



*Fundació Privada i2CAT, Internet i  
Innovació Digital a Catalunya*

**Action Plan for the Renewal Phase  
Period 2023-2026**



HR EXCELLENCE IN RESEARCH

**SUBMISSION DATE: OCTOBER 9<sup>TH</sup> 2023**

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## 1. 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:**  
<https://i2cat.net/about-us/human-resources-strategy-for-researchers/>

### Organizational Information

i2CAT is a CERCA research and innovation centre based in Barcelona which specializes in advanced digital technologies.

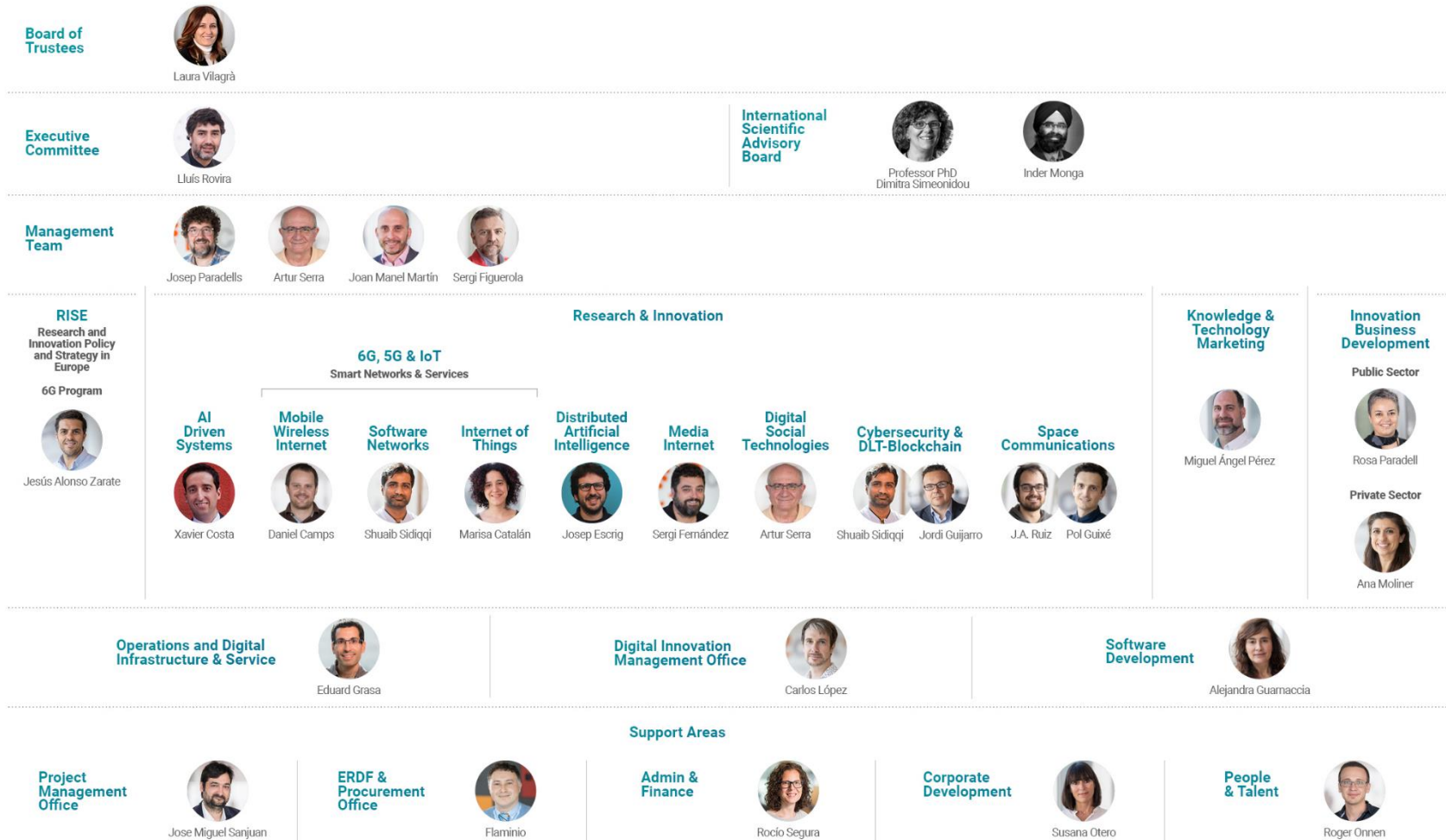
Since 2003, i2CAT has been committed to designing and building the future digital society by leveraging the knowledge gained from cutting-edge European and local R&D projects in the fields of 5G/6G, IoT, immersive and interactive technologies, cybersecurity, artificial intelligence, blockchain, space communications and digital society technologies.

The centre partners with companies, public administration, academia, and end-users to leverage this knowledge in order to meet real social and business challenges.

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

The figures and table below illustrate the organizational structure of i2CAT Foundation at these different levels.

## Organization Chart (1<sup>st</sup> of January 2023)

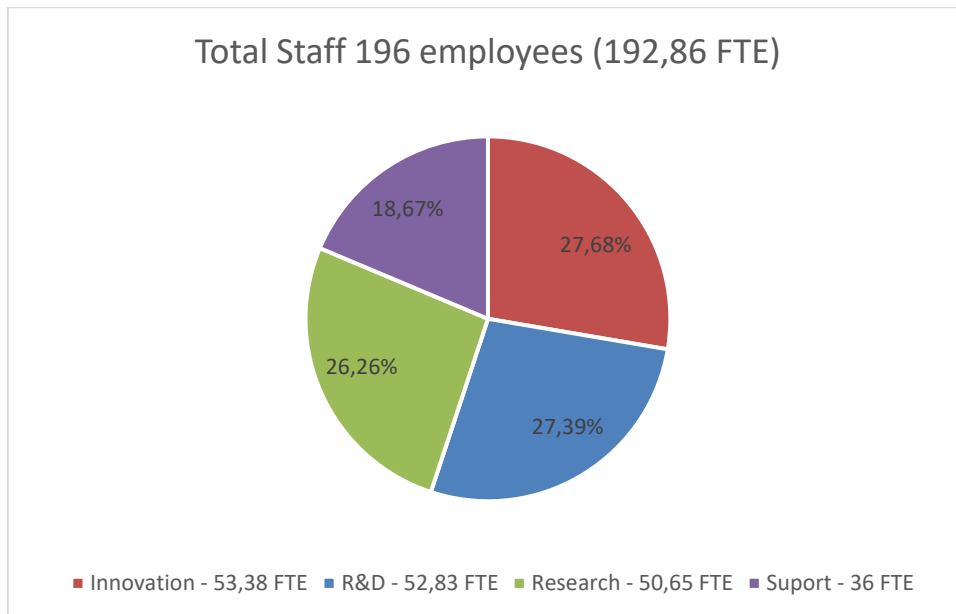


### Key figures:

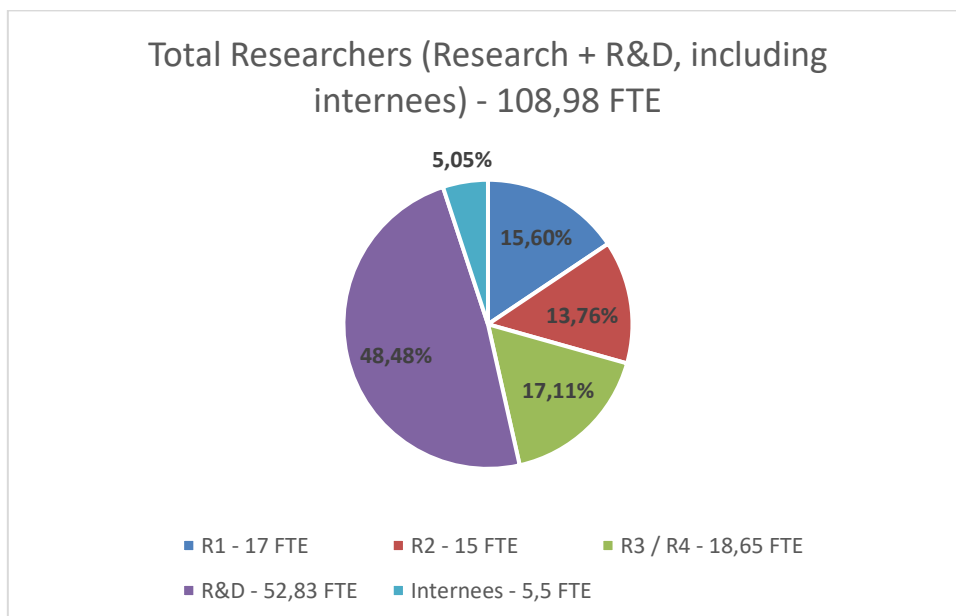
<b>STAFF &amp; STUDENTS (1<sup>st</sup> of January 2023)</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	103,98
Of whom are international (i.e. foreign nationality)	27
Of whom are externally funded (i.e. for whom the organization is host organization)	4
Of whom are women	16.65
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	18,65
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	15
Of whom are stage R1 = in most organizations corresponding with doctoral level	17
Total number of internees (if relevant)	5,5
Total number of staff (including management, administrative, teaching and research staff)	192,86
<i>Note: The 4 externally funded researchers are not counted in the rest of the FTE's as they are not hired by i2CAT.</i>	

<b>RESEARCH FUNDING (figures for most recent fiscal year- 2022)</b>	<b>€</b>
Total annual organizational budget	11.793.557,15 €
Annual organizational direct government funding (designated for research)	3.428.483,06 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	6.064.867,37 €
Annual funding from private, non-government sources, designated for research	1.348.207,26 €

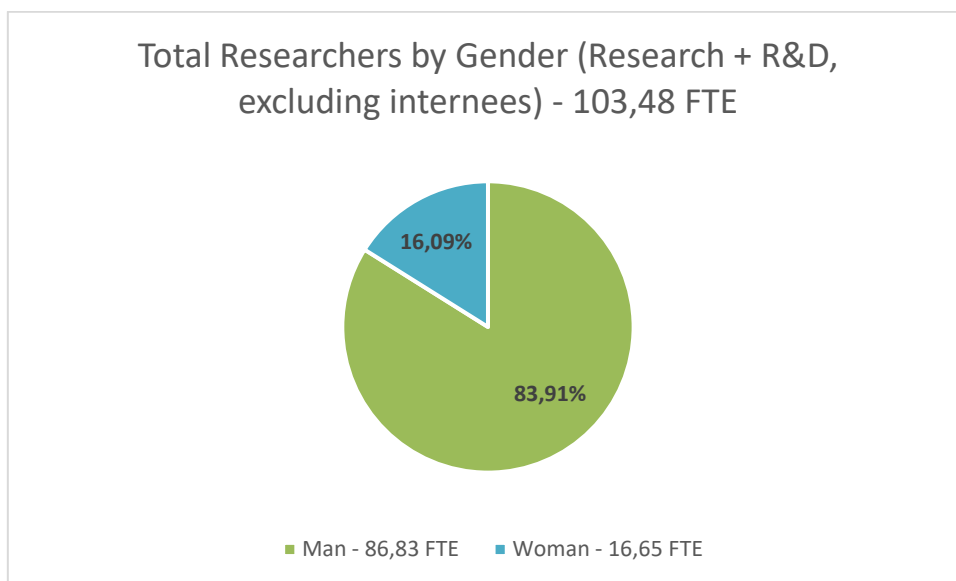
### Staff figures: (1<sup>st</sup> of January 2023)



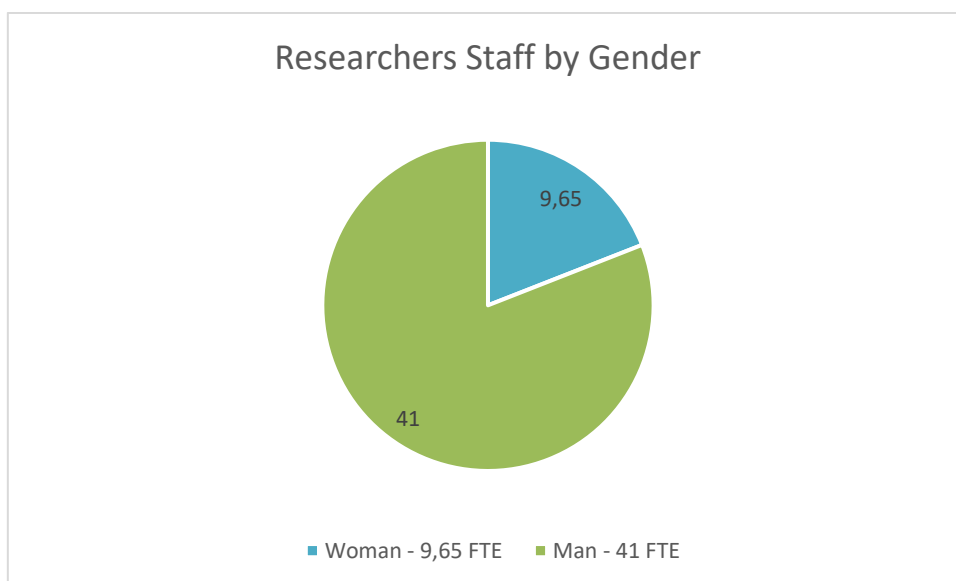
The i2CAT Staff is composed by 196 employees (192.86 FTE), of whom 103,48 FTE are employees working in research areas (Research + R&D).



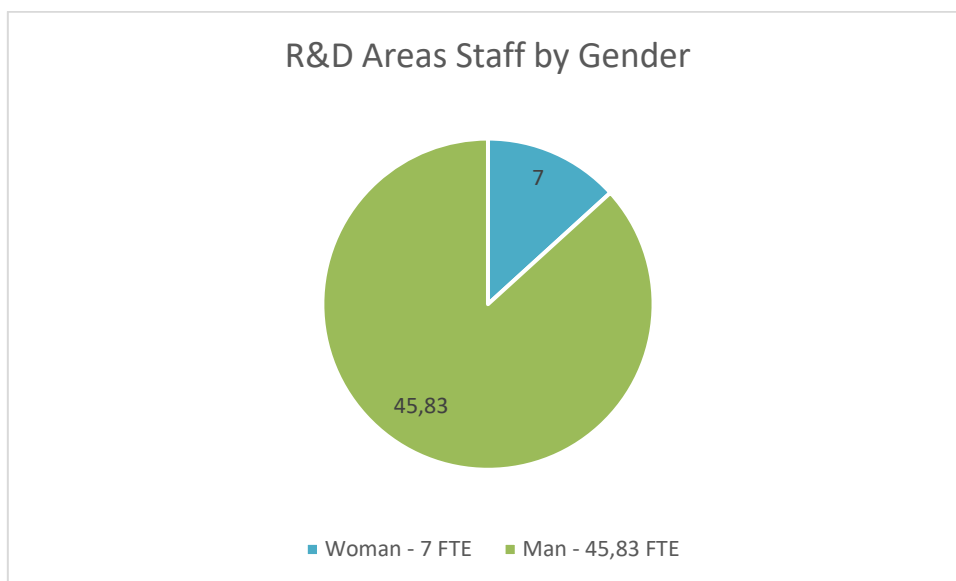
The Research Area of i2CAT is composed by 115 employees (108,98 FTE, including internees), of whom 18,65 FTE are classified in R3 or R4 stage, 15 FTE are classified in R2 stage, 17 FTE are classified in R1 stage, 52,83 FTE are classified as R&D (engineers working in research areas but not doing or holding a PhD) and there are 5,5 FTE classified as internees.



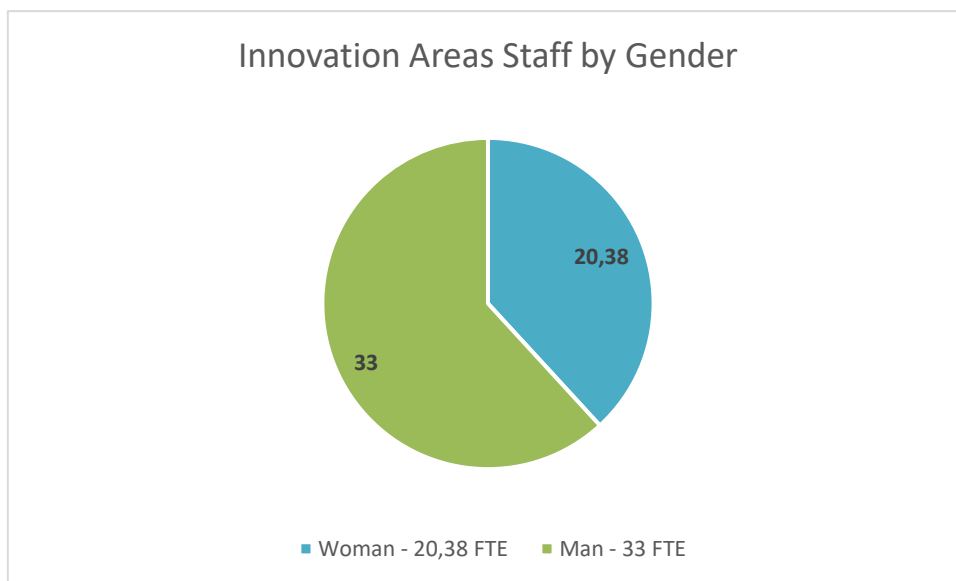
The Research Area of i2CAT is composed by 105 employees (103,48 FTE, excluding interneers), of whom 16,65 FTE are women and 86,83 FTE are man.



The researchers of i2CAT (PhD students or holders) are composed by 50,65 FTE, of whom 41 FTE (80.95%) are man and 9,65 FTE (19.05%) are woman.

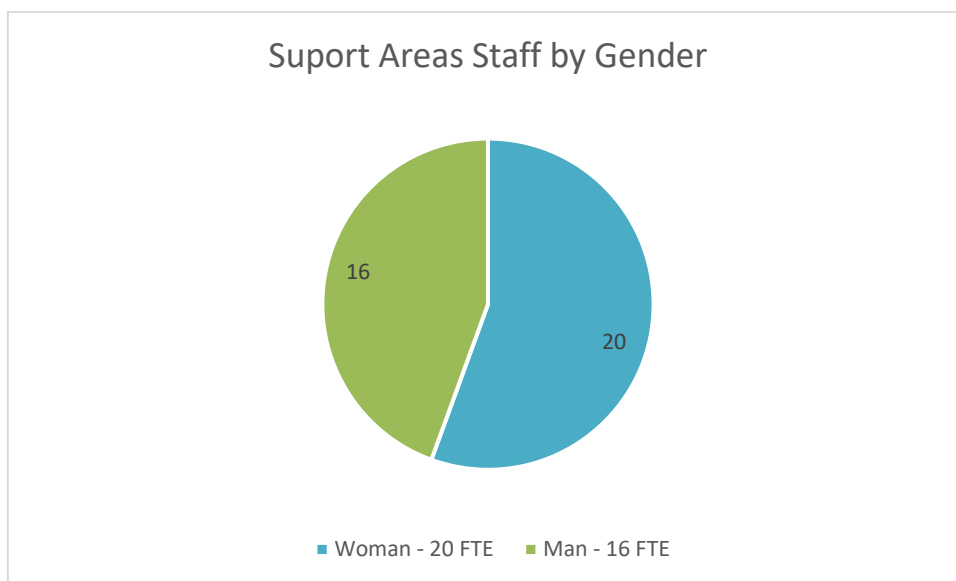


The R&D areas of the i2CAT Foundation (engineers working in research areas but not holding or pursuing a PhD) are composed by 52,83 FTE, of whom 45,83 FTE (86,75%) are man and 7 FTE (13,25%) are woman.

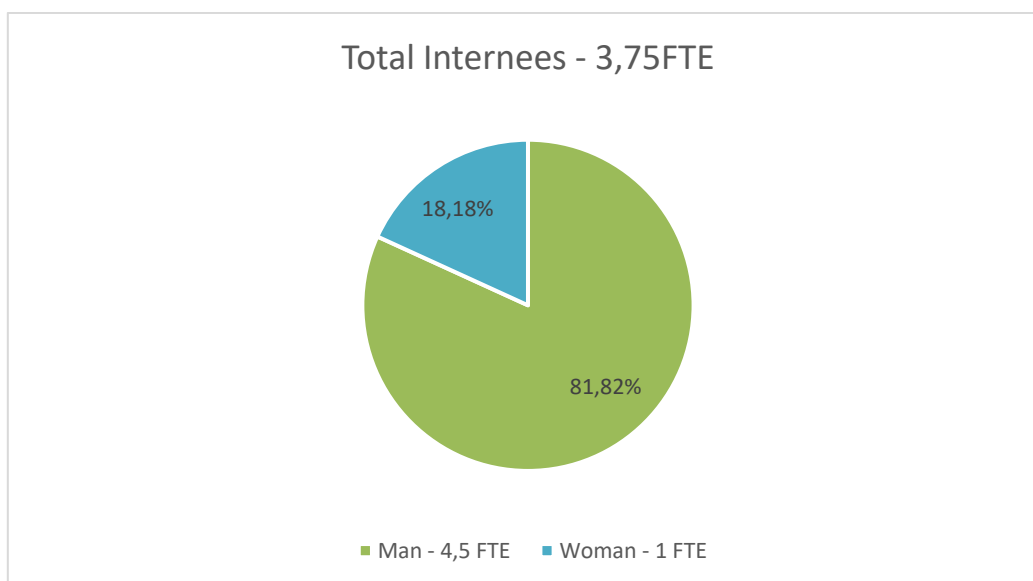


The innovation areas of the i2CAT Foundation are composed by 53,38 FTE, of whom 33 FTE (61,82%) are man and 20,38 FTE (38,18%) are woman.





The support areas of the i2CAT Foundation are composed by 36 FTE, of whom 20 FTE (55,56%) are woman and 16 FTE (44,44%) are man.



The Research Areas of i2CAT count with 10 internees (5,5 FTE), of whom 1 FTE (18,18%) are women and 4,5 (81,82%) FTE are man.

## HRS4R Working Group:

i2CAT counts with a working group for the implementation of the HRS4R actions. The working group consists of:

	NAME	POSITION	DEPARTMENT
1	Sonia Beltrán	Administrative	Support Area: Finance & Administration
2	Roger Onnen	People & Talent Director	People & Talent
3	Josep Paradells	Director i2CAT Foundation	Management Team
4	Marisa Catalan	IoT Research Area Director	Research Area: Internet of Things
5	Xavier Costa	AI Driven Systems Research Area Director & Scientific Director	Research Area: AI Driven Systems
6	Eduard Grasa	Operations & Digital Infrastructure Director	Support Area: Operations & Digital Infrastructure
7	Alba García	Scrum Master	Software Engineering Group
8	Joan Adrià Ruiz	Space Communications Research Area Director	Research Area: Space Communications
9	Claudia Torres	R1 – Early-Stage Researcher	Research Area: Software Networks

The whole HRS4R process is supervised and lead by the Human Resources Director as most of the actions set up in the action plan of the HRS4R are directly or indirectly related to the HR branch. Nevertheless, the working group actively participates in the definition of the actions and timings to be achieved and also in the assessment of how the organization advances in the fulfillment of the different tasks, for which regular meetings are held.

## 2. 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 initial gap analysis, different kind of internal surveys (i.e. work environment survey) and the progress in the definition and development of different internal policies done throughout the implementation phase in order to clearly differentiate the current strengths and weaknesses in the institution.

### 2.1. Ethical & Professional aspects:

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

#### **STRENGTHS:**

- Since 2020 i2CAT performs an annual work environment survey where all staff members are asked about different labor and work environment related aspects. The results are shared annually with the staff members. In the work environment survey done at the end of 2022 a total of 123 above 197 employees participated in the survey, which is a participation of an 62,44% of the staff.
- All i2CAT researchers have the freedom to present their research proposals to different research programs in order to obtain competitive funding. According to the results of the gap analysis held in 2016 and although there are certain limitations related to the type of projects developed and the funding received by i2CAT, there is a positive perception of the employees regarding their research freedom. The results of the gap analysis show a result of 3,71 over 5 with regards to research freedom. In the work environment survey carried out at the end of 2022 the question related to the freedom and autonomy to organize the own work was assessed globally with an 8,99 over 10.
- i2CAT counts with an accessible and confidential suggestion box which is available through the corporate intranet. The comments provided by the staff are treated and answered on a monthly basis in a weekly online corporate event (i2gether). For the period January 2021 to September 2023 i2CAT received a total of 110 suggestions that were treated.
- In addition to the suggestion box, the company holds a weekly online meeting called “i2gether” each Friday where the most relevant news of the organization are shared among the staff members.

- Staff members assess positively the communication system and channels promoted by the organization. On the last work environment survey (end of 2022), the questions related to the communication system and channels obtained the following results:
  - With regards to the statement “There is a fluid communication by part of the organization towards i2CAT's staff” the obtained assessment is an 8,02 over 10.
  - With regards to the statement “Communication within the organization is done in a respectful and educate way” the obtained assessment is an 8,87 over 10.
  - With regards to the statement “I value positively the communication channels and formats (i.e. i2gether, suggestion box) promoted by the organization” the obtained assessment is an 8.21 over 10.
- Staff members assess positively their participation in work related aspects that affect themselves. On the last work environment survey (end of 2022), the questions related to the perception they have with regards to the participation in matters that affect themselves was assessed with an 8.10 over 10.
- Transparent accountability, which is shared with the employees every year. The main economic indicators of the organization are shared annually with the staff in a corporate event (i2gether). These figures are also presented in the annual report which the company publishes each year.
- Career plans and categories for all departments can be found in the “Employee’s Policy” which is accessible to all employees through the corporate intranet. The salary ranges associated to each career plan and category are also public and accessible.
- Established mechanisms to disseminate i2CAT results already exist and work correctly. i2CAT regularly announces their results in different channels like:
  - Social Media (Twitter, LinkedIn, etc.)
  - Corporate News section of our website
  - Weekly corporate online event (i2gethers)
- Active dissemination activities (conferences, workshops etc.) to make the research activities known to the society. Since January 2021 until September 2023, i2CAT participated in:
  - 61 Journal publications
  - 86 Conferences
  - 22 Workshops
  - 1 Standard Contribution
  - 4 Book Chapters
- i2CAT counts with an equality plan accessible to all employees through the corporate intranet, including an anti-harassment process and committee and a non-sexist language guide. On December 14<sup>th</sup>, 2021, the organization negotiated the new Equality Plan with the main worker unions of the research sector in Catalonia. During the month of April 2022 the organization promoted a call for election of a new equality committee that was formally established on April 20<sup>th</sup>, 2022.
- The annual objectives of the organization are shared with all staff members during the first quarter of the year and assessed at the beginning of the next natural year. On the last work environment survey (end of 2022), the i2CAT staff answered:
  - Staff members were asked if they knew the i2CAT objectives and vision (which was valued with an 8,49 over 10)

- Staff members were asked if they felt compromised with the i2CAT objectives (which was valued with an 8,30 over 10)
  - Staff members were asked if they felt they could contribute to the objectives achievement (which was valued with an 8,10 over 10)
- i2CAT counts with an established IPR policy which is accessible to all employees through the corporate intranet. The policy describes the participation of employees with regards to possible IPR economic incomes.
- i2CAT is adhered to CERCA's ethical code which is published on the corporate intranet and in the HRS4R section of the i2CAT website (<https://i2cat.net/about-us/human-resources-strategy-for-researchers/>).
- All research staff members have access to the scientific repository of the Polytechnic University of Catalonia which includes some of the most relevant repositories like IEEEExplore, ACM, Elsevier or Springer among others.
- i2CAT counts with an established Research Data Best Practice Guide published in our intranet. The guide establishes the procedures and tools to manage research data through all its lifecycle, following the FAIR principles and the requirements of the research projects funding institutions.
- With regards to data storage and data backups i2CAT has developed the following processes and actions to guarantee a proper data backup:
  - All departments of i2CAT count with a shared cloud unit (Google Drive) where important or relevant data of the daily activity is stored in order to avoid the loss of information. This Cloud Units guarantee that no information is lost, and information can be recovered even 30 days after deleting it.
  - The services of tools like Confluence and Jira which are used by i2CAT are backed up in an Azure Cloud Unit which also guarantees that no information is lost.
  - The ERP of i2CAT (Fundanet) makes its own backups in order to guarantee that no information is lost.
  - In addition, and to guarantee a higher security level, i2CAT makes backups of their backups in our own datacenter, which only connects to the internet to make the backups and disconnects afterwards to avoid possible attacks.
- Non-disclosure agreements signed with all employees.
- A fully English supported work environment has been established. English, Spanish and Catalan are vehicular languages within the organization and every employee is able to communicate in any of those languages.
  - English is considered as a vehicular language within i2CAT guaranteeing that all staff members can express themselves in English.
  - All policies and corporate communications are done in three languages (Catalan, Spanish and English).
  - The i2CAT website is fully translated to English language.
  - All internal written communications are done in three languages (English, Catalan and Spanish).
  - All research vacant positions are published in English language.
  - An English training plan has been promoted by the organization consisting of 7 different groups depending on their English level (from B1.1 to C2 level). In addition to the collective classes those managers who request it also receive one to one English classes.

### **WEAKNESSES:**

- The research freedom is often conditioned to the obtention of competitive funding, as i2CAT cannot grant a full research freedom with its own economic means. Nevertheless, all i2CAT researchers have the freedom to present their research proposals to obtain competitive funding and in case the funding is acquired, to carry out their research. For the new Action Plan 2023-2026 the organization has compromised to study the possibility of granting a specific amount of time to researchers to commit research activities out of competitive research projects.
- Although some staff members participate from time to time in the meetings of the board of trustees, it is not done so on a regular basis. This regarding, participation of staff members in the board meetings should be improved and therefore the objective has been maintained for the Action Plan 2023-2026.
- In April 2019 i2CAT signed the adherence to the CERCA's Code of Conduct, however no dissemination actions among staff members have been done so far. For the Action Plan 2023-2026 the organization has committed itself to promote a dissemination of the principles of the Code of Conduct among i2CAT employees.

### **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 and trying to constantly improve those aspects which were already positively assessed but where a margin of improvement was detected.

This regarding, the main improvements highlighted previously are related to the following areas:

- HR team and HR policies: In 2017 the organization hired an HR Manager for the first time since its creation, to promote a more attractive work environment for employees. In 2020, due to the growth of the organization a second person joined the department to strengthen the recruitment processes of the organization. In 2022 a third person joined the HR team to improve the training plan of the organization and support the general HR administrative tasks of the organization. Given the growth that the organization experienced during the last years (2020 – 2023) the internal policies and procedures have been adapted to the new level of seniority of the organization.
- Internal and external communication: The communication team of the organization has also grown since 2017 in order to have a higher impact in both, internal and external communication activities. By the moment of the initial submission of the HRS4R award the communication team consisted of 2 persons, while in September 2023 it is formed by 6 employees. In addition the communication team has currently two open job vacancies in the area which will make a total team of 8 members.
- Work environment surveys: Since 2020 i2CAT has implemented an annual work environment survey in order to know the perception of its employees with regards to work related aspects and introduce improvements in those areas where possible weaknesses were detected.
- Internal transparency: Since the application to the HRS4R award the organization has been constantly improving internal transparency, sharing the key figures of the

organization (financial, HR, communication, objectives, project results, suggestion box, work environment results, etc.) in a weekly online event.

- Internal workflows: With the growth of the organization a new system called IBPM, which stands for i2CAT Business Process Management, and is a Jira instance heavily customized to facilitate management and follow up of i2CAT business processes through the whole organization. The system was set up to configure different workflows addressed to facilitating the daily work of employees and allowing a better tracking of different organizational metrics. Examples of this workflows would be:
  - Assets management: Discovery and management of the i2CAT assets.
  - Associations management: Manage i2CAT participation in different associations; including the goals for participating, cost and return of investment.
  - Business agreement management: Managing the creation, review and signature of business agreements (tech. transfer, exploitation, MoUs, NDAs, etc.)
  - Calls for Proposals and Deals: Management of competitive calls for proposals and of the whole Deal lifecycle (of all types: Grant, R&D Services, Contribution)
  - Compatibility Requests: The compatibility request workflow is used to regularize the compatibility of second activities that some employees are exercising and that, as a center of the public sector, i2CAT has to comply with the law of incompatibilities of the public sector.
  - Contact: Represents an external person, usually related to an organization.
  - Device Inventory: Inventory of the different i2CAT devices, records their assignments and status.
  - Employee Workflow: Management of Employees lifecycle.
  - External user access to i2CAT Services. Allowing users from organizations other than i2CAT to access a specific Jira-Project, Confluence spaces or Bitbucket repositories.
  - i2CAT Profile: How to tag issues of type Deal, Project, Asset and Publication, so that they show up at the i2CAT Profile Confluence space.
  - IT Support Requests: Request IT support to the ASIS team.
  - IP Rights Management: Manage patents, open-source software, trademarks or other IP rights that belong to i2CAT.
  - Job Vacancies: Workflow to create job vacancies request and to manage and track the job vacancy status.
  - Leads: A non-solid Deal opportunity.
  - Networking: All travel requests are related to an event, which in IBPM is modelled as a Networking Event issue.
  - Publications: Management of scientific publications authored by i2CAT.
  - Reporting worked hours: How to log time spent working on different activities.
  - Project management
  - Project execution: Project execution workflow.
  - Project and Deal planning: How to plan a project, assigning effort to multiple areas.
  - Financial planning: How to plan the financials of a project and keep them updated.
  - Management of Deliverables: How to manage deliverables of R&D projects where i2CAT has to do work.
  - Management on Invoices: How to manage invoices of "R&D Services" type projects.
  - Project Management Dashboard: How to use and create project management dashboards, visualizing project data from IBPM on Confluence.

- Project Status Summary page: How to use and create the project status summary page, to have a quick overview of the project status without going into the details provided via the project management dashboard.
- Reporting worked hours in "Grant" projects (Horizon Europe, etc.): How to properly report worked hours in "Grant" projects (Horizon Europe, etc.).
- Server: It is the directory of the servers that are in use and functioning in i2CAT
- Training requests: Workflow to request training activities to human resources.
- Travel requests: Workflow to request permission to travel for business, make all the required purchases (hotel, flights) and report expenses after travel is over.

All these improvements do not only respond to fulfilling the compromises and objectives set up on the HRS4R Action Plan, but also to adapt the internal processes to the growth of the organization and to create a more attractive working environment which facilitates the talent acquisition and talent retention.



## 2.2. Recruitment Chapter

Regarding the Recruitment Chapter, i2CAT Foundation determined the following:

### **STRENGTHS:**

- i2CAT counts with an established recruitment policy based on the OTM-R policy promoted by the European Commission that guarantees no discrimination for any reason. The policy is accessible to all staff members through the corporate intranet and through the HRS4R section of the i2CAT website (<https://i2cat.net/about-us/human-resources-strategy-for-researchers/>). On 30<sup>th</sup> of September 2023 i2CAT had 24 different nationalities among its staff members.
- A structured interview process has been established and is detailed on the OTM-R policy (which is accessible to all employees through the corporate intranet and also through the HRS4R section of the i2CAT website (<https://i2cat.net/about-us/human-resources-strategy-for-researchers/>), which facilitates the understanding of the process for participants and guarantees a common interview process regardless of the department that participates in it.
- Since mid of 2020 a clear process is established in order to open new job vacancies using an internal tool called IBPM. The process requires that managers who wants to open a new position fill up a form, ensuring that the necessary information of the vacant position is provided to the HR team.
- Since 2023 a formal job opening meeting is held between the recruiter and the department director that wants to open a job vacancy in order to clarify the objectives that want to be covered with the hiring, define the necessary professional profile and review the job description.
- Following one of the compromises set up in the OTM-R policy and in the action plan of the HRS4R award, all vacant positions related to research areas are published in English.
- A Welcome Plan in collaboration between the HR team and the department where the new employee will work has been established. The Welcome Plan consists of an initial Welcome session with an HR member, where the person is introduced to the different systems, processes and policies of the organization, and another session with a key member of the department where the person joins in order to introduce him/her to the projects or daily work. In addition, the Welcome Plan also contemplates different follow up meetings with the new starting employee on month 1, month 3 and month 6, to guarantee that the person adapts properly to its new role.
- Staff members assess positively the onboarding process of the organization. On the last work environment survey (end of 2022), the questions related to the onboarding process obtained the following results:
  - With regards to the statement “When I started at i2CAT I was informed about the policies and regulations.” employees with less than 1 year seniority in the organization assessed it with an 8.41 over 10.
  - With regards to the statement “When I started at i2CAT I received the necessary support by my department” employees with less than 1 year seniority in the organization assessed it with an 8.05 over 10.

- With regards to the statement “They explained me my duties and responsibilities” employees with less than 1 year seniority in the organization assessed it with an 8.06 over 10.
- With regards to the statement “My colleagues gave me the necessary support to do adapt myself to my workplace” employees with less than 1 year seniority in the organization assessed it with an 9.10 over 10.
- With regards to the statement “My superior gave me the support and trust to adapt myself to my workplace” employees with less than 1 year seniority in the organization assessed it with an 9.17 over 10.
- With regards to the statement “I felt myself welcomed by part of the team and the organization” employees with less than 1 year seniority in the organization assessed it with an 9.14 over 10.
- i2CAT developed a candidate’s referencing policy in order to promote the involvement of i2CAT's employees on talent attraction activities. The policy is accessible to all employees through the corporate intranet (employee’s policies) and implies the payment of a bonus of 1.000€ gross to the person that refers a possible candidate after the new employee overcomes the initial 6 months.
- No kind of discrimination (gender, age, ethnic, sexual orientation, etc.) is tolerated on the recruitment processes.
- Mobility experience and in particular international mobility is recognized as a plus.
- In March 2020 the organization hired a person fully dedicated to recruiting processes.
- The HR team of i2CAT provides full in-house support on the management of work and residence permits as well as other administrative and bureaucratic processes (obtaining Spanish ID, Social Security number, opening a bank account, etc.).
- The HR team has created a relocation brochure and a mobility guide to facilitate the understanding of the relocation process to new incorporations from abroad.

#### **WEAKNESSES:**

- Although an improvement has been done in terms of hiring a dedicated person to recruitment tasks and by improving the general working conditions of the organization, there are still limitations related to the economic conditions which i2CAT can offer and which arise from public legislation that applies to the organization due to being part of the public sector (i.e. Spanish and Catalan Budget Law). This reality implies that there is still a gap between the economic conditions which i2CAT as a public organization can offer, compared to the conditions offered by the private sector.
- i2CAT should improve the way it proactively recruits candidates by searching suitable candidates in different professional networks.
- Although an improvement has been done by part of i2CAT by assisting their candidates in the obtention of a work and residence permit and the necessary VISA to enter the country, the process is not as fast as desired and delays the incorporation of foreign employees. As an example, since a non-EU candidate accepts an offer until the bureaucratic work has been completed it takes an average time of 3 to 4 months.
- Establishment of standard technical and personality tests for each department should be improved.

- For the coming years (Action Plan 2023-2026) the organization foresees to put more efforts in holding internal training sessions addressed to those employees of the organization that regularly participate in recruitment processes in order to share good practices in recruiting.

#### **REMARKS:**

The i2CAT Foundation has been constantly improving their recruitment and onboarding system throughout the implementation phase of the HRS4R award, on one hand to improve as an organization and fulfill those compromises of the HRS4R action plan, but also in order to guarantee that the first contact of possible candidates provides a positive impact and facilitates the acquisition of talented staff.

The aforementioned improvement can be seen with the hiring of a recruiter dedicated to the organizational recruitment processes, the establishment and implementation of the OTM-R policy, the establishment of a bonus for those employees referencing external candidates, the support for obtaining a work and residence permit in addition to the VISA and the continuous improvement of the welcome plan.

Although a clear improvement has been made by i2CAT with regards to the recruitment chapter, there are still external limitations that need to be considered given the sector of activity where the i2CAT Foundation carries out its work (ICT sector) and the reality that as a public organization it needs to compete with the private sector in multiple occasions. This regarding, 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). A clear example of these limitations can be seen in the economic offers (Barcelona has become an 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.

For the following years the organization plans to keep improving the recruitment processes by standardizing technical and personality tests, by providing continuous training to those persons that actively participate in recruitment processes, by more actively participating in recruitment events and by seeking a closer collaboration with universities and research institutions that promote the view of i2CAT as an attractive international research center. In addition, for the Action Plan 2023-2026 the organization foresees to update its webpage and create a more attractive and clear talent section putting into value the benefits of i2CAT as employer.

### 2.3. Working Conditions & Social Security

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

#### STRENGTHS:

- i2CAT counts with flexible work schedule conditions established in the employee's policy which are accessible to all employees through the corporate intranet. As an example of these flexible conditions, we could highlight:
  - Flexible entry schedule between 8 to 10 in the morning.
  - Flexible lunchtime from 30 minutes up to an hour.
  - Reduced working hours every Friday (6.5 hours) of the year and all days during the months of July and August (7 hours).
  - Those employees with family responsibilities can request an adaptation of their work schedule to better balance the personal and professional life.
  - Tele-work or Remote work is possible and has been improved since the HRS4R application. By the moment of the application to the HRS4R award the organization allowed up to 1 day of remote work per week. The current remote-work policy allows up to 3 days per week of remote-work.
- Career plan and salary ranges are shared through the "Employees policies" document which has been approved by the board of trustees and which is accessible to all employees through the corporate intranet.
- In April 2022 and September 2022, two consecutive modifications of the Spanish Science Law were promoted by the Spanish government. With the change in this law the establishment of permanent contracts has been facilitated for public research organizations. Since that moment i2CAT has been constantly working to convert those employees with a temporary contract into a fix one in order to guarantee a higher level of stability to its employees. In September 2023 a total of 87,5% of i2CAT employees count with a fix contract, compared to a 27.01% of employees with a fix contract in September 2021.
- In 2023 the annual working hours have been reduced from 1764 hours per year to 1720 hours per year. This reduction of the annual working hours has resulted in an increase of the annual holidays (actually 27 labor days vs 25 labors days of paid holidays per year, which is more than the minimum set up by law in Spain (22 days). In addition the organization has fixes two additional non labor days in the work calendar, making a total of 29 labor days of holidays (27 to be chosen by the employees and 2 chosen by the organization).
- Merit based appraisal system established based on the different career plans described in the "Employees policies" which are accessible through the corporate intranet. Each year the Directors of each department assess their staff members together with the HR team and propose appraisals to the management team. Since 2020 a yearly follow up meeting has been established with all employees in order to share the assessment, the vision and career plan for each person together with its managers and a person of the HR team.

- In January 2023, a total of 161 employees received the increase established in the Catalan Budget law for the staff of the public sector, which is an 83.42% of the total staff.
- In January 2023, a total of 108 employees received an additional increase due to professional development, which is a 55.96% of the total staff.
- Retribution policy within the “Employees Policy” has been approved by the board of trustees, which includes:
  - Salary structure (fix salary + variable salary related to annual objectives)
  - Variable salary (objectives) is communicated during the first quarter of the year.
  - Additional benefit system is implemented, allowing all employees the possibility to request that a part of their salary is paid in kind with the services of restaurant vouchers, public transport pass, nursery service and/or private medical insurance. All these services count with a tax exemption which allows those employees adhering to these services to maximize their retribution by benefitting of the tax exemption.
  - A candidate referencing policy has been established in order to promote the involvement of i2CAT's employees on talent attraction activities. The policy is accessible to all employees through the corporate intranet (employee's policies) and implies the payment of a bonus of 1.000€ gross to the person that refers a possible candidate after the new employee overcomes the initial 6 months.
  - An additional benefit, consisting of a gift of a 200€ voucher, has been approved by the board of trustees for those employees that marry or have a child. The policy is accessible to all employees through the corporate intranet (employee's policies).
  - i2CAT staff have the option to access the Polytechnic University of Catalonia gym at a reduced price.
- i2CAT counts with an established IPR policy which is accessible to all employees through the corporate intranet. The policy describes the participation of employees with regards to possible IPR economic incomes.
- Staff members assess positively the working conditions of the organization. On the last work environment survey (end of 2022), the questions related to the working conditions obtained the following results:
  - With regards to the statement “I feel that my workplace is a stable position” and although the limitations described in the weaknesses section for establishing permanent contracts, the obtained assessment was an 8.27 over 10.
  - With regards to the statement “With the flexible retribution system (salary in kind) I am” the obtained assessment was a 7.67 over 10.
  - With regards to the statement “With regards to the telework policy of i2CAT I am” the obtained assessment was a 9.26 over 10.
  - With regards to the statement “With the i2CAT work schedule policy I am” the obtained assessment was an 8.63 over 10.
  - With regards to the statement “I consider that my working conditions allow me to reconcile my personal and professional life” the obtained assessment was an 8.09 over 10.

- With regards to the statement “I consider my workplace to be a safe environment” the obtained assessment was an 8.68 over 10.
- With regards to the statement “I have freedom and autonomy to organize my work” the obtained assessment was an 8.99 over 10.
- With regards to the statement “I can participate in taking decisions that affect my work” the obtained assessment was an 8.07 over 10.
- Free fruits, water, coffee and tea are provided to the employees attending the office.
- New employees have the option to choose among different laptop models (DELL, Lenovo or MacBook) and operative systems (Linux, Windows, iOS).

### **WEAKNESSES:**

- i2CAT has limitations for increasing salaries due to different legal regulations that apply to the organization.  
As i2CAT receives public funds from the government of Catalonia (Generalitat de Catalunya), it must 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](http://aplicacions.economia.gencat.cat/wpres/AppPHP/2017/pdf/VOL_L_ART.pdf)). The limitation is referred to the possibility of increasing salaries of the employees, as the budget law establishes which is the maximum amount that can be increased every year excepting people who have a change of category or responsibility.  
This situation implies that the limitation on salary increases set up by the budget law makes it hard to compete with the salary increases given in the private sector where these limitations do not apply.
- Although an improvement has been done by establishing the career and professional development plan, i2CAT needs to improve the dissemination of these policies in order to reduce the feeling of dissatisfaction with regards to the salaries in comparison with the private sector or ICT market conditions. On the last work environment survey (end of 2022) some of the questions related to the working conditions, obtained the following results:
  - With regards to the statement “I know the professional development policy and the growth opportunities I have within the organization” the obtained assessment is a 7,07 over 10.
  - With regards to the statement “I think my salary is in line with my responsibilities” the obtained assessment is a 5.85 over 10.
  - With regards to the statement “I believe that i2CAT's remuneration policy follows the principles of equity, meritocracy and responsibility” the obtained assessment is a 6.83 over 10.
- Gender balance is difficult to achieve, as the ICT Sector is not a gender balanced one. Although i2CAT is committed and works for increasing the number of women in those areas where they are underrepresented, the institution considers that gender equality must specially be worked from early ages (i.e. from schools) as it is an underlying social problem, which is very hard to solve only by part of the companies. On a corporate level, at January 2023 women represented around a 30,10% of the FTE while man represent

around 69,9% of the staff. As shown in the initial figures of this document, this percentage aggravates if we only consider the research and R&D departments, where only 16.09% of the staff are woman and 83.91% are man.

#### **REMARKS:**

Regarding working conditions, since the application and grant of the HRS4R award the i2CAT Foundation has been working to improve different work-related aspects described in the strengths section to promote a more attractive environment for the existing employees, but also for facilitating the talent attraction. Nevertheless, it must be considered that i2CAT, as a public organization, is subject to certain limitations due to being subject to laws of the public sector (see weaknesses of the current block). Unfortunately, it is not within i2CATs hands to change these laws, however the organization needs to find ways to keep improving the feeling of their employees with regards to this matter.

The aforementioned improvement in work conditions can be seen with the approval of the “Employee’s Policies”, which define the salary structure of all employees, provides transparent salary ranges related to the different career plans and defines how the appraisal system of the organization works, establishes additional benefits, defines the different career plans that correspond to each department, establishes a flexible work environment and work schedule and improves the remote work policy among others.

Regarding gender balance, there is still much to do within the ICT sector. i2CAT tries to contribute to reduce this gap by promoting the participation of its employees in different actions (i.e., speeches in schools, basic programming courses for children, internal trainings, explicit mentions in our job vacancies, etc.), but there is still a lack of balance between men and women in this sector that needs to be reduced.

For the coming Action Plan 2023-2026, the organization wants to improve their career plan system by reviewing and updating all career plans and try to associate clear milestones to each salary level with the aim of increasing the feeling of transparency and objectivity among its employees.

## 2.4. Training Chapter

Regarding the Training Chapter, i2CAT determined the following:

### **STRENGTHS:**

- Since the creation of the HR department there has been a significant improvement of the perception of employees regarding training. By comparing the results of the Gap Analysis performed when applying to the HRS4R award with the results of the work environment survey carried out in 2022, the obtained result in terms of training were of 2.71 over 5 (which would be a 5.42 over 10) in the gap analysis vs. 7,88 over 10 in the work environment survey carried out at the end of 2022. In addition, in 2022 a new person was hired in the HR team to take care and improve the training policy. This regarding employees were also asked in the work environment survey carried out at the end of 2022 if they considered that the training plan improved in comparison to the previous year's, obtaining a result of 8.0 over 10.
- The training policy considers two main classifications for trainings activities. On one hand those trainings promoted by the organization in collaboration with the inputs received from the different department directors and on the other hand, individual trainings that can be requested by each employee. For this purpose, a training request formulary has been established and is accessible to all employees via i2CAT's intranet. With regards to this aspect, staff members were asked in the work environment survey carried out at the end of 2022 regarding training aspects, obtaining the following results.
  - With regards to the statement "I know the channels and procedures to request training of my interest" the obtained assessment is an 8.07 over 10.
- The training budget has been raised significantly during the period of 2017-2023.
  - 2017: Budget of 25.000€
  - 2018: Budget of 40.000€
  - 2019: Budget of 50.000€
  - 2020: Budget of 50.000€
  - 2021: Budget of 65.000€
  - 2022: Budget of 175.000€
  - 2023: Budget of 250.000€
- A training section has been 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:**

- A specific training plan for predoc and postdoc students should be considered by the organization in order to guarantee the necessary research skills acquisition of those persons that are pursuing a research career.



- With the increase in the number of PhD students the establishment of a mentoring program for predoc and postdoc students should be considered in order to improve the current research career within the organization.
- Although department directors and staff members hold regular follow up meetings, only one yearly formal follow up meeting is held between the department directors, HR members and employees. This is a point that can be improved in order to promote a more recurrent feedback and follow up process.

#### **REMARKS:**

Since the application and grant of the HRS4R award i2CAT has been working to improve those aspects related to the training chapter. For this purpose, i2CAT has developed an internal training policy which is available through the corporate intranet, establishing clear conditions and processes for requesting training actions.

The aforementioned training policy considers two main classifications for trainings activities. On one hand those trainings promoted by the organization in collaboration with the inputs received from the different department directors and on the other hand, individual trainings that can be requested by each employee. Individual trainings can be requested through an internal training request form. Depending on the cost of the requested training actions the organization establishes permanency agreements with the employees in order to guarantee a proper return of the investment in those trainings of a higher cost.

In 2022 a new person was hired in the HR team to take care and improve the training policy which had a significant impact on the execution of the training plan and the perception of the employees.

For the coming years the organization plans to keep improving by setting up specific research training activities for predoc and postdoc employees, in addition to the creation of a mentoring program that helps predoc and postdoc employees in the access to career advice and the development of their professional career.

### 3. ACTIONS

The implementation of this Action Plan aims to adequate internal workflows and objectives with the ones of the Charter and Code (CC). The plan showed in the following table has been carried out taking into account all the actions that were completed over the initial implementation phase of the HRS4R award (which are not displayed in this action plan anymore) and establishing new objectives defined within the HRS4R working group and the management team for the coming years in order to become a more mature organization.

Each action has been assigned to specific group(s), as specified in the following table, in order to be executed properly.

<i>Proposed actions</i>	<i>Gap Principles</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>	<i>Remarks</i>
<i>AE8: Open an internal debate to study the possibility of granting researchers a specific amount of time to carry out research not related to a specific project, considering the economic implications of this policy, and trying to find possible solutions.</i>	<i>1, 7</i>	<i>1Q 2025</i>	<i>PMO + R&amp;D Director + Scientific Director + Management Team + HR</i>	<i>If considered possible, define an internal policy that regulates the possibility of carrying out research not related to projects.</i>	<i>New</i>	
<i>AE9: Open an internal debate around recognizing the possibility of conscience objection in research projects.</i>	<i>2, 7, 10, 23</i>	<i>4Q 2024</i>	<i>HR + R&amp;D Director + Scientific Director + Management Team</i>	<i>Set up an internal policy recognizing under which conditions it is possible to recognize conscience objection in research projects</i>	<i>New</i>	
<i>AE10: Promote the participation of staff members in the execution of social impact activities that aim to foster the study of ICT careers among young students, with a particular focus on promoting these studies among female students.</i>	<i>3, 4, 9, 22, 27</i>	<i>Yearly</i>	<i>HR + Equality Committee + Staff members</i>	<i>Number of yearly activities done.</i>	<i>New</i>	<i>2023:</i> <i>- 1 Activity held in “Casal d’Infants del Raval” with the participation of 2 i2CAT employees. The activity was done on July 24th in collaboration with a local entity called Young IT Girls (YITG).</i>
<i>AE11: Elaborate a clear guideline on the corporate intranet explaining the main concepts of the Spanish Incompatibility Law of the Public Sector and the process to follow to carry out a second professional activity (i.e. teaching)</i>	<i>4, 5, 24</i>	<i>2Q 2024</i>	<i>HR</i>	<i>Count with a published guide on the corporate intranet.</i>	<i>New</i>	

<p>AE12: Promote ICT research careers among bachelor or master students.</p>	<p>3, 4, 9, 22</p>	<p>Yearly</p>	<p>HR + Research Staff</p>	<p>Number of promoted activities + number of fairs in which i2CAT participated</p>	<p>New</p>	<p>2023:</p> <ul style="list-style-type: none"> <li>- Participation in "Forum Telecom" of the Polytechnic University of Catalonia on May 17<sup>th</sup></li> <li>- Participation in "Aerotelecom Forum" of the Polytechnic University of Catalonia on May 17<sup>th</sup>,</li> <li>- Participation in "I Fòrum de Talent en Enginyeries TIC" of the University Pompeu Fabra on February 14<sup>th</sup></li> <li>- Participation in MOBIJOB on the MOBICOM Annual International Conference on Mobile Computing and Networking on October 2<sup>nd</sup>.</li> </ul>
<p>AE13: Increase the maturity of the organization in terms of Research Data Management activities, by approving an institutional policy, updating the Research Data Best Practice Guide and fostering its adoption by i2CAT researchers.</p>	<p>7, 8</p>	<p>4Q 2024</p>	<p>Operations</p>	<p>Have a research data management institutional policy approved by i2CAT's higher management. + Have an updated page in the intranet with the contents of the updated Research Data Best Practice guide. + Number of dissemination sessions held among researchers + number of assistants in the dissemination sessions.</p>	<p>New</p>	
<p>AE14: Disseminate CERCA's Code of Conduct to which i2CAT is adhered among all staff members, making them aware of the responsibilities that it implies and promote that the researchers sign and adherence letter to the ethical</p>	<p>2, 4, 7</p>	<p>3Q 2024</p>	<p>Management Team + HR + Research Staff</p>	<p>Number of dissemination activities carried out + number of assistants in the dissemination actions + number</p>	<p>New</p>	

<i>principles set up in the ethical code.</i>				<i>of adherence letters signed by the researchers</i>		
<i>AE15: Establish an institutional policy and strategy to foster the non-academic impact of i2CAT's research activity. Such strategy shall improve the planning, delivery and monitoring of the non-academic impact achieved by i2CAT's research activities</i>	7	2Q 2025	Operations	<i>Have a non-academic research impact policy approved by i2CAT's higher management. + Setup a non-academic research impact committee that specifies, implement and monitors actions to enhance the non-academic impact of i2CAT research. + Measure the number of actions implemented by the committee.</i>	New	
<i>AR5: Create a new landing page for talent attraction, improving the explanation of i2CAT's benefits and career opportunities.</i>	12, 13, 14, 15	1Q 2026	HR + Communication Team	<i>Have a new landing page for talent attraction</i>	New	
<i>AW8: Implement the framework of OKR in order to define the annual objectives and the level of achievement, including 3 levels of objectives (i2CAT, Department and Individual)</i>	11, 26	2Q 2024	Management Team + Operations + R&D Director + Scientific Director + HR + Area Directors.	<i>Implementation of the OKR framework within the definition of the annual objectives.</i>	New	
<i>AW9: Promote the execution and fulfillment of the objectives set up in the Equality Plan.</i>	2, 10, 27	Continuou s until 4Q 2025.	HR + Equality Committee	<i>Number of actions done + assistants to the actions.</i>	New	2022: - Training for the Equality Committee on "Prevention and treatment of harassment cases" held on September 8 <sup>th</sup> . The training had a duration

						<p>of 3 hours and the whole Equality Committee participated (5 Participants).</p> <ul style="list-style-type: none"> <li>- 1 online session held on October 10<sup>th</sup> presenting the Equality Committee and sensitizing about the different types of harassment.</li> <li>- On November 25<sup>th</sup> coinciding with the international day for the eradication of violence against women, a corporate collage with pictures of different staff members was made as a sign of rejection of gender violence.</li> </ul> <p>2023:</p> <ul style="list-style-type: none"> <li>- 2 editions of the training “Sensibilization on equal opportunities” addressed to the middle and upper management were held on June 15<sup>th</sup> (14 participants) and September 14<sup>th</sup> (16 participants).</li> <li>- 1 online session related to “Tech women referents” was held on February 24<sup>th</sup> (around 100 participants) to promote the visibility of women in technology/science.</li> <li>- On March 1<sup>st</sup> all meeting rooms of the organization were renamed with names of Tech Women Referents to promote the visibility of women in technology/science.</li> <li>- On March 8<sup>th</sup>, coinciding with the international women’s day the Equality Committee promoted a corporate photography.</li> <li>- On March 8<sup>th</sup>, coinciding with the international women’s day the organization published a video/interview to promote the visibility of i2CAT’s women in technology/science (YouTube: <a href="https://www.youtube.com/watch?v=H6a6BZObhew">https://www.youtube.com/watch?v=H6a6BZObhew</a>)</li> <li>- On the week of April 17<sup>th</sup> to April 21<sup>st</sup>, coinciding with the Catalan festivity of “Sant Jordi” the Equality Committee promoted different kind of gender equity perspective books through the corporate chat.</li> <li>- On June 14<sup>th</sup> the Recruiter of i2CAT participated in a training session “Recruitment and promotion with gender perspective” with a duration of 2 hours.</li> </ul>
AW10: Include the participation of key stakeholders of the organization in the definition of the strategic plan for 2024-2027	4, 35	4Q 2023 – 1Q 2024	Management Team + Key stakeholders	Number of participants + number of sessions held.	New	<p>2023:</p> <ul style="list-style-type: none"> <li>- Phase 1: Session held on July 10<sup>th</sup> with an assistance of 7 participants besides the upper management team.</li> <li>- Phase 2: First session planned on October 9<sup>th</sup> with an expected assistance of 8 participants besides the upper management team.</li> </ul>

<i>and disseminate the plan among all staff members</i>						<p><i>Second session planned on October 18<sup>th</sup> with an expected assistance of 8 participants besides the management team.</i></p> <ul style="list-style-type: none"> <li>- <i>Phase 3: Session planned on October 23<sup>rd</sup> with an expected assistance of 8 participants besides the management team.</i></li> <li>- <i>Phase 4: Session planned on November 7<sup>th</sup> with an expected assistance of 8 participants besides the management team.</i></li> <li>- <i>Phase 5: Sessions planned on November 21<sup>st</sup> and 22<sup>nd</sup>, including an overnight retreat, with an expected assistance of 22 participants besides the management team.</i></li> </ul>
<i>AW11: Disseminate on a yearly basis the IPR results achieved by the organization in order to make the work visible to all staff members</i>	8, 31	Yearly	KTM	<i>Number of dissemination activities carried out + number of assistants in the dissemination activities.</i>	New	
<i>AW12: Update and improve the current career plans associating clear milestones to specific salary levels.</i>	24, 26, 28, 38	2Q 2025	<i>HR + R&amp;D Director + Scientific Director + Management Team + All Department Directors</i>	<i>Number of career plans updated + definition of milestones for each salary level.</i>	New	
<i>AW13: Establish yearly trainings to R&amp;D staff members on IPR.</i>	31, 39	Yearly	HR + KTM	<i>Number of trainings held + number of assistants to each training.</i>	New	<p>2022:</p> <ul style="list-style-type: none"> <li>- <i>3 editions of the training “Fundamentals of IPR” held on June 14<sup>th</sup> (10 participants), September 27<sup>th</sup> (10 participants) and October 25<sup>th</sup> (21 participants). Each edition had a duration of 2 hours.</i></li> <li>- <i>3 editions of the training “How to describe your technology in an Asset Discovery Form” held on November 2<sup>nd</sup> (5 participants), November 23<sup>rd</sup> (13 participants), November 30<sup>th</sup>. (11 participants). Each edition had a duration of 2 hours.</i></li> </ul> <p>2023:</p> <ul style="list-style-type: none"> <li>- <i>1 edition of the training “Fundamentals of IPR” held on July 4<sup>th</sup> (13 participants) with a duration of 2 hours.</i></li> <li>- <i>1 edition of the training “How to describe your technology in an Asset Discovery Form” held on June 29<sup>th</sup> (16 participants) with a duration of 2 hours.</i></li> </ul>
<i>AW14: Establish a complaint mechanism for recruitment</i>	12, 13, 14, 15, 34	2Q2026	HR + CD	<i>Count with a complaint</i>	New	

<i>processes which is published on the talent website of i2CAT</i>				<i>mechanism for recruitment processes + measure the number of received complaints</i>		
<i>AW15: Establish an extended management team that fosters the participation and collaboration of middle management in the decision-making process, promoting a better alignment of the vision of the management team towards the rest of the organization</i>	35	1Q 2024	Management Team	<i>Number of persons that form the extended management team.</i>	New	
<i>AW16: Enable a private space in the offices which can be booked to facilitate nursing, praying or similar activities.</i>	10, 24, 27	2Q 2025	HR + Management Team + Administration	<i>Count with a dedicated space for these activities.</i>	New	
<i>AW17: Increase the participation in personal grant calls.</i>	26	Yearly	PMO	<i>Number of personal grants requested + number of accepted/rejected grants.</i>	New	<p>2022:</p> <ul style="list-style-type: none"> <li>- 1 FI grant (AGAUR) applied and granted</li> <li>- 1 MSCA ITN grant applied but rejected.</li> <li>- 2 MSCA Cofund grants applied but rejected</li> <li>- 4 grants “Primera experiència professional a l’administració pública” applied and granted.</li> <li>- 2 grants “Investigo” (AGAUR) applied and granted.</li> </ul> <p>2023:</p> <ul style="list-style-type: none"> <li>- 3 MSCA Cofund grants applied. 1 granted, 2 rejected.</li> <li>- Prevision of submitting 4 FI grants (call not open yet)</li> </ul>
<i>AW18: Define and establish a mobility policy that regulates the conditions in which a researcher can do a secondment and the support that would be given by the organization.</i>	26, 28, 29	3Q 2024	Management Team + PMO + HR + R&D Director + Scientific Director	<i>Have an established policy</i>	New	



AW19: Establish an internal policy regulating the co-authorship in scientific publications.	32	4Q 2025	Management Team + KTM + R&D Director + Scientific Director	Have an established policy	New	
AW20: Increase the space dedicated to laboratory to perform research and experimental activities.	23, 24	1Q 2026	Management Team + Operations + Administration	Count with a bigger space for laboratory.	New	
AW21: Define an internal policy to capacitate and promote the acquisition of the necessary knowledge and competences for researchers to assume roles of coordination, technical coordination, or principal investigator in competitive research projects	23, 27, 28	3Q 2025	HR + PMO + R&D Director + Scientific Director + Management Team	Define an internal policy aligned with the training plan of the organization to promote the acquisition of the necessary skills.	New	
AT3: Promote and organize, at least once per year, trainings for middle management and staff members that use to participate in recruitment processes regarding good practices in recruitment. The trainings should treat specifically the topic of unconscious bias in recruitment.	12, 13, 14, 28, 38, 39	Yearly	HR	Number of training activities done each year + number of participants in each training activity.	New	2023: - 1 training session held on February 15 <sup>th</sup> with a total of 11 assistants.
AT4: Extend the current yearly follow up meetings between HR, the department director and the employee to bi-annual meetings in order to promote a more recurrent feedback and follow up process.	28, 36, 37, 38, 39, 40	1Q 2025	HR + Department Directors	Implement bi-annual follow up meetings	New	
AT5: Establish a fix training plan for predoc and postdoc employees that considers specific training activities corresponding to the different phases of a research career.	28, 38, 39	2Q 2024	HR + R&D Director + Scientific Director + Research Directors	Count with a fix research training plan + number of yearly training activities related to research	New	Although not having defined yet a fix training plan for predoc and postdoc employees, during 2022 and 2023 the organization promoted the following trainings: 2022:

				careers + number of assistants		<ul style="list-style-type: none"> <li>- 1 Training session held on October 5<sup>th</sup> and October 6<sup>th</sup> on the topic “Scientific Writing: putting Why? before How?” with a total duration of 16 hours and 17 participants.</li> <li>- 3 Training session on the topic “Fundamentals of IPR” held on June 14<sup>th</sup> (10 participants), September 27<sup>th</sup> (10 participants), October 25<sup>th</sup> (22 participants) with a duration of 2 hours per training session.</li> </ul> <p>2023:</p> <ul style="list-style-type: none"> <li>- 1 Training session held on January 30<sup>th</sup> and January 31<sup>st</sup> on the topic “Grant writing. The Road to Competitive Funding: Tools, Perspectives, and Processes” with a duration of 16 hours and 13 participants.</li> <li>- 1 Training session on the topic “Fundamentals of IPR” held on July 4<sup>th</sup> with a duration of 2 hours and an assistance of 13 participants</li> <li>- 1 planned Training session that will be held on October 23<sup>rd</sup> and October 24<sup>th</sup> on the topic “Managing myself and working with my team: A skills upgrade for Senior Researchers &amp; Group Leaders” with a total duration of 16 hours and 15 participants.</li> </ul>
AT6: Implement a research mentoring program for predoc and postdoc students to provide guidance and assistance in the development of their research careers	3, 30, 37, 38, 39, 40	3Q 2025	HR + R&D Director + Scientific Director + Senior Researchers	Have a defined research mentoring plan + number of employees participating of the plan.	New	

### 3.1. OTM-Recruitment Policy

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, 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. The OTM-R policy can be found in the HRS4R section of our website (<https://i2cat.net/about-us/human-resources-strategy-for-researchers/>)
- Establishment of 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 by informing them when:
  - They are selected for an interview.
  - The candidate moves on to a next phase of the recruitment process.
  - They have been chosen as the final candidate or when they have been discarded from the recruitment process.
- Organize internal trainings to disseminate the recruitment policy among those employees that participate actively in recruitment processes.