

HRS4R Action Plan

Status Update — mid-2026

Institute of Agrophysics, Polish Academy of Sciences (IA PAS)

Version of 23 July 2026

Charter principle references follow the numbering of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the form in force when the 2023–25 Action Plan was adopted. A crosswalk mapping these to the twenty principles and four pillars of the consolidated European Charter for Researchers (2023) is being prepared and will be published, together with the supporting documents for each action, in the HR Excellence in Research section of the Institute's website.

COMPLETED	Completed / ongoing as planned
IN PROGRESS	Initial actions taken, continuous delivery
EXTENDED	Deadline extended, more time needed

Status at a glance

1 ✓ Completed	2 ✓ Completed	3 ✓ Completed	4 ✓ Completed
5 ⚡ Extended	6 ⚡ Extended	7 ✓ Completed	8 ✓ Completed
9 ⚡ In progress	10 ✓ Completed	11 ✓ Completed	12 ✓ Completed
13 ✓ Completed	14 ✓ Completed	15 ⚡ In progress	16 ✓ Completed
17 ⚡ Extended	18 ✓ Completed	19 ✓ Completed	20 ✓ Completed
21 ✓ Completed	22 ✓ Completed	23 ✓ Completed	24 ✓ Completed
25 ✓ Completed	26 ⚡ Extended	27 ✓ Completed	28 ⚡ Extended
29 ⚡ Extended	30 ⚡ Extended	31 ⚡ Extended	32 ✓ Completed
33 ⚡ Extended	34 ✓ Completed	35 ⚡ Extended	36 ✓ Completed
37 ⚡ Extended	38 ✓ Completed		

25 completed · 2 in progress · 11 extended · 38 actions in total

Action 1 — Consent template for research ✓ COMPLETED	
Charter principle	1. Research freedom
Responsible unit	Research Support and Science Promotion Office
Researchers wishing to undertake new research directions submit a standardised request (Application for director's consent for scientific research, Annex I to Director's Order No. 6/2016), specifying the subject, discipline, and funding/programme context. This provides a defined, documented, and consistent procedure, applied uniformly across the Institute.	

Action 2 — Creation of IPR Advisor position ✓ COMPLETED	
Charter principle	1. Research freedom
Responsible unit	Director
The IPR Advisor provides ongoing legal and strategic advice on intellectual property matters, working closely with the Institute's research teams and administrative units, in particular the Commercialisation Plenipotentiary and the Projects Support Office. The advisory services include individual and group consultations, participation in meetings with prospective and existing business and academic partners, as well as support in negotiating the terms of collaboration. The IPR Advisor drafts and reviews agreements relating to intellectual property, including joint ownership agreements, licence agreements, commercialisation and implementation agreements, as well as consortium agreements, cooperation agreements, contracts for expert opinions and analytical services, and public procurement contracts. The IPR Advisor is a qualified attorney-at-law and has completed postgraduate studies in intellectual property law, in addition to numerous specialist training courses covering issues related to emerging technologies and artificial intelligence.	

Action 3 — Internal scientific seminars (half-yearly) ✓ COMPLETED	
Charter principle	4. Professional attitude
Responsible unit	Research Support and Science Promotion Office
Internal scientific seminars on the progress of research conducted at the Institute take place regularly and, in practice, more frequently than the half-yearly minimum foreseen in the Action Plan. The Institute runs an open programme of scientific seminars and workshops at which research teams, individual researchers and doctoral candidates present ongoing projects and results. These include project progress presentations, pre-defence dissertation presentations, dedicated young researchers' workshops, and doctoral students' seminars at which PhD candidates present their research projects to the scientific community of the Institute. Seminars are open to all staff: they are announced on the Institute's website and by e-mail to all employees, and attendance is documented. In addition, once a year the Institute holds an Institute-level presentation of research projects, required by the Polish Academy of Sciences, at which project leaders report on the progress of work across the Institute's research portfolio.	

Action 4 — Ordinances on grant documentation & expense principles ✓ COMPLETED	
Charter principle	4. Professional attitude
Responsible unit	Director
The existing institutional framework provides comprehensive regulation of grant documentation and expenditure management. Financial documentation and eligibility of expenses are governed by the Institute's Accounting Policy, while the circulation and approval of contracts are regulated through internal ordinances on contract processing and signing. In addition, individual funding programmes and grant schemes specify their own requirements through programme regulations, grant agreements, and consortium agreements where applicable.	

Action 5 — IPR workshops – annual, obligatory for new staff ⚙ EXTENDED	
Charter principle	5. Contractual & legal obligations
Responsible unit	IPR Advisor
Annual IPR workshops were not delivered in the 2023–25 period. The Institute has re-committed to this action and restructured it into a sustainable in-house format, with the live training delivered jointly with Action 26 as a single combined IPR and commercialisation workshop. From Q4 2026, a one-page summary of key IPR obligations and principles is being added to the onboarding pack for all new employees and acknowledged during induction. From Q2 2027, the combined workshop, open to all Institute researchers, will be delivered in-house by the Institute's IPR advisor — an attorney-at-law specialising in intellectual property — covering the Institute's IP Rights Management Regulation and researchers' IPR obligations, jointly with the commercialisation plenipotentiary on management, patenting and commercialisation, and complemented where relevant by the regional Horizon Europe Horizontal Contact Point (HPK) on the IP and exploitation aspects of EU-funded projects. The workshop will be repeated every two years. Indicators: combined workshop held in 2027 with recorded attendance, covering IPR obligations; one-page IPR summary distributed to 100% of new hires from Q4 2026.	

Action 6 — Open meetings on external research funds ⚙ EXTENDED	
Charter principle	5. Contractual & legal obligations
Responsible unit	Project Support Office
Open meetings on external research funds were introduced in the 2023–25 period but not sustained at the intended frequency: a single five-session online cycle on Horizon Europe and external research funding was delivered in April–May 2025 by the Project Support Office, in cooperation with the regional Horizon Europe Horizontal Contact Point (Horyzontalny Punkt Kontaktowy, HPK). The cycle covered an introductory session on Horizon Europe, proposal structure, financial aspects, proposal quality (including Open Science, Gender	

Equality and ethics), and a dedicated session on EIC Pathfinder Challenges; all sessions were online, one hour each, and open to all Institute researchers. A further session, on the Hop-On Facility (a Horizon Europe instrument enabling new partners to join ongoing projects), was delivered in July 2026. The Institute is extending this action and placing it on a sustainable annual footing: at least one open information event or thematic series on external research funding will be held each year, with topics set in response to current calls and researcher needs — possible themes include national instruments (NCN, NCBR), Marie Skłodowska-Curie Actions, and ERC schemes — delivered in cooperation with the HPK network or other expert providers.

Indicator: at least one open funding-information event held per year from 2026, with recorded attendance.

Action 7 — Workshop on data protection & confidentiality ✓ COMPLETED

Charter principle	7. Good practice in research
--------------------------	------------------------------

Responsible unit	IT Specialist
-------------------------	---------------

Originally delivered as an on-site workshop on the technical aspects of data protection (2016, 74 participants). The workshop format was not sustained at the planned frequency and did not ensure that newly recruited staff were covered on entry. The action was therefore reformulated: since 2024 the Institute delivers mandatory online data protection training, concluded with an examination and completed individually by each employee, with the scope extended from technical aspects to the data protection duties of all staff. The change of format was adopted so that the Institute can meet and evidence its obligations under Articles 24, 32 and 39(1)(b) GDPR on a continuous basis — completion is recorded per person, monitored institutionally, obligatory for all new employees during onboarding, and renewed every two years.

Action 8 — Data protection & confidentiality procedure ✓ COMPLETED

Charter principle	7. Good practice in research
--------------------------	------------------------------

Responsible unit	IT Specialist
-------------------------	---------------

The Institute maintains a formal Information Security Management System established by the Information Security Policy (ISP), in force since 2020, together with the Personal Data Security Policy, the IT System Management Instructions and the Data Protection Regulation (DPR). This framework implements the GDPR and defines roles and responsibilities (Data Controller, Data Protection Officer, IT System Administrator, Information Administrators), the principles of least privilege, separation of duties and default denial, authorisation procedures for access to personal data, incident reporting procedures, and binding rules for all staff on the use of IT systems, e-mail and the Internet. Confidentiality obligations extend beyond personal data: under §2 of the DPR, every user is obliged to maintain indefinite confidentiality of legally protected information, including personal data, as well as any information whose disclosure could harm the Institute. The confidentiality of research results prior to their protection, publication or commercialisation is additionally governed by the Regulations on the Management of Intellectual Property Rights. Rather than a single consolidated procedure, the Institute maintains these rules across the complementary instruments listed below. Since 2024, compliance is supported by mandatory online data protection training with examination — a form anticipated in the ISP, which assigns the DPO responsibility for ensuring training in e-learning form — completed by all new employees at onboarding and renewed by all staff every two years.

Action 9 — Rebuild and improve website (PL & EN) ↻ IN PROGRESS

Charter principle	8. Dissemination, exploitation of results
--------------------------	---

Responsible unit	PR Specialist
-------------------------	---------------

The comprehensive rebuild of the Institute's website (PL and EN) was not fully carried out in the current period. Within the available resources, the Institute prioritised the element identified as obligatory in the assessors' recommendations: the HR Excellence in Research section was rebuilt to provide transparent, up-to-date information on the Institute's HRS4R implementation in both languages. The full rebuild has been consciously resequenced. A substantial share of the value of a bilingual website lies in making the Institute's internal procedures and regulations accessible to international researchers in English. That documentation base has been produced under Action 15, which translated a comprehensive corpus of internal regulations into English

in 2025–2026. With this content in place, the rebuild can be designed around ready substantive material rather than launched as an empty structure. The complete rebuild remains the objective of this action; as the concrete next step, the Institute will prepare and submit, in the next reporting period, a concept and implementation plan for the bilingual rebuild — defining scope, information architecture, bilingual content mapping, and the IT resourcing required to deliver it.

Indicators: HR Excellence in Research section of the website rebuilt and published in both languages (delivered); concept and implementation plan for the full bilingual website rebuild prepared and submitted (next reporting period).

Action 10 — Create Business Development Specialist position ✓ COMPLETED

Charter principle	8. Dissemination, exploitation of results
Responsible unit	Director

The Institute has established a dedicated commercialisation and business-development function. Rather than creating a separate establishment post, the Institute assigned this function to an existing member of staff, appointed as Commercialisation Plenipotentiary (pełnomocnik ds. komercjalizacji), giving business development and the exploitation of research results a designated owner. The role operates under the Institute's Regulation on the Management of Intellectual Property Rights and the Principles for the Commercialisation of Research and Development Results (Resolution No. 91/P9/2020), and within an active IP environment: the Institute maintains a portfolio of granted patents arising from its research, published on its website.

Indicator: Dedicated commercialisation and business-development function established and assigned to a designated owner — the Commercialisation Plenipotentiary — operating under the Institute's regulation on IP management and the commercialisation of R&D results.

Action 11 — Develop commercialisation procedures for research results ✓ COMPLETED

Charter principle	8. Dissemination, exploitation of results
Responsible unit	Commercialisation Plenipotentiary

The Institute has in place a comprehensive framework governing the commercialisation of research results: the Regulation on the Management of Intellectual Property Rights and the Principles for the Commercialisation of Research and Development Results, adopted by the Scientific Council on 17 April 2015 and amended by resolutions of 24 March 2017 and 29 September 2020 (Resolution No. 91/P9/2020). The 2020 amendment, adopted within the timeframe foreseen for this action, completed the development of detailed procedures. It introduced an electronic Result Notification form and a register of Results, defined the supervisory role of the Research Support Department, set a binding three-month deadline for the Director's commercialisation decision together with a transfer-back mechanism where the Institute decides not to commercialise, clarified the division of commercialisation proceeds between the Institute and creators, and identified licensing as the preferred commercialisation route, subject to fair competition, State aid and conflict-of-interest safeguards. The procedures are applied in practice: since the amended Regulation entered into force, more than 10 national patents applied for by the Institute have been granted (2022–2024). A full list of the Institute's patents and other industrial property rights is publicly available on its website.

Indicator: Detailed procedures for the commercialisation of research results developed and in force under the amended Regulation (Resolution No. 91/P9/2020) — covering result notification and registration, a binding three-month commercialisation-decision deadline with transfer-back, proceeds-sharing between the Institute and creators, and licensing as the preferred route.

Action 12 — Engaging social media (e.g. Facebook) ✓ COMPLETED

Charter principle	9. Public engagement
Responsible unit	PR Specialist

The Institute engages both mass and social media on a continuing basis to communicate its research to the public. Its researchers regularly appear in regional and national media, including television (the “Nauka”

programme on TVP3 Lublin) and radio (Radio Lublin), and the Institute takes part in public science-outreach events such as the national Science Picnic in Warsaw and the Lublin Science Festival. It also maintains an active bilingual (Polish/English) presence on Facebook — with regular posts, short educational videos and open-lecture announcements for a general audience — and on LinkedIn, where its verified page and thematic team pages present its research profile.

Action 13 — Improving YouTube Channel ✓ COMPLETED

Charter principle	9. Public engagement
--------------------------	----------------------

Responsible unit	PR Specialist
-------------------------	---------------

Operational, regularly updated YouTube channel with two types of content regularly uploaded: scientific project presentations/seminars for the research community, and popular-science type videos on the benefits of fruit and vegetables.

Action 14 — Ordinance on periodic evaluation of scientific employees ✓ COMPLETED

Charter principle	11. Evaluation/appraisal systems
--------------------------	----------------------------------

Responsible unit	Evaluation Commission / Director
-------------------------	----------------------------------

The Institute conducts periodic evaluation of scientific employees on the basis of the statutory provisions set out in Article 96 of the Act on the Polish Academy of Sciences. In accordance with this legal framework, scientific staff are subject to periodic performance evaluations carried out by the Scientific Council at least once every four years. The detailed procedure and frequency of evaluations are defined in the Institute's internal regulations approved by the Vice-President of the Polish Academy of Sciences supervising the relevant division. The system also provides employees with the right to appeal their evaluation, in line with the procedures established at the level of the Polish Academy of Sciences. The applicable regulations, including any amendments, are publicly available on the Institute's website and accessible to all employees.

Action 15 — Unify procedures for Polish and foreign scientists (EN docs) 🔄 IN PROGRESS

Charter principle	11. Evaluation/appraisal systems
--------------------------	----------------------------------

Responsible unit	HRS4R Working Group
-------------------------	---------------------

The Institute has established English-language versions of its key institutional documents and procedures, giving Polish and international staff unified access to the same regulatory information — covering employment and remuneration, recruitment and competitive selection, promotion and evaluation, remote work, intellectual property, data-protection regulations, anti-mobbing and whistleblowing, the Institute Statute, and the Gender Equality Plan, among others, presented through the Institute's HRS4R webpage. Two mandatory-training materials remain to be made available in English and will be translated by end 2026: the basic data-protection (GDPR) training and the occupational health and safety (OHS) procedures. Completing these will ensure that international staff can access all mandatory induction and training materials in English on the same basis as Polish colleagues; the English GDPR training in particular supports the requirement, under Action 7, that data-protection training be completed by all staff. Translation and updating of documents as they are amended or newly adopted continues as standard institutional practice.

Indicator: GDPR training and OHS procedures available in English by end 2026.

Action 16 — Ordinance on competition procedures in English ✓ COMPLETED

Charter principle	12. Recruitment
--------------------------	-----------------

Responsible unit	HR Specialist
-------------------------	---------------

The Institute has adopted formal, publicly available rules governing open competition for scientific positions. By Resolution No. 104/P10/2020 of 21 October 2020, the Scientific Council adopted “The Rules and Procedure for Conducting Open Competitions for Individual Scientific Positions at the Institute of Agrophysics, PAS”. The

procedure requires that recruitment for scientific positions be preceded by an open competition (subject to defined statutory exceptions), sets transparent qualification requirements for each position, and provides for a Competition Commission that conducts proceedings in accordance with the principles of open, transparent and merit-based recruitment. Competition announcements carry the HR Excellence in Research logo and are published on the website of the minister responsible for science, in the Public Information Bulletin, on the EURAXESS European researcher-mobility portal, and on the Institute's dedicated recruitment portal (career.ipan.lublin.pl). A parallel promotion procedure was adopted the same day by Resolution No. 105/P10/2020. The procedure references the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in their pre-2023 form, as in force at the time of adoption. Mapping this internal reference to the consolidated European Charter for Researchers (2023) and its 20 principles is a planned next step in the Institute's HRS4R work.

Action 17 — Employment policy with selection criteria & mobility recognition EXTENDED

Charter principle	13. Recruitment (Code)
Responsible unit	Evaluation Commission / Director

The Institute applies the OTM-R principles to the recruitment of scientific staff through a set of binding internal instruments and a dedicated bilingual e-recruitment infrastructure. On internal review the Institute has taken an honest view of one point carried over from earlier reporting: the operational recruitment documents in force, while they implement the OTM-R principles in substance, do not by themselves constitute the single titled "Employment Policy" foreseen in Action 17. That action has therefore been reopened and extended. The Institute will close it by adopting a single OTM-R policy statement — setting out the selection criteria, the recognition of mobility, and the explicit exclusion of reputation-based selection — which will serve as the Institute's Employment Policy for the purposes of Action 17 and be published on the HRS4R strategy page.

Indicator: single OTM-R policy statement (serving as the Institute's Employment Policy for Action 17) adopted and published on the HRS4R strategy page by end 2026.

Action 18 — Online submission for candidates and PhD applicants COMPLETED

Charter principle	14. Selection (Code)
Responsible unit	HR Specialist / IT Specialist

Applications for scientific positions and for doctoral training are submitted online. For scientific-staff recruitment, the Institute operates a dedicated bilingual (Polish/English) recruitment portal (career.ipan.lublin.pl) on which all competition announcements are published, each carrying the HR Excellence in Research logo, the position details, downloadable role descriptions, application reference number, deadlines, and status (open/closed) with the outcome published on conclusion. Candidates submit their applications electronically through this system. The Institute jointly conducts two doctoral schools with partner institutions, under the joint doctoral school framework provided for in the Law on Higher Education and Science. In each school, the designated partner institution operates the shared infrastructure, including the online admission system. Candidates applying to the doctoral schools in which the Institute participates submit their applications through these online systems.

Action 19 — Unify all ordinances and regulations (PL & EN) COMPLETED

Charter principle	14. Selection (Code)
Responsible unit	HR Specialist

The Institute's recruitment and selection rules are adopted and published in both Polish and English, so that selection requirements and procedures are transparent and accessible to international applicants on the same basis as Polish candidates. These cover the Institute's rules on open competitive selection (Resolution No. 104/P10/2020) and on promotion proceedings (Resolution No. 105/P10/2020), together with the associated selection criteria, published on the Institute's website and its HRS4R supporting-documents page. Translation of the Institute's other internal ordinances and regulations, as they are amended or newly adopted, continues as standard institutional practice, complementing the key institutional documents made available in English

under Action 15.

Indicator: Recruitment and selection rules and criteria published in both languages (PL/EN) on the Institute's website and HRS4R supporting-documents page.

Action 20 — Adapt good practices as ordinance & publish online ✓ COMPLETED

Charter principle	15. Transparency (Code)
--------------------------	-------------------------

Responsible unit	HR Specialist
-------------------------	---------------

Under the Transparency principle, the Institute has formalised its recruitment good practices into binding internal acts and published them online. Pursuant to §2(3) of the Rules and Procedure for Conducting Open Competitions (Resolution No. 104/P10/2020), the Director issued Announcement No. 1 of 4 January 2021, which sets out — for each research position (assistant, adjunct, institute professor, professor) — the required application documents and the detailed, published criteria relating to scientific achievements (publication record, project leadership, supervision, international mobility). These transparent, position-specific requirements are made available on the Institute's website and communicated to staff, ensuring that candidates know the assessment criteria in advance. The requirements are applied consistently across recruitment and promotion, the latter governed by the Rules and Procedure for Conducting Promotion Proceedings (Resolution No. 105/P10/2020), which refers back to the same criteria.

Action 21 — Adopt and disseminate selection procedure documents ✓ COMPLETED

Charter principle	16. Judging merit (Code)
--------------------------	--------------------------

Responsible unit	Evaluation Commission
-------------------------	-----------------------

The Institute has adopted formal, merit-based selection rules, published them, and communicated them to staff. The Rules and Procedure for Conducting Open Competitions for Individual Scientific Positions (Resolution No. 104/P10/2020) establish merit as the basis for selection: §2 sets the required scientific achievements for each position, and §3 requires the Commission to apply qualitative and quantitative assessment of merit, and recognise career breaks and non-linear career paths as potentially valuable. The rules are published on the Institute's recruitment portal (career.ipan.lublin.pl/en/recruitment-rules) and disseminated among staff. Together with the related competition and promotion documents cited under the preceding actions, they form a single, consistently applied recruitment framework.

Action 22 — Adopt Rules of selection proceedings (C&C-compliant) ✓ COMPLETED

Charter principle	18. Recognition of mobility (Code)
--------------------------	------------------------------------

Responsible unit	Evaluation Commission
-------------------------	-----------------------

The Institute's selection rules expressly incorporate recognition of mobility experience, in line with the Code of Conduct for the Recruitment of Researchers. Under the Rules and Procedure for Conducting Open Competitions for Individual Scientific Positions (Resolution No. 104/P10/2020), §3(1) requires the Competition Commission to be guided by, among other principles, the recognition of mobility experience (§3(1)(d)) and the appropriate recognition of qualifications, particularly in the context of international and professional mobility (§3(1)(e)). The rules also require recognition of career breaks and departures from a linear career path (§3(1)(c)), which supports fair treatment of researchers whose paths reflect national and international mobility. Consistent with this, the position requirements in §2 identify international cooperation and international recognition among the criteria for research positions. The rules are published on the Institute's recruitment portal and form part of the same recruitment framework cited under the preceding actions.

Action 23 — Publish training-leave regulations and forms on website ✓ COMPLETED

Charter principle	24. Working conditions
--------------------------	------------------------

Responsible unit	HR Specialist
-------------------------	---------------

The regulation governing paid training leave and the accompanying forms are available to staff. Under § 26²(1) of the Remuneration Regulations for Employees of the Institute of Agrophysics, PAS, an Employee may be granted paid training leave — calculated in accordance with the rules applicable to annual-leave remuneration — in either of two situations: where the Employee has obtained a foreign research placement through a competitive process with the Employer's consent, or where the Employee has been sent abroad by the Employer for a research placement. Under § 26²(2), the Employer and Employee may then conclude an agreement specifying their mutual rights and obligations, including any benefits paid during the placement. The Institute provides the associated forms: the Confirmation for an Employee sent abroad for research or training purposes — which records both the purpose (research activity or training, including doctoral studies, research internships, training courses and professional apprenticeships) and the type of leave granted (paid training leave or unpaid leave, for up to 12 months); the Application for Funding of an International Scientific Internship; and the Agreement on the Implementation and Settlement of a Scientific Internship, concluded on the basis of § 26²(2). These documents are available in Polish and English.

Action 24 — Develop gender policy in Polish and English ✓ COMPLETED

Charter principle	27. Gender balance
Responsible unit	HR Specialist

The Gender Equality Plan was adopted on 24 February 2022 and published on the Institute's website. The GEP covers the 2022–2026 cycle and is structured around four key objectives — raising awareness of gender equality, balanced support for the scientific careers of women and men, support for work-life balance, and gender equality in recruitment — implemented through a set of planned actions with assigned responsibilities. A Gender Equality Advisor was appointed by the Director in December 2021 to oversee implementation. Taking into account the assessors' observation that the objectives and deadlines require more precise formulation, an adjustment of the Plan is underway and the revised version will be published and shared in the next reporting cycle. Director's Order No. 63/2021 of 30 December 2021 established the function of the Director's Gender Equality Officer (Plenipotentiary), which has been performed continuously since; as of June 2026 the function is held by a new Officer, with duties assigned by an amendment to the employment contract (document contains personal data; available for verification on request).

Action 25 — Encourage women to stand for election (e-mails) ✓ COMPLETED

Charter principle	27. Gender balance
Responsible unit	Director

The objective of this action — balanced participation of women in the Institute's elected and appointed bodies — has been achieved. Women currently constitute a majority in most of the Institute's collegial bodies: the Commission for the Development and Evaluation of Scientific Staff comprises six women among eight members and is chaired by a woman; the Disciplinary Commission elected by the Scientific Council for the 2023–2026 term comprises four women among five members, and the function of Disciplinary Officer is held by a woman. In elections held by secret ballot of the Scientific Council (Resolution No. 7/P1/2023), women were elected to the Commission for the Evaluation of Scientific Activity. The same pattern holds in appointed administrative bodies, e.g. the public procurement committee established in February 2026 (four women among six members, chaired by a woman). The specific instrument originally foreseen — dedicated pre-election e-mails addressed to women — was not applied. Given that women are already well represented, and in several bodies constitute the majority, the Institute considered targeted messaging of this kind unnecessary.

Action 26 — Open workshops on management, patenting, commercialisation ↻ EXTENDED

Charter principle	28. Career development
Responsible unit	Deputy Director for Scientific Affairs

The action envisaged a series of open workshops for researchers spanning two strands: general professional development — the organisation of work, teams and projects, and time management — and the patenting and commercialisation of research results. Open workshops of this kind were not delivered in the 2023–25 period.

In the area of patenting and commercialisation, support was instead provided on an individual, case-by-case basis through consultations with the Institute's commercialisation plenipotentiary on specific projects, rather than through the open-workshop format the action envisaged. The Institute is extending this action and restructuring it into a sustainable open format. For the patenting and commercialisation strand, provision is placed on a recurring footing jointly with Action 5, as a single combined IPR and commercialisation workshop: from Q2 2027, open to all Institute researchers, delivered in-house by the commercialisation plenipotentiary — drawing on the same expertise already applied in individual project consultations — together with the Institute's IPR advisor on IPR and patenting, and complemented where relevant by the regional Horizon Europe Horizontal Contact Point (HPK) on the commercialisation and exploitation of results in EU-funded projects; repeated every two years. For the general professional-development strand (organisation of work, teams and projects, and time management), the HRS4R Working Group will, in the next period, review researchers' needs in these areas and the internal and external provision available, and prepare recommendations on how such support could best be offered.

Indicators: Combined IPR and commercialisation workshop held in 2027, open to all researchers, with recorded attendance; researchers' professional-development needs (organisation of work, teams and projects, and time management) reviewed and options for provision assessed in the next period.

Action 27 — Counselling services: links to EURAXESS and career portals COMPLETED

Charter principle	30. Access to career advice
Responsible unit	HR Specialist / PR Specialist

Researchers at the Institute are given access to information and advice on research meetings, mobility and funding opportunities through several complementary channels. The Institute's website provides a direct link to the EURAXESS "Researchers in Motion" portal, the European platform for research careers, mobility and funding, available from the Institute's HRS4R strategy page alongside the HR Excellence in Research logo. Advisory support is provided through the Horizontal Contact Point (Horyzontalny Punkt Kontaktowy) hosted at the Institute, which offers free consultations, training and seminars on Horizon Europe. It operates as the Eastern Poland Horizontal Contact Point under the coordination of the National Centre for Research and Development (NCBR). The Institute also publishes announcements of relevant events and training on its website organised jointly by the Projects Support Office and the Horizontal Contact Point, and of national and international scientific conferences. In addition, the Institute's Secretariat systematically circulates calls and opportunities to all staff by e-mail, including international mobility and exchange schemes, scientific awards recognising international collaboration, and conferences offering participation support for early-career researchers. Together, these channels ensure that researchers, including PhD students, have regular access to information on meetings, exchange opportunities and funding relevant to their career development.

Action 28 — Regulations on structured relationship with supervisors EXTENDED

Charter principle	36. Relation with supervisors
Responsible unit	HRS4R Working Group

Regulations establishing a structured supervisor–researcher relationship were committed to in earlier plans but not adopted in the 2023–25 period. Structured supervision is, however, already in place for doctoral candidates, who are each assigned a named supervisor and take part in monthly seminars under the Institute's doctoral-school arrangements. The extension of this action therefore concerns extending equivalent structured arrangements to research staff beyond the doctoral school. Responsibility for the action has been assigned to the HRS4R Working Group, formally established in June 2026 (Director's Order No. 41/2026), which will draft and consult a supervisor–researcher framework and adopt it in the first instance as Working Group good-practice guidelines. At minimum, the framework will specify: (1) the minimum frequency of supervisor–researcher meetings; (2) the obligation to maintain a shared written record of meetings and agreed milestones; (3) the designation of a named supervisor and, where appropriate, a deputy or co-supervisor for each researcher; (4) the procedure for a researcher to raise concerns about supervision arrangements; and (5) at least one formal mid-year progress review per researcher per year. The guidelines will be prepared, consulted with research staff, published on the intranet, and communicated to all research staff and doctoral students by Q3 2027. Formalisation of the framework into a Director's Order will follow when institutional conditions allow.

Indicators: supervisor researcher framework guidelines adopted by the Working Group and published on the

intranet by Q3 2027, communicated to all research staff and doctoral students; formalisation into a Director's Order to follow.

Action 29 — HR management & mentoring training; supervision programme EXTENDED

Charter principle	37. Supervision & managerial duties
Responsible unit	HRS4R Working Group

The training on HR management and supervision responsibilities held in 2016 was not repeated during the 2023–25 period, and no structured training or formal mentoring programme was introduced. Senior researchers have nonetheless continued to fulfil supervisory roles in practice. Responsibility for addressing this gap has been assigned to the HRS4R Working Group (established June 2026, Director's Order No. 41/2026), which is taking the action forward as part of the renewal. In the 2026–28 period, the Working Group will organise at least one training session for research group leaders and senior researchers with supervisory responsibilities, using practical case studies and covering: effective supervision and feedback practices; the supervision principles set out in the Working Group's guidelines (Action 28); the basic HR and administrative duties of project leaders; and guided reflection on the multifaceted role of the supervisor. During the same period, the Working Group will additionally assess options for a light-touch peer-mentoring arrangement for early-career researchers (R1–R2) and decide whether to pilot one in a subsequent cycle.

Indicator: at least one supervision / HR-management training session for research group leaders and senior supervisors held in the 2026–28 period, with recorded attendance.

Action 30 — Improve PhD studies website (incl. English version) EXTENDED

Charter principle	39. Access to research training
Responsible unit	PR Specialist

The dedicated improvement of the Institute's doctoral-studies web presence, including its English-language version, was not completed in the 2023–25 period and is being extended. Admission to doctoral training is handled through the joint doctoral schools in which the Institute participates, whose online admission systems are operated by the partner institutions (see the systems linked under Action 18), and are therefore outside the Institute's sole control. Within its own remit, the Institute will improve and maintain the doctoral-studies section of its own website, including a complete English-language version, giving prospective and current doctoral candidates accessible information on the doctoral schools, supervision arrangements and Institute-based research opportunities. This work is coordinated with the wider bilingual website improvement under Action 9.

Indicator: updated doctoral-studies section (Polish and English) published on the Institute website [by end of 2027].

Action 31 — Ordinance on training funds per department EXTENDED

Charter principle	39. Access to research training
Responsible unit	HRS4R Working Group

The adoption of an ordinance ring-fencing departmental funds for researchers' professional development was not progressed during the 2023–25 period. As a state-financed institution subject to public-finance constraints, the Institute finds ring-fenced departmental budget lines difficult to establish, and the measure was not prioritised in the period. The Institute is carrying this action forward with a revised, staged approach. In the 2026–28 period, the HRS4R Working Group will review existing provision for funding researchers' professional development across career stages, and prepare a proposal for more systematic and equitable support. Formal adoption of a funding mechanism will be considered by the Institute's management in a subsequent cycle, subject to budgetary conditions.

Indicator: review of professional-development funding provision completed and a proposal prepared by the Working Group during the 2026–28 period.

Action 32 — Improvement of internal communication process COMPLETED

Charter principle	24. Working conditions
Responsible unit	Director
The Institute operates a structured, multi-level internal communication system that supports a two-way flow of information between management and staff. The Director's Committee — comprising the Director, the Deputy Directors, and the heads of scientific departments and laboratories — meets regularly to coordinate the Institute's activities and address current organisational matters; attendance at these meetings is documented in meeting attendance lists. Decisions and information from the Committee are relayed to research staff through monthly meetings held within individual departments and research groups by their heads and laboratory supervisors. These meetings also provide a forum in which staff can raise current issues, which department and laboratory heads then bring back to the Director's Committee, ensuring that matters raised at team level reach senior management. The Institute has additionally clarified its organisational structure and internal reporting lines: by an amendment to the Institute's Statute approved in December 2024, the projects-support team was upgraded to a Project Support Office reporting directly to the Director, a dedicated Public Procurement Office was established within the Administrative Division, and the research-support unit was reorganised as the Research Support and Science Promotion Office.	

Action 33 — Development of doctoral school regulations & mentoring  EXTENDED	
Charter principle	40. Supervision
Responsible unit	HRS4R Working Group
The regulations governing the Institute's two doctoral schools — the Doctoral School of Quantitative and Natural Sciences and the Interdisciplinary Doctoral School of Agricultural Sciences — are in place and published on the Institute's website in both Polish and English. A number of supplementary documents (education programmes, learning outcomes, and preparation guidance) are currently available in Polish only and are being translated as part of the Institute's rolling programme of bilingual publication, prioritising the materials most relevant to international candidates. Structured supervision of doctoral candidates is already in place: each candidate has a named supervisor and takes part in regular doctoral seminars. A dedicated tutoring/mentoring programme, distinct from supervision, was not established in the 2023–25 period. As the doctoral schools are run jointly with partner institutions, a school-wide mentoring scheme is not within the Institute's sole control; the Institute is therefore extending this action and, through the HRS4R Working Group, will assess options for and develop a mentoring arrangement for its own doctoral candidates during 2026–28, while raising a shared mentoring element with the partner institutions. Indicators: Doctoral school regulations in place and published in both languages (PL/EN); supplementary doctoral-school documents translated on a rolling basis; mentoring options assessed and a mentoring arrangement developed for the Institute's own doctoral candidates during 2026–28.	

Action 34 — Whistleblowing procedure for harassment cases  NEW  COMPLETED	
Charter principle	34. Complaints/appeals
Responsible unit	Gender Equality Officer
The Institute has in place formal, confidential procedures for reporting harassment and other misconduct, together with protection for those who report. Complaints of mobbing and harassment are handled under the Internal Anti-Mobbing Policy (introduced by Director's Order No. 56/2019), which binds all employees, doctoral students and civil-law contractors, provides for written complaints to the Director, and establishes a case-by-case Anti-Mobbing Commission of guaranteed impartiality that examines complaints confidentially and recommends disciplinary action where a complaint is upheld. In addition, the Institute adopted an Internal Reporting Regulation (25 September 2024) under the Act of 14 June 2024 on the protection of whistleblowers, establishing internal reporting channels (written, electronic and oral), safeguards for the confidentiality and identity of the reporting person, protection against retaliation, defined follow-up and feedback timelines, and a register of internal reports. The procedures are communicated to staff, doctoral students and new recruits, supported by the Institute's Information for Employees on Equal Treatment in Employment.	

Action 35 — Anti-discrimination workshops for all employees  NEW  EXTENDED	
--	--

Charter principle	10. Non-discrimination
Responsible unit	Gender Equality Officer / HRS4R Working Group
Introduced in the 2023–25 action plan, this action had not yet been operationalised by the end of the period. From 2027, the Institute will provide anti-discrimination training for all employees, delivered as a single combined workshop with Action 37 covering anti-discrimination and equal-treatment principles alongside respectful conduct and problem-solving in a diverse, multicultural working environment. The workshop will be organised under the Institute's Gender Equality Plan by the Gender Equality Officer together with the HRS4R Working Group (first workshop by end of 2027). Indicator: at least one anti-discrimination workshop held per year, open to all employees, with recorded attendance.	

Action 36 — Implementation of remote work rules ✦ NEW ✓ COMPLETED	
Charter principle	25. Stability of employment
Responsible unit	Director
The Institute has implemented formal remote-work rules. The Remote Work Regulations of 7 April 2023 give effect to the remote-work provisions of the Labour Code and govern the full range of remote-work arrangements at the Institute: remote work at the employer's instruction, partial and full remote work by agreement, and occasional remote work. The Regulations set out the rights and obligations of remote-working employees and of the employer, working-time rules, the treatment of remote-work costs, technical support and inspection of remote work, together with the associated personal-data-protection procedure and occupational health and safety information for remote work. Requests and declarations are handled through the HR officer, and the rules apply across the Institute's scientific and other units.	

Action 37 — Training on problem-solving in multicultural environment ✦ NEW ↻ EXTENDED	
Charter principle	2. Ethical principles
Responsible unit	Gender Equality Officer / HRS4R Working Group
Introduced in the 2023–25 action plan, this action had not yet been operationalised by the end of the period. From 2027, the Institute will provide training on problem-solving in a multicultural environment for all employees, delivered as a single combined workshop with Action 35. The combined workshop addresses intercultural awareness, communication and problem-solving together with anti-discrimination and equal-treatment principles, organised under the Gender Equality Plan with an external trainer as needed, and offered at least once a year, open to all Institute employees (first workshop by end 2027). Indicator: at least one workshop addressing problem-solving in a multicultural environment held per year, open to all employees, with recorded attendance.	

Action 38 — Expansion of access to documentation – internal platform ✦ NEW ✓ COMPLETED	
Charter principle	24. Working conditions
Responsible unit	HR/IT Departments
Action 38 has been delivered through two complementary and interlinked components. The Institute operates an employee portal in which each employee has authenticated, individual access to their own employment data: leave entitlement and remaining balance, leave and absence requests together with their approval status, the most recent remuneration and its payment date, working-time registration, a personal calendar, notifications, and built-in guidance material, including instructions on registering remote work and on contacting the HR department. Institutional documentation is made available through a dedicated documentation area, organised into acts of law, regulations and internal acts; Director's Orders; Director's Announcements; Director's Information; and downloadable forms and other useful documents. The same area carries a direct link to the employee portal, so that staff reach both the Institute's regulatory documentation and their individual employment data from a single entry point. The indicator foreseen in the Action Plan — a	

working internal platform — is met.