feedback to non-selected applicants. Score-obtained communication will be implemented 1. The position resolution will be published with the score obtained by the selected candidate. 2. The e-mail sent to all candidates will indicate: a) Candidates who have not been selected to be interviewed, should be told that they have not obtained the score required to proceed to the interview phase. b) To those candidates who have been interviewed but not selected in the process, should be told the position number achieved.	Q 5; Q6; Q8; Q12; Q16, Q20	<i>R. Cano (HR Unit)</i>	15.1. Human Resources procedure updated 15.2. Procedure followed in 100% of recruitment processes	COMPLETED	N/A

16	<p>To develop a personal interview procedure linked to personnel recruitment. Develop a Personal interview procedure which includes PI instructions regarding qualitative evaluation criteria (teaching, staff supervisory, R+D+i management divulgation). Include these qualitative aspects assessment in the candidate's personal interview established scoring.</p>	Q5; Q 6; Q8; Q12; Q16, Q20	R. Cano (HR Unit)	<p>16.1. Personal interview procedure developed.</p> <p>16.2. 100% of recruitment processes where the interview procedure has been implemented.</p>	COMPLETED	N/A
17	<p>Mentoring Plan. To develop and to disseminate a mentoring procedure, including continuous assessment process description, trainee satisfaction measurement procedure as well as incident handling and monitoring.</p>	Q 7; Q8; Q12; Q16; Q20	M. Peiró (Scientific Subdirectorate)/ Patricia Fernández (attached to the scientific directorate)	<p>17.1. Mentoring plan developed</p> <p>17.2. Satisfaction rate over 80%</p>	EXTENDED	<p>Although INCLIVA has a Support Plan for Emerging Groups, the Institute is still pending the development of a mentoring or supervision plan that outlines support activities for early-career researchers and defines the role of a mentor, who can act as a supervisor and guide.</p> <p>It should be noted that the Institution has developed a Female Leadership Program, called the Futura Project, in which one of its main axes is Coaching.</p> <p>Furthermore, activities focused on developing and supporting younger professionals have been carried out, such as promoting the REBECA mentoring program organized by Fecyt. This program aims to enhance research staff's understanding of career paths beyond academic research. In this regard, INCLIVA will also seek to establish communication with Fecyt to encourage its staff's participation in this initiative.</p>
18	<p>Co-authorship. Include in the Annual Report co-authorships and all members participating in all activities and research results.</p>	Q 4; Q8; Q12; Q16; Q20	M. Peiró (Scientific Subdirectorate)/ Patricia Fernández (attached to the scientific directorate)	18.1. 100% of activities with co-authorship	COMPLETED	N/A
19	<p>Procedure for conflicts resolution. Develop a procedure for management and resolution of conflicts between INCLIVA personnel.</p>	Q3-Q4	M. Peiró (Scientific Subdirectorate) / Patricia Mañas	<p>19.1. Procedure established</p> <p>19.2. 100% of conflicts resolved</p>	COMPLETED	N/A
20	<p>Research Commission representation. Include representatives of all research and technical personnel in the Research Commission.</p>	Q4-Q5	M. Peiró (Scientific Subdirectorate)	20.1. 100% of the research personnel represented in the Research Commission	COMPLETED	N/A

21	<p>Promote generational renewal. Deployment of Support Plan for Emerging Groups approved. The European projects unit has carried out several actions focused on emerging staff: a) surveys and personal interviews to discover training needs; b) correlation matrix between policies, priorities and international funding programs and the research lines of all researchers and emerging groups; c) information day on the paradigm shift from H2020 to Horizon Europe, the new European funded program; d) personalized advice on the focus of the research lines; d) support during the process of preparing European proposals.</p>	Q8 - Q15	<p><i>M. Peiró (Scientific Subdirectorate)</i> <i>Ana Ferrer (International University)</i></p>	<p>21.1. Percentage implementation of Support Plan for Emerging Groups:</p> <p>21.2. N° of projects with co-PIs</p> <p>21.3. N° of emerging researchers</p> <p>21.4 N° of emerging groups</p> <p>21.5. Percentage of emerging groups compared to total number of consolidated groups</p> <p>21.6. Number of emerging researchers participating as PIs in non-funded European proposals</p> <p>21.7. Number of emerging researchers participating as PIs in awarded European projects</p>	COMPLETED	<p>In order to promote the innovation, continuity, and adaptability of INCLIVA, the Institute is committed to fostering generational change among staff. To do this, it deploys the actions contemplated in the Support Plan for Emerging Groups, focused on:</p> <ul style="list-style-type: none"> • Promoting the identification and development of research projects. • Encouraging the formation of new research groups and the incorporation of research personnel, both in training and technical support personnel for the different platforms. • Recognition of the figure of the Co-IP in research groups. <p>The efforts made by the Institution can be reflected in the increase in the number of researchers and emerging groups of the Institute:</p> <ul style="list-style-type: none"> • Emerging researchers: in 2021 (Q12-Q15) there were 8 emerging researchers, in 2022 (Q16-Q19), 12 emerging researchers, and in 2023 (Q20-Q23), 17 emerging researchers. • Emerging groups: in 2021 (Q12-Q15) there were 9 emerging groups, in 2022 (Q16-Q19) and in 2023 (Q20-Q23), the same number of emerging groups was maintained, 11 in total. <p>In this sense, during the years 2021 to 2023, the percentage of emerging groups relative to the total consolidated groups remained stable at around 20-24%.</p> <p>Likewise, the participation of emerging researchers as PIs is encouraged both in unfunded European proposals and in award-winning European projects:</p> <ul style="list-style-type: none"> • Number of emerging researchers participating in unfunded European proposals: in 2021 (Q12-Q15) 1 researcher participated, while in 2022 (Q16-Q19) and in 2023 (Q20-Q23) 2 researchers participated. • Number of emerging researchers participating as PIs in award-winning European projects: in 2022 (Q16-Q19) 1 researcher participated and in 2023 (Q20-Q23) 2 researchers participated. <p>Furthermore, every year numerous Co-IPs request health research projects: in 2021 (Q12-Q15) 7 new Co-IPs requested their first research project, in 2022 (Q16-Q19), 4 Co-IPs were presented, and in 2023 (Q20-Q23), 6 Co-IPs.</p>
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22	<p>Promote female leadership. The II INCLIVA Equality Plan proposes the following activities:</p> <ul style="list-style-type: none"> -Training programs in female leadership adapted to the scientific and research sector. -Study aimed at identifying potential barriers to professional promotion - Promote and support projects in which women are promoted as principal investigators via a female sex tie-breaker clause for PI when calls have to be submitted with a limited number of projects. -Promote a Women's Network for health research through a specific workgroup or commission, where women join together and drawn up proposals to promote female talent in health research. 	Q13, Q15, Q17, Q18	Ruth Cano (HR Unit) / Ana Ortega (R2) / Patricia Fernández (attached to scientific management)	<p>22.1. Nº of women leaders of a consolidated or emerging group</p> <p>22.2. Nº of female PIs from European or national research projects (National Plan)</p>	EXTENDED	<p>INCLIVA has developed the II Equality Plan 2020-2024, to disseminate and promote gender equality and treatment, diversity, and equal opportunities in all areas of the Institute, as well as promoting the conciliation and balance of the work, family, and personal life.</p> <p>In this sense, equal opportunities between men and women are prioritized. To this end, different activities are carried out focused on the promotion of female leadership to equalize and promote female representation in the Institution and scientific society. Among the activities, it is worth highlighting:</p> <ul style="list-style-type: none"> • Meetings and conferences, such as "Women's Network Meeting for Health Research" (2022). • Intramural competitions: I Competition aimed at INCLIVA Researchers to promote the development of the research career (2022) and II Competition aimed at INCLIVA Researchers to promote the development of the research career (2023). <p>Regarding the representation of women in the Institution, in 2022 (in the absence of more recent data for 2023), 73% of INCLIVA's staff were women. Additionally, within the staff, more than 70% of the research, administrative, and technical personnel were women, while in other areas (support staff, subordinate staff, and nursing staff), there was an equitable representation between both sexes.</p> <p>Within the research staff, groups R1 and R2 have a greater female representation, with figures of 70% and 58%, respectively. However, the opposite happens in groups R3 and R4, where 40% and 30%, respectively, are women.</p> <p>Although the majority of scientific activity is led by women, active work is currently being done to balance projects led by women, especially in European or international projects:</p> <ul style="list-style-type: none"> • Regional projects: in 2021 (Q12-Q15) 32% of the projects were led by women, while in 2022 (Q16-Q19) 52%. • National projects: in 2021 (Q12-Q15) 37% of the projects were led by women, while in 2022 (Q16-Q19) 49%. • European projects: in both years 2021 (Q12-Q15) and in 2022 (Q16-Q19) the number of projects led by women was less than 10%. <p>Despite the initiatives launched, the Institute has decided to extend this action in order to continue improving the percentage of women who lead research and the percentage of women PIs who lead European projects.</p>
23	<p>Promote the international visibility of INCLIVA, through the translation to English of its most relevant institutional documentation and a greater generation of current contents in English.</p>	Q1-Q12 (2024-2027)	Arantxa Martín (Communication Unit Manager)	<p>23.1. Number of institutional documents translated</p> <p>23.1. Number of current contents translated into English</p>	NEW	<p>To create an international research environment and increase INCLIVA's visibility, the Institute needs to focus on producing scientific content in English. Additionally, the Institute should translate to English and publish key institutional documents, such as the Strategic Plan, the Researcher's Manual, and the OMT-R policy.</p>

24	<p>Promote the dissemination of HRS4R in INCLIVA and the personnel's involvement in the process. Develop dissemination actions that make it possible to publicize the main milestones and achievements of the Institute related to HRS4R among all INCLIVA staff, and encourage involvement in the process at all levels.</p>	Q1-Q12 (2024-2027)	Patricia Fernández (Deputy Scientific Director)	<p>24.1. HRS4R documentation (in Spanish and English) published on the website</p> <p>24.2. Number of dissemination actions carried out related to HRS4R and the achievements and milestones achieved by INCLIVA in this area</p>	NEW	<p>During work sessions with various researchers for the accreditation renewal process, INCLIVA found that it needs to improve how it shares information about HRS4R and the involvement of researchers in the process. Therefore, it is essential to take actions that increase awareness and engagement among all staff members. Additionally, the main HRS4R documents should be published on INCLIVA's website, in both Spanish and English, to make them accessible to all staff and the general public.</p>
25	<p>Promote the dissemination of the signed Collective Agreement and the new salary tables among staff, once it comes into force, to guarantee the transparency of this type of information.</p>	Q2-Q12 (2024-2027)	Vicente de Juan (Director Manager)	<p>25.1. Number of disclosure actions related to the Collective Agreement</p> <p>25.2. Collective Agreement and salary tables published on the website and intranet</p> <p>25.3. Contents of the Collective Agreement and the salary tables including the Research Staff Manual</p>	NEW	<p>During the work sessions for the analysis process for the renewal of accreditation, the different profiles of researchers highlighted the absence of knowledge about the contents and implications of the new Collective Agreement and the Institute's salary tables. In this sense, INCLIVA recognizes the need to promote its knowledge and transparency, by disseminating through emails, the Institute's website and the Intranet, distributing summaries of its contents, and including it in the Research Staff Manual.</p>
26	<p>Update the Contracting Procedure, in order to align the objectives with the OTM-R principles. Incorporate into the Hiring SOP:</p> <ul style="list-style-type: none"> - The inclusion of professional development perspectives in published job offers. - An explicit mention that interruptions in the career or alterations to the chronological order of the CVs will not be penalized. 	Q1-Q2 (2024)	Ruth Cano (HR Unit Manager)	<p>26.1. Updated professional hiring SOP</p>	NEW	<p>While INCLIVA has an open, transparent, and merit-based selection and hiring procedure aligned with the OTM-R principles, a need to provide information about career development prospects in the job postings has been identified as an area for improvement. Additionally, it is necessary to include an explicit statement that career interruptions or chronological gaps in CVs will not be penalized during the merit evaluation.</p>
27	<p>Promote continuity in the professional career, both of research staff and technical support staff, through new mechanisms and formulas.</p>	Q1-Q12 (2024-2027)	Patricia Fernández (Deputy Scientific Director)	<p>27.1. Actions focused on the continuity of the professional career of research staff and technical support staff</p>	NEW	<p>During work sessions with various researchers for the accreditation renewal process, INCLIVA identified the need to better support the career development of both research staff and technical support staff.</p>

28	Promote the open publication of staff research results , through greater dissemination of the economic resources offered by the Institute.	Q1-Q12 (2024-2027)	<i>Documentation Technician (Production Unit Scientific)</i>	28.1. Number of informative actions related to the financing of open publication 28.2. Number of open access scientific publications funded by INCLIVA	NEW	INCLIVA conducted various work sessions with different researcher profiles for the accreditation renewal analysis process. During these sessions, it was identified that there is a need to increase awareness about funding for open access publication among all staff to enhance the dissemination of scientific results.
29	Promote the exchange of knowledge among INCLIVA's younger staff , through the creation of an internal network of pre-doctoral researchers at the Institute that facilitates contact between staff from different areas for the resolution of doubts and the transfer of information.	Q1-Q2 (2024)	<i>Patricia Fernández (Deputy Scientific Director)</i> <i>Ana Ferrer (Unit Manager Projects International)</i>	29.1. Internal network of researchers created	NEW	During the work sessions carried out with different research profiles for the analysis process for the renewal of accreditation, INCLIVA detected the need to develop a tool that facilitates the exchange of knowledge and the resolution of doubts among its staff, especially among pre-doctoral researchers. This tool intends to simplify and make it easier and faster to share information and knowledge between different areas of the Institute.
30	Strengthen the attraction and retention of research talent and encourage international projection , through the definition and implementation of an ERC Talent Attraction Plan.	Q1-Q12 (2024-2027)	<i>Ana Ferrer (Unit Manager Projects International)</i>	30.1. ERC Talent Attraction Plan developed 30.2. Number of actions to attract professionals carried out	NEW	INCLIVA has detected the need to enhance the attraction and retention of research talent, especially at an international level, for which it plans to implement a Plan of these characteristics.
31	Establish mechanisms that guarantee an adequate generational handover among the IPs of the INCLIVA groups , for example, through the definition of implementation of a Generational Transition Plan, among others.	Q1-Q12 (2024-2027)	<i>Patricia Fernández (Deputy Scientific Director)</i> <i>Ana Ferrer (Unit Manager Projects International)</i>	31.1. Study of identification and prioritization of groups in which generational transitions are expected carried out 31.2. Number of Co- IPs appointed in those groups with IPs close to retirement 31.2 Generational Relief Plan developed	NEW	The Institute points out the importance of having mechanisms that guarantee adequate generational change among all research groups assigned to INCLIVA.
32	Promote new evaluation/assessment systems for INCLIVA staff . Establish evaluation mechanisms for research six-year periods, through the AVAP (Valencian Agency for Evaluation and Prospective), intended for INCLIVA research staff not associated with the University.	Q1-Q4 (2024-2025)	<i>Patricia Fernández (Deputy Scientific Director)</i>	32.1. Development of an evaluation system for research six-year periods	NEW	INCLIVA detects the need to develop new evaluation mechanisms for six-year research periods aimed at research personnel not assigned to the University, in order to promote their recognition and job competitiveness.

33	Promote citizen participation in R&D&I processes , through the systematic inclusion and collaboration of patients and other key non-scientific actors.	Q1-Q12 (2024-2027)	<i>Maite Saenz (Sponsorship)</i>	33.1. Number of projects in which citizens have had an active participation (Patient organizations, etc.)	NEW	Aware of the importance of increasing citizen participation in R&D&I processes, INCLIVA will seek to implement mechanisms for the systematic inclusion and collaboration of patients and other key non-scientific actors in the design of research projects.
34	Increase the dissemination of the Support Plan for Emerging Groups among INCLIVA's personnel.	Q1-Q12 (2024-2027)	<i>Patricia Fernández (Deputy Scientific Director)</i> <i>Ana Ferrer (Unit Manager Projects International)</i>	34.1. Number of dissemination actions related to the Support Plan for Emerging Groups	NEW	During the work sessions carried out with different research profiles for the analysis process for the renewal of accreditation, INCLIVA identified the need to increase the dissemination of the Support Plan for Emerging Groups among the Institute's emerging staff.

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organization for the next 3 years, including the OTM-R policy must be published on your organization's website. Please provide the link to the dedicated webpage(s) on your organization's website *:

URL: <https://www.incliva.es/rrhh/human-resources-strategy/>

If your organization has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organization is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The initial actions that were considered completed in the Interim Assessment are set out below:

- ***Improvement in the dissemination of selection processes (OTM-R 6; 7; 11; 12; 13; 14) (COMPLETED).***
- ***Improvement of procedures related to staff recruitment (OTM-R 4; 21) (COMPLETED).***
- ***Development of an interview procedure related to staff recruitment (OTM-R 3; 16; 19) (COMPLETED).***

Since the Interim Assessment, INCLIVA has made great efforts to align itself with the principles of the OTM-R, achieving significant progress in the remaining action of the Revised Action Plan:

- ***Implement elements of professional career (OTM-R 9) (EXTENDED).***

In this regard, it is worth noting that in May 2024 the new Collective Agreement was signed, which regulates the working conditions of researchers at the biomedical research foundations of the public sector of the region, including salary tables, training, permits, etc.

INCLIVA has actively collaborated in the preparation of the Agreement, participating in numerous meetings with institutions and the regional government of the Valencian Community:

- In 2021 (Q12-Q15): 5 meetings.
- In 2022 (Q16-Q19): 6 meetings.
- In 2023 (Q20-Q23): 17 meetings.

However, the signed Agreement does not include agreements on professional careers but rather a commitment between the parties to negotiate these aspects, which will be negotiated once the Agreement comes into force. For this reason, it has been decided to **extend this action**, in order to comply with this last area.

As mentioned above, although INCLIVA has implemented a selection and hiring process aligned with the OTM-R principles, some areas for improvement have been identified in this aspect, so a new action has been proposed:

- **Update the Hiring Procedure, in order to align the objectives with the OTM-R principles. Incorporate into the Hiring Procedure (OTM-R 10; 12 19) (NEW):**
 - The inclusion of professional development prospects in the published job offers.
 - An explicit mention that career interruptions or alterations in the chronological order of CVs will not be penalized.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organization's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.incliva.es/rrhh/human-resources-strategy/>

4. Implementation

General overview of the expected overalls implementation process of the action plan: (max. 1000 words)

During the Initial Phase of the HRS4R process, a Working Group was created, which remains responsible for coordinating the implementation and monitoring process of the Enhanced Action Plan. To involve different professional categories in this process, the HRS4R Working Group includes representatives of different research profiles and areas of management, technical, and scientific support.

This Working Group is responsible for guaranteeing the implementation and monitoring of the Action Plan, through the following tools:

- Continuous contact by phone and email.
- Continuous contact with research staff.
- Periodic meetings.
- Measurement of defined KPIs of each of the actions.

An Advisory Committee was created, included within the Working Group, to ensure periodic supervision of the process. The Advisory Committee evaluates the monitoring process carried out by the Working Group. During the implementation process, the Advisory Committee meets at least once a year to analyze possible deviations and propose corrective or improvement actions if necessary.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared for the internal review? *

The internal review has been developed based on the monitoring of the Revised Action Plan and the self-evaluation carried out by the Institute to face this renewal phase, including the review of the evaluators' recommendations in the Consensus Report.

During these three years since the mid-term evaluation of INCLIVA, the Advisory Committee/Working Group has met periodically, in person or virtually, to ensure the implementation and monitoring of the actions established in the Plan. These sessions have allowed to identify opportunities for improvement to consider for the development of the internal review and the Improved Action Plan.

When developing this self-assessment, work sessions were carried out with the different profiles of researchers, as well as a survey to gather the opinion of the Institute's professionals and identify their current needs. The work sessions have had the participation of 12 researchers: 3 R1 researchers, 3 R2 researchers, 3 R3 researchers and 3 R4 researchers.

Finally, during this internal review, special consideration has been given to the recommendations included in the report issued by the evaluators in the mid-term evaluation, in order to address INCLIVA's main areas of improvement in this new phase.

How have you involved the research community, your main stakeholders, in the implementation process? *

For the implementation of the HRS4R process, INCLIVA has carried out the following activities to involve the research community:

- The Advisory Committee/Working Group, responsible for monitoring and implementing the HRS4R process at the Institute, includes representatives of the R1, R2, R3, and R4 research categories, maintaining continuous contact with scientific staff and ensuring representation of the entire research community.
- INCLIVA provides specific information on the HRS4R implementation process through the usual communication channels (corporate emails, *newsletter*, information posters, etc.).
- INCLIVA collects relevant information about the HRS4R process on the website (*Charter & Code*, OTMR policy, evaluation of candidates and incorporation of professional procedure, review of the Action Plan, etc.) to be consulted by the research community and general society.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The implementation and monitoring of the various actions included in the Action Plan are carried out by the members of the HRS4R Advisory Committee/Working Group. To ensure proper follow-up and periodic supervision of the HRS4R Action Plan, each member is responsible for analyzing the extent to which the measures have been implemented in their area by measuring the defined indicators.

During meetings of the HRS4R Advisory Committee/Working Group, the responsible individuals for each action share their progress and monitoring of the established objectives to assess the degree of implementation of each action. Based on the analysis conducted, improvement actions are discussed to address any identified deficiencies.

The Advisory Committee/Working Group has the following composition to guarantee its operational and executive capabilities in the fulfillment of its functions:

- Elena Carrió, Innovation
- Raquel Llorens, National projects
- Ana Ferrer, Internationalization
- Nati Paz, Training and Mobility
- Cristina García, Training and Mobility
- Maite Saenz, Secretary and Legal
- Patricia Mañas, Scientific Production
- Vicente de Juan, Managing Director
- Ruth Cano, HR
- Anabel Gil, HR

- Patricia Fernández, Deputy Scientific Director
- Rafa Barajas, Quality and Data Protection
- Arantxa Martín, Communication
- Alexandra Muñoz, Communication
- F. Javier Chaves, Researcher R4
- Mari Carmen Gómez, Researcher R3
- Ana Ortega, Researcher R2
- Olga Martínez, Researcher R1

Is there any alignment of organizational policies with the HRS4R? For example, is the HRS4R recognized in the organization's research strategy, overarching HR policy

The Advisory Committee/Working Group involved in the HRS4R process has, among its members, the Scientific Directorate and the INCLIVA Management Directorate, actively participating in the entire process and guaranteeing the alignment of institutional policies in the design of the HRS4R strategy. and in the implementation process.

As previously mentioned, the Institution is developing its new Strategic Plan 2025-2029 in line with the objectives set in HRS4R. In this way, objectives and strategic lines will be included in line with this Improved Action Plan, to promote the integration of the HR Strategy into the general strategy of the Institute.

How has your organization ensured that the proposed actions would also be implemented? *

The implementation of the Action Plan requires an evaluation through the annual measurement of the defined KPIs, carried out by the assigned managers of the Working Group. This Working Group provides a holistic representation of the Institute's profiles, which facilitates the implementation and monitoring of actions and the detection of deviations.

To implement the Action Plan, members of the Working Group use the following tools:

- Continuous contact through different means of communication.
- Approaching the research community.
- Periodic meetings.
- Measurement of defined KPIs of each of the actions.

The constant monitoring of the Plan's actions by the HRS4R Working Group, supervised by the Advisory Committee, guarantees the implementation of the defined activities.

In addition, the execution of the actions of the Enhanced Action Plan is benefited by the coincidence between the HRS4R Action Plan and the institutional strategy and policies of INCLIVA, which makes it possible for many of the established key performance indicators to be similar.

How are you monitoring progress (timeline)? *

The progress of HRS4R implementation is being monitored by the HRS4R Working Group through the following tools:

- KPIs and deliverables: the HRS4R Action Plan proposes detailed actions, KPIs, and deliverables supported by a consistent schedule, which guarantees their adequate monitoring.
- Responsible: each action has been assigned to one or more members or units of INCLIVA for specific monitoring.
- Dashboard: A dashboard has been created in Excel to facilitate the recording of KPI measurements.
- Meetings: The HRS4R Working Group meets periodically for a joint review of progress.
- Monitoring: Annually, the Advisory Committee monitors the progress of implementation, analyzing the results of the Working Group.

How will you measure progress (indicators) in view of the next assessment? *

The HRS4R Working Group will review the results of the Action Plan, based on the monitoring carried out over the next 3 years. As mentioned above, progress will be measured through the following actions:

- The HRS4R Working Group will meet periodically, to monitor progress and review deliverables.
- Annually, the HRS4R Working Group will monitor the entire process through the annual measurement of KPIs.
- The members of the HRS4R Working Group will receive support from other Units representing the institution in monitoring some of the activities and KPIs.
- It is expected to define specific annual objectives for each indicator, to guarantee adequate progress of the HRS4R strategy in the institution.

How do you expect to prepare for the external review? *

To prepare for the next review, the Advisory Committee/Working Group will conduct a new self-assessment of HRS4R implementation after exhausting the timeline established in this Enhanced Action Plan. This self-assessment will include a new assessment of the strengths and weaknesses of INCLIVA in terms of the four blocks of the C&C, as well as an exhaustive review of the recommendations issued by the HRS4R evaluation committee. Based on this analysis work and the monitoring carried out on the Action Plan over the next 3 years, new actions will be proposed to resolve the deviations detected and presented to the evaluation committee.

Additional remarks/comments about the proposed implementation process