Executive Report – Action Plan 2023-2025 (May 2025).

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2023-2025 (May, 2025).

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I.   Executive Summary

The Action Plan 2023–2025 includes 15 actions, each monitored through specific KPIs (single or double; Total: 19) with defined targets. Progress has been systematically tracked in 2023, 2024, and up to May 2025. To be more specific, follow-up of KPIs is carried out either in May and October each year, or at the end of the corresponding year.

Overall, the plan demonstrates continuous implementation across all management units, addressing key areas such as training, gender equality, mobility, research integrity, and institutional quality. By May 2025, tangible progress is evident in training actions, mobility programs, and open science policy consolidation. Several actions remain in progress and will be evaluated at the end of the Action Plan.

Specifically, the implementation and degree of completion of the individual actions by May 2025 is as follows:

- **Actions 1**, **13**, **14**, **20**, **23**, **26**, **33**, **40**, **43**, **45**, **46**, and **47**: The KPIs of these actions have been fully completed within the due timeframe for each of them.
- **Action 17:** This Action focuses on Implementation of IMIBIC Training Plan 2021-2025 through the evaluation of two KPIs: number of stays and mobility actions of both external researchers to the IMIBIC (incoming) and stays and mobility actions of IMIBIC researchers abroad (outgoing). The second indicator has been consistently surpassed on an annual basis, while the first has shown steady progress, reaching a 75% level of achievement in 2024.
- **Action 31:** This Action is aimed at developing an effective system to follow up and gain feedback from IMIBIC staff regarding the HRS4R. This includes measurement of a survey on the IMIBIC Seminar Program, which is organized on an annual basis, and a survey of the Training Needs, which is carried out once per year to define the following training program. The first measurement represents the proportion of attendees who both participated in the seminars and responded to the survey, while the second indicator (Training Needs) has been successfully met every year.
- **Action 41**: This action was structured into two parts: the first focusing on the evaluation of clinical research activities involving patients, and the second on activities

conducted with society in general. For the first KPI, 5731 and 6446 patients have been involved in 2023 and 2024, respectively, so that in the most recent year, the compliance level had already reached 92% of the final objective (7000 patients). The second indicator is considerably below the initial target in terms of numbers of initiatives, and will therefore require review and reflection at the end of the Action Plan implementation period, yet a protocol for the dissemination of results to society has been developed in due time.

In summary, the Action Plan 2023–2025 has shown significant progress across most areas from 2023 to May 2025, with the majority of KPIs fully achieved in due time, while a few indicators remain ongoing and will be subject to further evaluation and reflection at the conclusion of the Plan.

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2. Self-assessment of the Action Plan 2023-2025

ACTION ID	MANAGEMENT UNIT	ACTION DESCRIPTION	Charter and Code-PRINCIPLES	New Charter for Researchers - PRINCIPLES	N° KPI	KPI	TARGETS	Results 2023 May	Results 2023 Oct	Results 2023 ANNUAL	Results 2024 May	Results 2024 Oct	Results 2024 ANNUAL	Results 2025 May	Results 2025 Oct	Results 2025 ANNUAL
1	Training Unit, Quality Assurance Unit	Dissemination of the Code of Responsible Practices and Integrity in Research of IMIBIC at the moment of recruitment of researchers in order to protect integrity of research and avoid misuse of data.	4; 5	6.1; 15	1	Nr. of training actions	>1	0	3	4	2	3	4	2		
13	Communication and RRI Unit, Human Resources Unit	Implementation of the 2nd Gender equality Plan 2022-2026	10; 14; 24; 27	20.1; 11.1; 16.1; 19.3	7	% of implementation of Gender Equality Plan	≥ 75%			82,60%			92%			
					8	% of women applicants	40% - 60%			73%			70%			

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14	Research Management Unit, Training Unit	Carry out training / informative sessions about funding opportunities for pre and post-doctoral stays and fellowships on national and international level.	30	13.3	9	Nr. of sessions or trainings	2	2	6	8	6	8	12	2		
17	Training Unit	Implementation of IMIBIC Training Plan 2021-2025: - Disseminating and fostering a culture of acquisition of new knowledge by promoting training stays, creating an institutional framework that fosters mobility of researchers and other staff. - Favour researchers' mobility to facilitate their training at	29	13.2	12	Nr. of stays and mobility actions of researchers (incoming); Nr. of stays and mobility actions of researchers (outgoing)	Incoming: 20 Outgoing: 10	Incoming: 4 Outgoing: 14	Incoming: 7 Outgoing: 26	Incoming: 11 Outgoing: 26	Incoming: 9 Outgoing: 13	Incoming: 14 Outgoing: 20	Incoming: 15 Outgoing: 24	Incoming: 8 Outgoing: 27		

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		internationally renowned centres, increasing the internationalisation of the institution.														
20	Training Unit, Innovation Unit	Implementation of IMIBIC Innovation Plan 2021-2025: - Organising horizontal training actions on patent management.	31	10	13	Training actions boost innovation and traslation of results	2	3	6	8	5	5	6	3		
23	IMIBIC Scientific Direction, Training Unit, Human Resources Unit	Implementation of IMIBIC Talent attraction and professional development Plan 2021-2025, - Define the figure of the Mentor and ensure its implementation.	36, 37, 38; 39, 40	10.1; 12.2; 19.2;10.2 ; 14,1	15	N° of new staff in training that have been assigned a mentor	100%			311 (100%)			324 (100%)			
26	All Units	Constant update and improvement of the HRS4R Strategy and its	9; 10; 12; 15; 27; 28; 38; 39	16.2; 20.1; 19;13.1 ; 19.3;12; 19.2; 10.2	16	Prepare the external audit to obtain	YES	1	2	2	1	2	2	1		

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		quality assurance systems.				ISCIII reaccreditation in 2026										
31	Quality Unit	Develop an effective system to follow up and gain feedback from IMIBIC staff regarding the HRS4R.	35	11	20	Improved rate of participation in surveys or other feedback activities	≥65 (media)			Seminar Program Survey 22-23: 34 (43%)[#] Training Needs Survey 2023: 87			Seminar Program Survey 23-24: 45 (42%)[#] Training Needs Survey 2024: 80			
33	HR Unit	Regularly update of the Internal laboral regulation	5; 24	15; 16.1	22	Revised yearly	YES			YES			YES			
40	IMIBIC scientific Direction	Establish regular revision of "Code of Responsible Practices and Integrity in Research"	2	1	29	Revised every 2 years	YES						YES (ENGLISH)			
41	Communication and CSR Unit	Develop and carry out new activities targeted to patients/society at large.	6; 8; 9	6.2; 16; 16.2	30	Nr of patients participating in clinical studies	≥7000			5731	3755	6302	6446	4055		

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					31	Nr of joint initiatives with patient associations that promote research	≥50	0	3	3	1	2	3	5		
						Development of a protocol for dissemination of results to society that integrates ethical aspects	YES							Development of a protocol		
43	Scientific Direction, Corporate development Unit	Consolidate an Open Science Policy	3; 6; 7; 8	6.1; 6.2; 15; 16	33	Policy ready and communicated to all staff	YES						YES	YES		
45	Training Unit		23;28;30;38; 39	18; 12; 13.3; 19.2; 10.2	35	Pass the follow-up audit	YES				YES		YES			
46	All Units	Re-accreditation of the Management	7; 10; 11; 12; 13; 14; 15;	15; 20.1; 20.2; 19; 6; 11.1; 13.1; 13; 14;	36	Pass the follow-up audit	YES			YES			YES			

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		Unit and UCAIBs in ISO 9001	16; 17; 18; 19; 24; 33	13.4; 4; 16.1; 11												
47	Training Unit	Analyze the training needs of the research staff periodically and design a training program.	28; 30; 33; 38; 39	12; 13.3; 11; 19.2; 10.2	**37**	% of training actions carried out on proposed topics over training actions requested in the training needs detection survey.	≥60%			100%			100%			

*Action ID Nº (**1-27**) and KPI Nº refer to the original actions and KPI, respectively, included in Action Plan 2016-2020 that have maintained in Action Plan 2023-2025*

*Action ID Nº (**28-44**) and KPI Nº refer to the original actions and KPI, respectively, included in Action Plan 2019-202 that have been maintained for Action Plan 2023-2025*

*Action ID Nº (**45-47**) and KPI Nº refer to the new actions and KPIs, respectively, included in Action Plan 2023-2025*

New Charter for Researchers - PRINCIPLES: Correspondence between the New European Charter for Researchers and the former C&C Principles for each Action of the 2023-2025 Action Plan. Those principles that appear in both Charters with identical or similar texting are highlighted in green.

 # % of attendants to IMIBIC seminars that participated in the surveys

KPI Nº 7,8,15,16,20,22,29,33,35,36 and 37 have been evaluated twice per year (May and October)

KPI Nº 1,9,12,13,30 and 31 have been evaluated once per year (ANNUAL)

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