

Supplementary Table ST2. Action Plan 2025-2027 - summary of new (5.A.x) and continued (5.B.x) actions. Rating references mean priority scores (1-5 scale) assigned by HRS4R Working Group internal vote (or "C" in case of actions continued from previous perspective).

ID	Action	Main relevant pillars/principles	Key indicators	Resources	Timeline	Description	Rating
5A.1	Introduce Open Science guidelines and repository use policy	<i>I - Ethics, Integrity, Gender and Open Science (3. Open Science); III - Working Conditions and Practices (4. Dissemination and Exploitation of Results)</i>	Guidelines adopted; repository policy published; number of information/training meetings; aggregate attendance count	Deputy Scientific Director; Team/Project Leaders; Legal Counsel	12/2027	Provide formalisation of existing good practice and spread working knowledge. Focus on reproducibility and “as open as possible, as closed as necessary” implementation within the framework of the Polish Academy of Sciences institution.	4.00
5A.2	Develop internal guidelines and training for responsible use of AI tools in research and publishing	<i>I - Ethics, Integrity, Gender and Open Science (1. Ethics and Research Integrity); IV - Research Careers and Talent Development (3. Continuous Professional Development)</i>	Guidelines adopted; repository policy published; number of information/training meetings; aggregate attendance count	Deputy Scientific Director; Legal Counsel; Team/Project Leaders	12/2027	Provide practical guidance on transparent, responsible and lawful use of AI in research, publications, reviews and grant preparation, using internal expertise and invited guests.	4.67

5A.3	Develop internal publication policy and training on unethical publishing practices	<i>I - Ethics, Integrity, Gender and Open Science (1. Ethics and Research Integrity); III - Working Conditions and Practices (4. Dissemination and Exploitation of Results)</i>	Publication policy adopted; number of workshops/seminars; aggregate attendance count; intranet materials published	Deputy Scientific Director; Team/Project Leaders; Legal Counsel;	12/2027	Clarify expectations on authorship, predatory publishing, plagiarism, paper mills and publication integrity without creating a new administrative structure. Based on feasibility assessment, consider providing internal recommendations on questionable scientific journals/publishers.	2.83
5A.4	Training on intellectual property rights, FAIR principles and data ownership/management	<i>I - Ethics, Integrity, Gender and Open Science (3. Open Science); III - Working Conditions and Practices (3. Contractual and Legal Obligations; 4. Dissemination and Exploitation of Results)</i>	Number of training sessions; aggregate attendance count; intranet materials published; number of guidance documents updated	Deputy Scientific Director	12/2027	Short targeted training on IP, intellectual assets, data ownership and FAIR principles, linked to project implementation and research-result dissemination.	2.83
5A.5	Introduce provision opposing discrimination based on criteria unrelated to merit, qualifications or the requirements of the	<i>I - Ethics, Integrity, Gender and Open Science (5. Embracing Diversity); II - Researchers' Assessment, Recruitment and Progression (3. Selection)</i>	Legal review completed; relevant regulations amended; staff communication issued	Director; Deputy Administrative Director; HR Department; Legal Counsel;	12/2026	Strengthen internal non-discrimination language beyond academic/professional merit, aligned with diversity and equal-treatment principles, updating existing HR/legal procedures on the basis of current standards within the academic environment.	3.33

	position into internal regulations			Plenipotentiary for Equality			
5A.6	Formal definition and publication of researcher rights and responsibilities	<i>I - Ethics, Integrity, Gender and Open Science (6. The Researcher); III - Working Conditions and Practices (3. Contractual and Legal Obligations)</i>	Internal charter/guidance published; webpage/intranet update completed; number of information meetings; aggregate attendance count	Director; Deputy Scientific Director; HR Department; Legal Counsel	12/2026	Provide a clear institutional reference for researcher status, rights, responsibilities and expected professional conduct under the 2023 Charter.	3.17
5A.7	Structured feedback loop in evaluation system: two-way appraisal	<i>II - Researchers' Assessment, Recruitment and Progression (1. Researchers' Assessment; 4. Career Progression); IV - Research Careers and Talent Development (2. Career Development and Advice)</i>	Draft two-way feedback mechanism and proposed appraisal-form amendment prepared; proposal submitted to and assessed by the Scientific Council; implementation timetable defined; following implementation, feedback section introduced, aggregate count of appraisal	Deputy Scientific Director; HR Department; Team/Project Leaders; Legal Counsel	06/2027 - draft proposal 12/2027 - proposal assessed by Scientific Council of IPG PAS	Introduce a modest two-way feedback mechanism into existing appraisal practice. Due to the required protection of vested rights, which prevents changes to employee evaluation procedures during active four-year evaluation periods, this is a multi-year action and full implementation may extend to 2030	4.00

			forms using the feedback mechanism and annual summary of non-personalised issues.				
5A.8	Publish clear career progression pathways with R1-R4 mapping	<i>II - Researchers' Assessment, Recruitment and Progression (4. Career Progression)</i>	R1-R4 mapping document published; webpage updated; number of updates following legal/organizational review	Director; Deputy Scientific Director;	12/2026	Map institutional researcher positions to R1-R4 profiles, and provide clarified description of progression pathways, in order to improve transparency of career stages, expectations and progression routes.	4.50
5A.9	Internal seminar series on non-academic careers	<i>IV - Research Careers and Talent Development (1. Valuing Diverse Research Careers; 2. Career Development and Advice)</i>	Number of seminars; number of invited speakers; aggregate attendance count; seminar materials circulated where available	Deputy Scientific Director; Team/Project Leaders	10/2027	Use online or low-cost invited talks to provide insight diverse research careers, including non-academic, intersectoral and hybrid paths.	3.83

5A.10	Introduce societal impact, outreach and public activities into employee assessment procedures	<i>II - Researchers' Assessment, Recruitment and Progression (1. Researchers' Assessment)</i> <i>IV - Research Careers and Talent Development (1. Valuing Diverse Research Careers)</i>	Draft amendment to assessment criteria prepared; eligible societal-impact, outreach and citizen-science activities defined; proposal submitted to and assessed by the Scientific Council; implementation timetable defined; following implementation, examples of eligible activities published and aggregate annual count of reported outreach/citizen-science activities monitored.	Director; Deputy Scientific Director; Team Leaders; Scientific Council IPG PAS	12/2027 - proposal assessed by the Scientific Council of IPG PAS	Recognise public engagement, outreach and public activities (including in particular, cooperation in citizen science) as legitimate researcher contributions in employee evaluation procedures. Due to the required protection of vested rights, which prevents changes to employee evaluation procedures during active four-year evaluation periods, this is a multi-year action and full implementation may extend to 2030.	4.67
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5A.11	Update OTM-R policy	<i>II - Researchers' Assessment, Recruitment and Progression (2. Recruitment)</i>	Updated OTM-R policy published; recruitment templates reviewed; number of recruitment pages/announcements using updated references	Director; HR Department; Legal Counsel	10/2026	Refresh existing recruitment policy, dating back to 2016, to align with the new Charter and current status of interinstitutional Doctoral School. The new policy should address: transparent procedures in case of rejection (existing informal practice), career breaks, diversity and applicability of R1-R4 researchers as references.	4.50
5A.12	Promote participation in scientific exchange programs via internal dissemination	<i>I - Ethics, Integrity, Gender and Open Science (7. Free Circulation of Researchers)</i>	Number of calls circulated; number of information messages; aggregate number of applications/proposals submitted where known	Deputy Scientific Director; Team/Project Leaders;	12/2027	Promotion of mobility and exchange opportunities through existing e-mail, intranet and team-leader communication channels.	2.67
5A.13	Update fact sheet on basic practices and principles governing the Institute's operation	<i>III - Working Conditions and Practices (1. Working Conditions, Funding and Salaries; 3. Contractual and Legal Obligations) I - Ethics, Integrity, Gender and Open Science (8. Sustainability of Research);</i>	Fact sheet updated; English/Polish versions available where feasible; webpage/intranet update completed; number of revisions	Deputy Administrative Director; HR Department; Accounting Department; Legal Counsel	06/2027	Improve access to practical information on internal procedures, working conditions, basic administrative rules and institutional operation, including feasible low-cost sustainability guidance.	4.17

5A.14	Strengthen networking activities by combining seminars with networking meetings with invited guests	<i>IV - Research Careers and Talent Development (1. Valuing Diverse Research Careers; 2. Career Development and Advice)</i>	Number of combined seminar/networking events; number of invited guests; aggregate attendance count; aggregate count of follow-up collaborations if available	Deputy Scientific Director; Scientific Secretary; Team/Project Leaders	12/2027	Provide an explicit venue for extended communication with invited seminar guests, focused on networking (fireside chats, extended discussion). Builds networking into existing seminar formats to support career advice, collaboration and visibility without separate events or additional budget.	4.17
5A.15	Research team management training	<i>IV: Research Careers and Talent Development (4. Supervision and Mentoring)</i>	Number of trainings/seminars; aggregate attendance count; training materials circulated; annual aggregate feedback from participants where feasible	Deputy Scientific Director; HR Department; Team/Project Leaders; Legal Counsel	12/2027	Provide practical support for supervisors and team leaders on fair management, feedback, mentoring, conflict prevention and inclusive team practices.	2.00
5B.1	Improvement of web/intranet resources including webpage	<i>I. Ethics, Integrity, Gender and Open Science (6. The Researcher)</i>	Annual review of fiscal constraints; annual review of web/intranet content and information-access needs; minor updates and	Director; Deputy Scientific Director	12/2026 12/2027	Continued maintenance and incremental improvement of web/intranet resources to support easy access to institutional information. Major rework will be considered subject to available financial and staff resources.	C

			accessibility/usability improvements implemented where feasible; major rework considered if resources permit.				
5B.2	Search for funds to enable disabled people to enter the main building of the Institute	<i>I. Ethics, Integrity, Gender and Open Science (5. Embracing Diversity)</i>	Annual reviews of fiscal constraints; proposals for additional funds submitted; (if within constraints) adjustments to main building completed	Deputy Administrative Director	12/2027	Continued submission of funding proposals and monitoring of fiscal situation, for possible implementation.	C
5B.3	Adoption and monitoring of Gender Equality Plan	<i>I. Ethics, Integrity, Gender and Open Science (4. Gender Equality; 5. Embracing Diversity)</i>	Annual GEP monitoring report completed; gender distribution across R1-R4 monitored; relevant recruitment/committee representation monitored; equality and anti-harassment activities reported; implementation status	Director for Scientific Affairs; Deputy Scientific Director; Plenipotentiary for Equality; HR department	12/2027	Continued monitoring of measures outlined in the Gender Equality Plan.	C

			of applicable GEP measures reviewed.				
5B.4	Monitoring and adjustment of motivation system	<i>II. Researchers' Assessment, Recruitment and Progression, (1. Researchers' Assessment); III. Working Conditions and Practices (1. Working Conditions, Funding and Salaries);</i>	Annual reviews of fiscal constraints; (if within constraints) rework of motivation system proposed to Scientific Council;	Director; Accounting Department	12/2027	Continued monitoring and reevaluation, for possible adjustment of motivation system in order to take into account scientific excellence and individual/team employee contributions.	C
5B.5	Establishment of promotion of local, national and international networks	<i>IV. Research Careers and Talent Development (1. Valuing Diverse Research Careers)</i>	Annual reviews of local, national and international collaborations/proposals	Director for Scientific Affairs	12/2027	As introduced measures coincided with increased fiscal constraints and changes in reporting of collaborations, extended monitoring of yearly data is needed to assess the degree to which promotion of the Institute results in improved networking.	C