Fundació Privada i2CAT, Internet i Innovació Digital a Catalunya

Action Plan for the period 2019-2021

INDEX

HR STRATEGY - ACTION PLAN

Name Organization under review: Fundació privada i2CAT, Internet I Innovació Digital a Catalunya

Organization's contact details: Joan Manel Martín Almansa, CEO.

Web link to published version of organization's HR Strategy and Action Plan: www.i2cat.net/talent

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ORGANISATIONAL INFORMATION

i2CAT is a CERCA research and innovation center based in Barcelona, which specializes in advanced digital technologies. Since 2003, i2CAT has been committed to designing and building the future digital society by leveraging the knowledge gained from cutting-edge European and local R&D projects in the fields of 5G, IoT, immersive and interactive technologies, cybersecurity, artificial intelligence, Blockchain and digital society technologies.

The center stands up for a new open innovation framework, fostering the collaboration between companies, public administration, the academic environment and end-users.

The i2CAT Foundation is governed by i) the Board of Trustees, ii) the Executive Committee and iii) Management Team.

The figures and table below illustrate the organizational structure of i2CAT Foundation at these different levels.
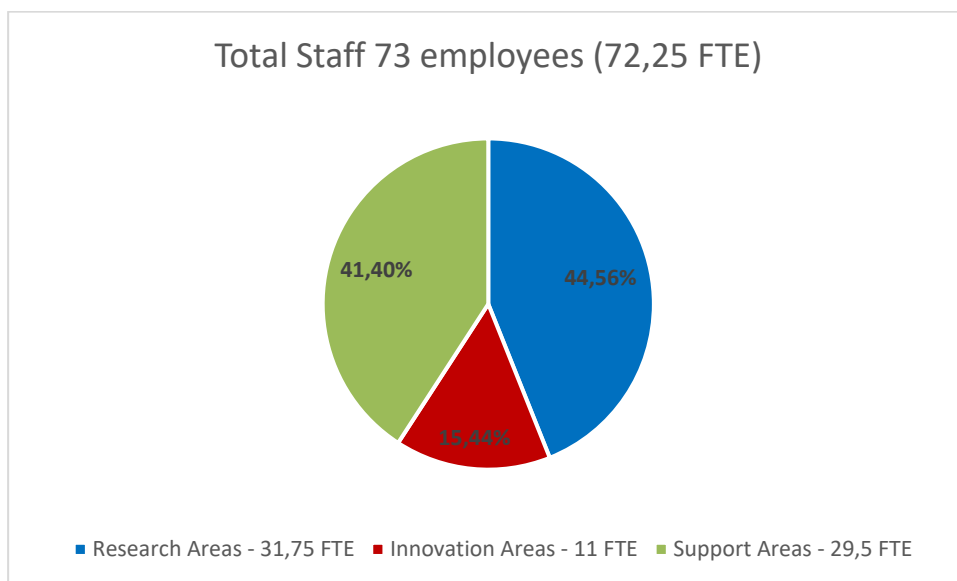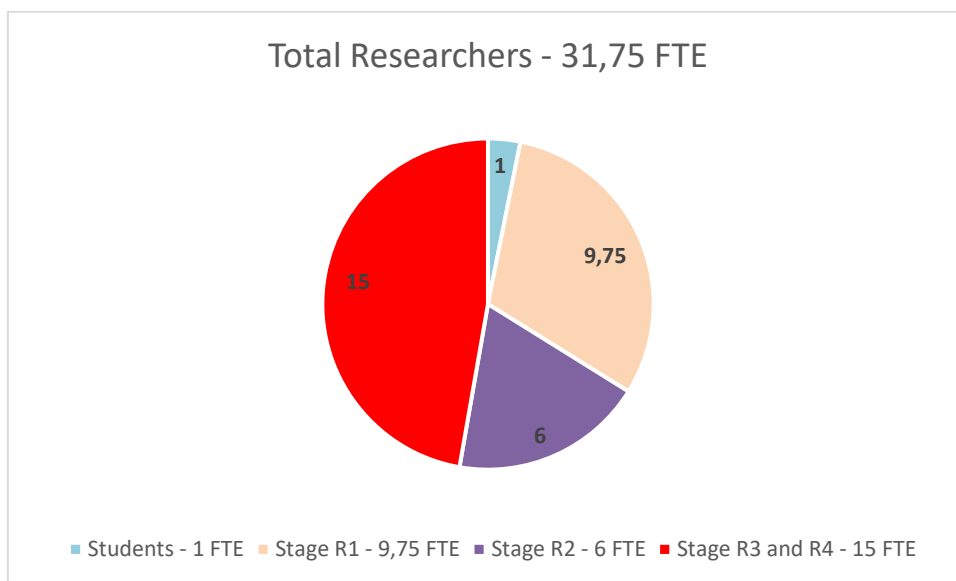
a) Organization Chart:
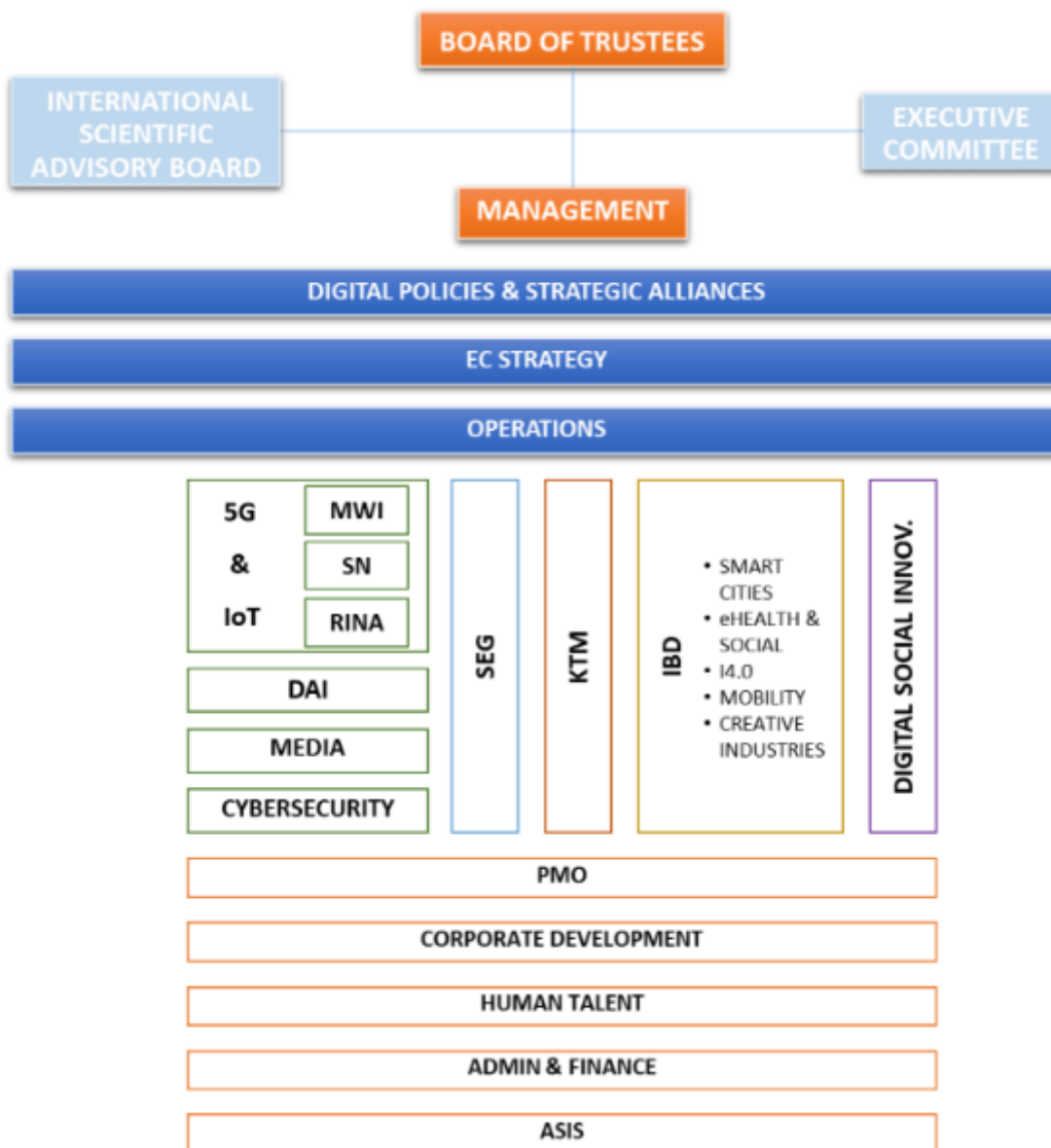
b) Key figures:

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	31,75
Of whom are international (i.e. foreign nationality)	12,5
Of whom are externally funded (i.e. for whom the organization is host organization)	1
Of whom are women	5
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	15
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	6
Of whom are stage R1 = in most organizations corresponding with doctoral level	9,75
Total number of students (if relevant)	1
Total number of staff (including management, administrative, teaching and research staff)	72,25

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	5.074.224,71€
Annual organizational direct government funding (designated for research)	575.000€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	2.595.277,85€
Annual funding from private, non-government sources, designated for research	1.004.931,26€

c) Staff figures

Total Staff 73 employees (72,25 FTE)

41,40%   44,56%
15,44%

■ Research Areas - 31,75 FTE   ■ Innovation Areas - 11 FTE   ■ Support Areas - 29,5 FTE

The i2CAT Staff is composed by 73 employees (72,25 FTE), of whom 31,75 FTE are researchers.

Total Researchers - 31,75 FTE

1   9,75
15
6

■ Students - 1 FTE   ■ Stage R1 - 9,75 FTE   ■ Stage R2 - 6 FTE   ■ Stage R3 and R4 - 15 FTE

The Research Area of i2CAT is composed by 32 employees (31,75 FTE), of whom 15 FTE area classified in R3 or R4 stage, 6 FTE are classified in R2 stage, 9,75 FTE are classified in R1 stage and there is 1 FTE classified as a student.

Total Researchers - 31,75FTE

15,75%

84,25%

■ Woman - 5 FTE   ■ Man - 26,75 FTE
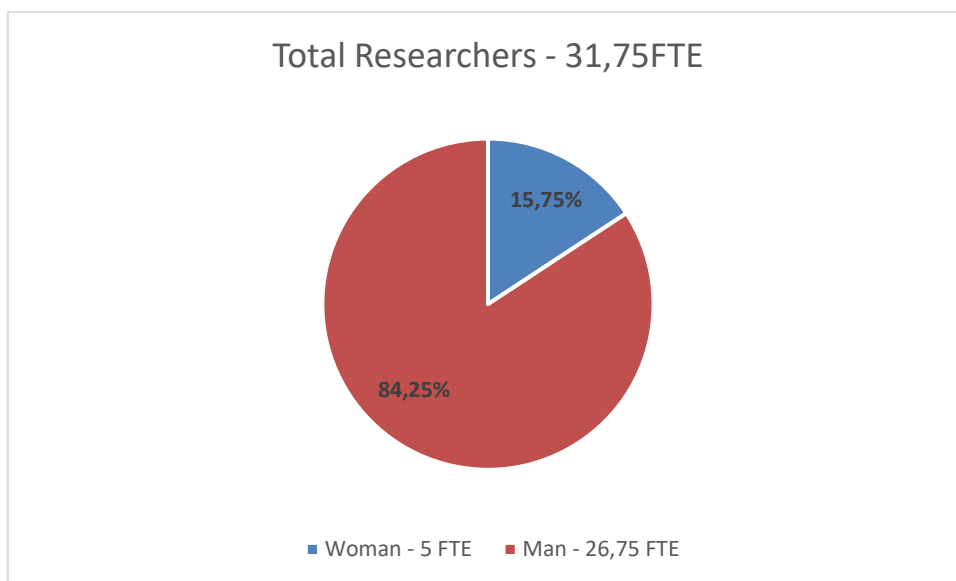
The Research Area of i2CAT is composed by 32 employees (31,75 FTE), of whom 5 are women.

NARRATIVE

The current strengths and weaknesses of the current policy and practice in i2CAT have been analyzed under the four thematic headings of the Charter and Code, which includes:

- Ethical & Professional aspects
- Recruitment
- Working conditions and Social Security
- Training

Each charter has been analyzed separately, taking into account the results of the gap analysis, in order to clearly differentiate the strengths and weaknesses in the institution.

a) Ethical & Professional aspects

Regarding the **Ethical & Professional** aspects, i2CAT Foundation determined the following:

STRENGHTS:

- Positive perception of the employees regarding their research freedom.
- Internal communication system with accessible and confidential suggestion box through the intranet and monthly staff meetings.
- Transparent accountability, which is shared with the employees every year.
- Transparent career plan and salary ranges shared with the employees.
- Merit based appraisal system established.
- Established mechanisms in order to disseminate i2CAT results already exist and work correctly.
- Active dissemination activities (conferences, workshops etc.) in order to make the research activities known to the society.
- Established and working equality plan accessible to all employees, including an anti-harassment process and committee.
- Established and public recruitment policy that guarantees no discrimination.
- Established and accessible training policy that includes a training request formulary on the intranet.
- Established and accessible IPR policy that includes participation of employees on the possible benefits.
- Adhered to CERCA's ethical code that is published on the intranet.
- Access to research database for the research staff
- Established Data best practice guide published in our intranet.
- Annual objectives shared during the first quarter of the year.
- Non-disclosure agreements signed with employees.
- A fully English supported work environment has been established.

WEAKNESSES:

- Although i2CAT Foundation has been working to improve those aspects related to the funding, there are still limits related to the funds received and therefore cannot grant a full and complete research freedom. There are "material limits" which have to be considered.
- Constant data backup processes need do be improved, establishing a clear and common process for all areas.
- Participation of staff members in the board meetings should be improved.

REMARKS:

Since the application and grant of the HRS4R award, i2CAT Foundation has been working in order to improve those aspects where weaknesses had been detected.

This regarding, improvements have been made on areas like HR policies, internal communication, internal transparency and establishment of processes that guarantee effective workflows which facilitates employees their daily work, access to information and requests which they might need.

This improvements do not only respond to fulfilling the compromises and objectives set up on the HRS4R Action Plan, but also to work towards a more attractive working environment which facilitates the talent acquisition and talent retention.

b) Recruitment

Regarding the **Recruitment Chapter**, i2CAT Foundation determined the following:

STRENGHTS:

- Established recruitment policy established and accessible to all employees.
- Structured interview process established which facilitates the understanding of the process for candidates.
- Vacant research positions published in English.
- Established Welcome Plan for new employees.
- Established candidates referencing policy established in order to involve i2CAT's employees on the talent attraction.
- No kind of discrimination (gender, age, ethnic, sexual etc.) on the selection processes.
- Mobility experience is recognized as a plus.
- For 2020, there is the objective of hiring a person fully dedicated to recruiting.

WEAKNESSES:

- Although an improvement has been done within the economic conditions of i2CAT's offers, in some occasions there is still a gap between the economic conditions which i2CAT as a public organization can offer, compared to the conditions of the private sector.
- Due to being considered a public organization, which is subject to laws that affect the public sector, i2CAT has restrictions for offering fix contracts, which in certain circumstances can be a disadvantage for attracting talent.
- Attracting non-EU employees to Spain requires going through a process for obtaining a Visa which is not as fast and easy as it should and does not facilitate the attraction of international (non-EU) talent.
- Establishment of standard technical and personality tests should be improved.
- i2CAT should achieve to attract talent faster.

REMARKS:

i2CAT Foundation has improved their recruitment and onboarding system, on one hand in order to improve as an organization and fulfill those compromises of the HRS4R action plan, but also to guarantee that the first contact of possible candidates provides a positive impact and facilitates the acquisition of talented personnel.

Due to the sector where the i2CAT Foundation carries out its work (ICT sector) and the reality that it needs to compete with the private sector in multiple occasions, the i2CAT Foundation, as a public organization, is still subject to laws of the public sector which makes that the organization has disadvantages towards private organizations (see working conditions section for more details for this limitations). Examples could be the contract typology (the private sector offers fix contracts and i2CAT has limits for it) or the economic offers (Barcelona has become a ICT&Digital hub where private companies constantly increase the salaries and conditions of their

workers in a way that i2CAT cannot follow). Unfortunately, these limitations are not in i2CATs hands.

c) Working Conditions & Social Security

Regarding the **Working Conditions & Social Security**, i2CAT Foundation determined the following:

STRENGHTS:

- Flexible working conditions (i.e. flexible entry schedule, flexible lunchtime).
- Tele-work is possible and has been improved since the HRS4R application (one day per week).
- Established complaints procedure, which are treated every month in front of all employees.
- Career and development plan with salary ranges has been approved by the board of trustees and has been made public.
- IPR code established and accessible to all employees.
- Since 2020 a yearly follow up system has been established in order to share vision and career plan among employees with its managers and HR staff.
- Retribution policy has been approved by the board of trustees, which includes:
    - Salary structure (fix + variable salary)
    - Flexible retribution system (possibility of requesting ticket restaurant, ticket transport, ticket kindergarten and/or private medical insurance)
    - Appraisal system
    - Candidate referencing policy
- Variable salary (objectives) communicated during the first quarter of the year. In 2020 there is the aim of signing the objectives individually with each employee.

WEAKNESSES:

- Difficulty to establish permanent contracts to all researchers due to different legal regulations applying to i2CAT collective.
  On one hand i2CAT has to respect the national labor law "Estatuto de los Trabajadores" (https://www.boe.es/buscar/act.php?id=BOE-A-2015-11430), which encourages the establishment of permanent contracts and allows temporary contracts only in certain circumstances (i.e. being contracted only for a specific project, after which the employee should be ceased or converted to permanent contract).
  On the other hand, as i2CAT receives public funds from the regional government (Generalitat de Catalunya), it has to respect the Catalan Budget Law "Llei de Pressupostos de la Generalitat" art. 27, (http://aplicacions.economia.gencat.cat/wpres/AppPHP/2017/pdf/VOL_L_ART.pdf), which restricts the increase of budget that can be dedicated to the salary structure every year, emphasizing that only permanent contracts will be considered as salary structure while temporary contracts will not be taken into account.
  This means that while one legislation encourages the use of permanent contracts, the other one establishes restrictions in the amount of budget that can be dedicated to the establishment of permanent contracts, while promoting the establishment of temporary contracts by not taking them into consideration in the salary structure.

- Although improvement has been done by establishing the career and development plan, there is still a feeling of dissatisfaction with the salaries in comparison with the private sector or ICT market conditions.
- Gender balance is difficult to achieve, as the ICT Sector is not a balanced one. Although i2CAT believes and works for non-discrimination, the institution considers that gender equality must specially be worked from schools as it is an underlying problem, which is very hard to solve only by companies, due to the difficulties to find feminine talent in this sector within the market.

REMARKS:

Regarding working conditions, the i2CAT Foundation has been working in different aspects to promote a more attractive environment for the existing employees but also for facilitating the talent attraction.

Within the block of working conditions, i2CAT has certain limitations due to being a public organization subject to laws of the public sector (see weaknesses of the current block). Unfortunately, it is not within i2CATs hands to change these laws.

Regarding Gender Balance, there is still much to do within the ICT sector. i2CAT Foundation promotes the participation of its employees in different voluntary actions (i.e. speeches in schools, basic programming courses for children, etc.), but there is still a big lack of balance between men and women in this sector.

d) Training

Regarding the **Training** Chapter, i2CAT determined the following:

STRENGHTS:

- Huge improvement of the perception of employees regarding training.
- Training policy with transparent conditions and processes established and accessible to all employees.
- Training request formulary established and accessible to all employees via i2CAT's intranet.
- Training budget has been raised.
- Besides the training requests done by the employees, i2CAT also promotes training activities (mostly soft skill or language trainings) among its employees.
- Training section created within i2CAT's intranet. Whenever it is possible, i2CAT films and publishes its internal trainings within that section, making it accessible to all employees.

WEAKNESSES:

- More PhD programs should be established.

REMARKS:

There has been a huge improvement of i2CAT's training plan and activities. This was a block where i2CAT did not had clear policies and processes and these have been established since the definition of the HRS4R Action Plan. The perception of the employees regarding the training system has improved significantly.

ACTIONS

The implementation of this Action Plan aims to adequate internal workflows with that of the Charter and Code (CC). The plan will be carried out over the next 24 months. Each action will be assigned to specific group(s) in order to be executed properly.

In the next table, the following abbreviations are used:

- Management Team: MT
- Human Resources Unit: HR
- Corporate Development: CD
- Infrastructures and Services: I&S
- Administration: AD
- Whole staff: All

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target	Current status	Remarks
AE1: Open internal debate around the ethical code and study related ethical codes, which might be applicable to i2CAT or might serve as a basis for the definition of the institutional Code of Ethics. Prepare a document as a compendium of the ethical code taking into consideration the Spanish Science Law and make all the i2CAT staff adhere to it.	2	1st semester 2019	Management Team & Corporate Development	Count with an Ethical Code.	Completed	It was finally done on 1Q 2019. i2CAT has adhered to CERCA's ethical code. The Management Team has signed an adherence to the code of conduct. Both, the code and the adherence letter are available on i2CAT's intranet.
AE2: Renew access to specific research databases and engines necessary to carry out research.	3	2nd semester 2018	Management Team	Grant access to all researchers to a research database.	Completed	It was finally done on 1Q 2019. i2CAT has granted its researchers access to research databases
AE3: Promote the application of the IPR code	5, 31	2Q 2017	Management Team, Knowledge & Technology MKT Team	Have an IPR code / policy.	Completed	It was finally done on 1Q 2017. Since 2017, i2CAT has an IPR code accessible to all employees through the intranet.
AE4: Elaborate a set of "best working practices" in relation to data storage, protection and privacy. Inform the staff leveraging on existing communication channels	7	1st semester 2019	Administration	Have a GDPR Policy.	Completed	It was finally done on 1st semester 2019. i2CAT has a GDPR policy. As GDPR came into effect in 2019, the whole policy had to be updated according to European GDPR law. Policy is approved and published in our corporate

						intranet accessible to every employee
AE5: Improve management of both internal and external data, applying existing regulation and recommendations ("Ley Oránica de Protección de Datos (LOPD)"). This implies every member of the staff so sign a "Non-Disclosure Agreement" to ensure the compliance of the LOPD	7	2nd Semester 2018	Administration and HR	• NDA Signed • Data protection files registered • Internal Data policy	Completed	It was finally done on 2nd semester 2018. • NDA signed with every employee. • i2CAT has 7 data protection files declared in the AGDP (Agencia Española de Protección de Datos) • i2CAT has defined a GDPR policy
AE6: Improve data backups management; either using external solutions and/or defining internal mechanisms	7	4Q 2017	IT	Have a common backup system for every department	In progress	We're working to define a common backup system for every department
AE7: Promote a transition to a fully English supported work environment to facilitate internationalization	10	1Q 2018	Corporate Development + HR + Administration	Have a fully translated environment	Completed	Both, Administration and Human Resources at i2CAT speak English, so they can attend any inquiry from any employee in that language. i2CAT's Website and Intranet are fully translated to English. Internal policies are fully translated to English. All internal communications are done in Spanish, Catalan and English.
AR1: Define and implement a new recruitment process and better disseminate the welcome package for new staff	12	3Q 2017	HR	Have an Open, Transparent and Merit Based Recruitment guide published	Completed	It was finally done on 2nd semester 2018. i2CAT counts with an internal recruitment policy based on the principles of Open, Transparent and Merit Based

AR2: Translate into English all new staff positions published	13	Continuous	HR	All Research positions should be published at least in English	Completed	It was finally established from 2nd semester 2018 on. Research positions are published in English, however i2CAT still reserves the right to publish administration positions in Spanish or Catalan, as it attracts more candidates for these kind of positions.
AR3: Elaborate a recruitment guide that should be followed in any recruitment procedure. This guide should include the description of the tracking of the position, candidates evaluated and results of the different interviews and tests. The guide shall indicate how to prepare the offer, how to arrange and carry out interviews and the structure of the jury that evaluates the candidates. This guide should also define the mechanisms to announce the position, the criteria and the results of the selection process providing arguments on the candidates about the results on the process.	13, 15	3Q 2017	HR	Count with a recruitment policy that includes the mentioned aspects	Completed	It was finally completed on 2nd semester 2018. i2CAT's recruitment policy includes these principles.
AR4: Ensure that CERCA's "Gender Bias in Research Institutes" video	14, 27	Continuous	HR	Ensure the video is available and watched by	Completed	It was finally done on 2nd semester 2018.

(available in YouTube) is watched by the members of the selection and Recruitment committee before the interviews and evaluation meetings				*the members of the Recruitment committee*		*i2CAT's recruitment policy includes a link to that video. In addition, that video is attached directly on i2CAT's intranet. HR made sure that every member of the recruitment committee has watched this video.*
AW1: Improve the appraisal system to: *1) Communicate the annual objectives and criteria in the first term of the year;* *2) Organize follow-up meetings* *3) Provide tools/means for researchers to track the status of their yearly objectives*	*11, 30*	*1) 1Q Yearly* *2) Each semester* *3) Each semester*	*Management Team + Administration + HR*	*Fulfill the 3 mentioned points.*	*Completed*	*It was started in 1st semester 2018 and developed in a continuous way.* *1) i2CAT communicates its yearly objectives during the first quarter of every year in an internal communication event done on a monthly basis.* *2) Since January 2020 HR + the Manager of each area carry out individual follow-up meetings.* *3) i2CAT sends every month the monthly KPI's among its employees, where they can track the achievement of the objectives.*
AW2: Define and communicate an internal career development plan. Categories, associated salary ranges and expected transitions across categories, as well as specialization lines must be included. The plan must ensure feasible transitions from/to each category. Also	*26, 28, 30*	*2Q 2017*	*Management Team + HR*	*Have a Career Development Plan*	*Completed*	*It was finally fulfilled on 2nd semester 2019.* *On the second semester of 2019 i2CAT defined an internal career plan for every area of the organization, including categories (seniority levels like Junior, Professional and Senior), with merits, capacities, trainings, roles, etc. to be achieved*

mentoring tasks may be included.						in each category in order to develop and improve within a specific career.
AW3: Design through consensus new ways to increase retributions to employees. An alternative is already planned with the usage of IPR code mentioned in statement number 5. Other approaches related to improving the efficiency of the organization should be studied.	26	4Q 2017	Management Team + HR	Have different alternatives for increasing the retributions	Completed	It was done in a continuous way at different moments of 2018 and 2019. i2CAT has developed several mechanisms during 2018 and 2019 in order to increase the retributions of the employees. On one hand, i2CAT developed the Career & Development plan which includes different categories, salary ranges for each category and draws the path for employees to progress within their careers. On the other hand, i2CAT has created its IPR policy, which defines that those employees participating in a development with potential to be exploited have right to a 34% of the results. i2CAT also defined a candidate referencing policy in order to foster the participation of its employees among the recruitment processes. If an employee references a candidate which is finally hired, that employee has right for a bonus of 1.000€ gross. Finally, i2CAT also defined a policy of exceptional incentives for

						special moments of its employees (marriage or paternity/materni ty) where i2CAT gives an additional voucher of 200€.
AW4: Objectives and merit-based economic supplements must be clearly stated (in written form) and negotiated with employee.	30	1Q yearly	HR	Define all objectives or economic related conditions in a written way	Complete d	It was started from 1st Q 2020 on. Since 2020, i2CAT signs in a written way with its employees all objectives and salary increases.
AW 5: Improve the current communication mechanism to better reach all the staff and provide more feedback on the suggestions and complaints raised. The feedback to the comments - conveniently anonymized - should be provided during the monthly general meeting and included in the internal monthly newsletter.	34	Continuous	Management Team + Administratio n	Anonymized suggestions box and comment suggestions during the monthly meeting	Complete d	It was completed on 2nd semester 2018. i2CAT has translated the suggestions box to English, following the AE7 action. The suggestions box allows employees to write anonymous suggestions while also being able to identify themselves. All suggestions are treated in the monthly general meeting of the organization.
AW6: Improve the information flow in the management team to communicate better the needs between the board of trustees and the staff. Facilitate the participation of staff on the board of trustees and the executive committee when required	35	Continuous	Management Team	Participate of staff members in the board of trustees meetings	In progress	This is definitely a point to improve, as employees do not participate on the executive committee board.
AT1: Define an internal training plan along with the staff to	38, 39	1-2Q yearly	HR	Have a defined training workflow for	Complete d	It was launched on 1st semester 2019. i2CAT has implemented a

identify real needs. Take into account cross-topic fields such as negotiation and leadership skills, as well as foreign languages.				*employees and count with a training policy*		*training request formulary within its intranet where employees can request their training needs.* *In addition, i2CAT has developed a training policy that establishes certain permanency agreements in case the cost of the training is high, in order to ensure a proper return of the investment.* *On the other hand, i2CAT promotes every year different cross topic trainings among its employees, such as negotiation, leadership skills, English language, etc.*
AT2: Formalize the procedures related to training (how to request specific training, internal communication of a new training event, etc.).	*38, 39*	*1Q 2018*	*HR*	*Have a defined training workflow*	*Completed*	*It was completed on 1st semester 2019.* *i2CAT counts with a formulary on its intranet where employees can request their training needs. In addition, the intranet shows the current requested trainings.*

OTM-R IMPLEMENTATION

Comments on the implementation of the OTM-R principles:

By submitting the Initial Phase of the HRS4R, i2CAT developed an OTM-R policy, which has been updated in order to adapt it to i2CAT's recruitment reality but without impacting on the principles of an OTM-R recruitment policy.

Main actions done since the approval of the OTM-R policy are:

- Dissemination of the OTM-R policy through i2CAT's website and intranet
- Establish the procedure of publishing all research positions at least in English.
- Elaborate a guide within the OTM-R policy that defines the different phases of a recruitment process, the persons involved and how candidates are being assessed.
- Disseminate the video "Recruitment bias in Research Institutes" to make sure no unconscious bias are done during a recruitment process.
- Make sure that all candidates are properly informed about the status of their candidacy.

ORGANIZATION, IMPLEMENTATION AND FOLLOW UP

General overview of the implementation process: (max. 1000 words)

On a general level, i2CAT has been advancing with the clear objective of fulfilling all actions mentioned on the initial phase, not only due to the timings set up in the HRS4R implementation phase, but also in order to improve as an organization and make from i2CAT a more attractive working environment, which would contribute to facilitate the talent attraction and talent retention.

The Human Resources department has been supervising and coordinating the whole process, being in contact and collaborating with different persons and areas of the organization who had responsibilities within the implementation of the different actions, making sure that the different implementations were carried out in accordance with the HRS4R principles.

The Manager of the Human Resources department supervised the process of implementing each action in order to ensure the proper fulfillment. In order to do so we revised all actions submitted during the initial phase, defined the set of subactions/tasks to be done, and distributed these tasks among the persons in charge for developing them, setting up a deadline where a meeting was held in order to see if the actions were carried out without problems or if support or more time was needed in order to be able to fulfill them.

The main difficulties that raised during the implementation process were related to combine the day to day work of the different members of the organization with the need to advance on implementing the actions described in the initial phase. This made that for some actions and due to several reasons i2CAT advanced faster or slower, which made that some actions where

fulfilled earlier than expected, while other were postponed to different moments. In any case, i2CATs compromise with the HRS4R strategy remained unequivocal.

> **How have you prepared the internal review?**

The preparation of the internal review was much related with the fulfillment of actions set up in the implementation phase of the HRS4R application. Since we started the implementation phase we saw the internal review, as the deadline and the prove that i2CAT fulfilled the different actions defined on the initial phase.

This regarding, we knew that the internal review was only a part of the process that would assess how we had advanced with the implementation of the different actions.

The internal review process was carried out checking with the respective persons that the set of actions and subactions were carried out, and considering if the actions carried out responded to the goal pretended to be achieved.

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

As mentioned in the previous points, the implementation of the different actions was done together with those persons that played a role in every specific action.

Depending on the action to be carried out, different collectives have been involved during the implementation process. In general, an initial idea was drafted by the upper management and the HR department. This draft was shared with the different involved stakeholders in order to make sure that any implementation responded to the needs and reality of all involved parts.

An example of the involvement of the research community was the definition of the different careers, and more concretely, those careers related to research staff. During this process the research managers received a draft of the proposed careers which was meant to serve as a guidance, and they were asked to provide inputs and contributions in order to enrich the initially proposed career plans. The same applied to other collectives not related to research when it came to define their career plans.

Another example of that involvement was done in the definition of i2CAT's IPR code, where the research managers worked together with the upper management to define the IPR policy.

We truly believe that the process of working together with different stakeholders helped significantly to extend the vision that this was a collective work where all areas of the organization took part, rather than a vision of imposed policies by the upper management.

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

The process was supervised by the Human Resources Manager setting up regular meetings with the different persons involved in the actions which had to be carried out.

➢ **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 principles of the HRS4R had a direct and clear impact on the development and update process of i2CATs policies.

Examples of it are:

- i2CAT's working schedule policy: Flexible working environment has been promoted. More home-office has been promoted.
- i2CAT's employee's policy: Which includes the definition of all available careers and categories at i2CAT and a process to grow within these categories. It also includes the salary ranges for each category.
- i2CAT's training policy: Which promotes employees to request training and ensures that the organization makes the proper investments within this area.
- i2CAT's referencing policy: Which promotes the participation of i2CAT's employees within the different open recruitment processes and established a way to compensate them for referencing candidates.
- i2CAT's IPR policy: Which defines how i2CAT compensates its employees for producing potential assets that can be exploited.
- i2CAT's conciliation policy: Which establishes flexible conditions for employees with childs under the age of 6 years and improves the conditions established by law.
- i2CAT's ethical code: i2CAT adhered to CERCA's ethical code, which was one of the actions set up on the initial phase.
- i2CAT's OTM-R policy: Which makes sure that the recruitment process is clear, open, transparent and merit-based.

➢ **How is your organization ensuring that the proposed actions are also being implemented?**

i2CAT's interest on the HRS4R is not only for being recognized as a research institution aligned with the principles of the European Comission, but also due to the competitive sector where it develops its activity.

i2CAT works within the ICT sector, which in Spain is a very competitive sector where the demand of professionals is higher than the offer. In order to be competitive attracting ICT talent, i2CAT is constantly reviewing their policies and trying to improve them in order to make them more attractive for possible candidates. This own interest of i2CAT to keep developing and improving its conditions has also been one of the motors to implement the proposed actions.

As explained on the section "How have you prepared the internal review?", i2CAT has been working in a collaborative way to ensure that the actions proposed on the initial phase where carried out to be able to prepare the internal review properly.

In order to do so, regular meetings were set up with those employees who had any kind of responsibility in the development of each action. In these meetings, concrete tasks were defined in order to advance in the fulfillment of the actions set up in the implementation phase. After defining the different tasks to be done, follow up meetings were held to ensure that the actions were completed properly.

> **How are you monitoring progress?**

As detailed before, regular follow up meetings were held with those employees taking part in the implementation of every actions in order to monitor and ensure the proper fulfillment.

Having that said, we need to recognize that one of the major challenges was to combine the day to day work of every employee involved in this process, with the work to be done in order to ensure the fulfillment of the actions. This challenge made that several actions were postponed with regards to the initial planning.

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

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i2CAT works within the ICT sector, which in Spain is a very competitive sector where the demand of professionals is higher than the offer. In order to be competitive attracting ICT talent, i2CAT is constantly reviewing their policies and trying to improve them in order to make them more attractive for possible candidates. This own interest of i2CAT to keep developing and improving its conditions has also been one of the motors to implement the proposed actions.

As explained on the section "How have you prepared the internal review?", i2CAT has been working in a collaborative way to ensure that the actions proposed on the initial phase where carried out to be able to prepare the internal review properly.

In order to do so, regular meetings were set up with those employees who had any kind of responsibility in the development of each action. In these meetings, concrete tasks were defined in order to advance in the fulfillment of the actions set up in the implementation phase. After defining the different tasks to be done, follow up meetings were held to ensure that the actions were completed properly.

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

On one hand i2CAT will work towards fulfilling those actions that still have margin for improvement, as well as other actions that might appear and which could contribute to make from i2CAT a more attractive organization for research talent.

Part of this process will require reviewing and making sure that it has fulfilled all actions, which need to be developed during the next phase.

On the other hand, i2CAT will evaluate the possible recommendations or suggestions that might arise from the internal review and include those actions within the set of actions to be done during the next phase.