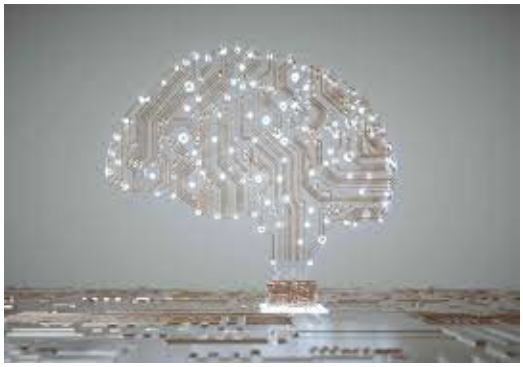
HR

Excellence in Research

Improved

Action Plan

2023-2030



Universidade Vigo
VICERREITORÍA DE INVESTIGACIÓN, TRANSFERENCIA E INNOVACIÓN
ÁREA DE CALIDADE
HR EXCELLENCE IN RESEARCH

Sources of inspiration

This AP is aligned with:

- UVigo Strategic Plan 2021-2026
- National and international legislation on Higher Education and Research, namely
  - The European Charter for Researchers
    (Annex II to Council Recommendation of 18 December 2023 on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe)
  - Organic Law 2/2023, of March 22, on the University System
  - The Science, Technology and Innovation Act 14/2011, as amended on 11 January 2023
- Researchers' R1 to R4 Views and Needs
- 2023 EC Consensus Report (HR renewal phase assessment)

Approval

This document has been proposed and drafted by the **Quality Department**, discussed during 2023 and 2024 by the **HR Coordination Working Group (CWG)** and the services and organisational structures involved in, then submitted for validation to the **HR Steering Committee (SC)** and, finally,

Approved by the **Governing Council** on

29 October 2024

Monitoring

2026

Approved by the Governing Council on

26 May 2026

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Non-discrimination & Gender balance	(10) Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. (27) Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.	**1 Gender Equality (A22)** **Action motivation:** Promotion of non-discrimination, inclusion, equal opportunities and gender equality, and fight against sexual and gender-based violence. Define and implement an integrated social responsibility policy. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A17), with new initiatives. **Action description:** The action is made of 4 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 27) **Responsible Unit** Equality Unit **Involved Areas** VR for Research, Transfer & Innovation + VR for Teaching + IDS	Q4 2030		5 GENDER EQUALITY	**Status: NEW** Equality Unit is the management instrument for the transversal incorporation of the principle of effective gender equality in all areas of the university community. Staff Support structures: Equality Commission (2011) and Equality Links (36) and Financial resources General information on Equality UVigo (activities and resources)
		1.1 Equal Opportunities & Inclusion -Implementation of promotion and awareness and dissemination initiatives, national and international conferences focused on the issues of equity, inclusion and equal science. -Equality Observatory: Reports and Studies -Seal of Equality in Research institutions -Funding for Gender Budget allocated by UVigo to centres -Egeria & Doctoral Thesis Award on Equality -*Puntos lila* (sexual violence help on-site desks at university parties) - Protocol in cases of sexual harassment or for gender reasons - Conciliation life & workload measures → see action 9.1		Q4 2030	- Number of inititatives events - Number of participants per year	2023: 2024: 24 2025: 22 2023: 2024: 1.226 2025: 3.628 Distintivo de Igualdade	**Awareness and dissemination initiatives:** Communication. Monthly equality newsletter (86 issues since 2017); active profiles in 4 social networks; a channel on UVigo TV (with 882 classified resources); campaigns; table calendar. Call for applications for grants for educational and awareness-raising activities 2025: 22 activities funded, 3,628 participants 2025 Day: *In the face of sexual violence, we advance towards equality*: 116 attendees (2024 Day, 2023 Day) International Women's Day 2026 International Day of Women and Girls in Science (2026) **Equality Observatory** Equality Observatory Report 2025 + Reports & Studies **Seal of Equality** The SoE is an UVigo-institutional award created in 2021 to make visible and give public and institutional recognition to the efforts of many people who work every day in research, teaching, knowledge transfer, management and the production of scientific knowledge, incorporating a gender and

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							feminist perspective into the sub-entities of our university. Calls & Info (Guidelines on Best practices included) **Egeria & Doctoral Thesis Award on Equality** Egeria Awards: honours students who carry out their Bachelor's and Master's theses and Doctoral thesis, with a gender perspective. Egeria Aqwards 2024: 2 Bachelor's thesis, 1 Master's thesis and 4 Doctoral thesis Egeria Awards 2024/2025: 2 Bachelor's thesis, 1 Master's thesis and 3 Doctoral thesis ***Punto lila* (Lilac points)** A virtual *Punto lila* was launched in October (available on uvigo.gal) We provide the lila points with material support and supportive training. They were carried out at the academic celebrations of San Teleco (Telecommunication), San Alberte (Sciences) and San Pepe (Industrial Engineering), 2025 More info **Sexual and gender-based harassment prevention protocol** Approved by the Governing Council on the 26th May 2025 Through the *Stop Machitroles* Observatory (which has been in operation since 2021 and belongs to the Chair of Feminisms 4.0 DEPO-UVigo) an annual report on the prevalence of digital male violence is carried out, based on the analysis of the Galician press and the complaints received by the Observatory. An information leaflet was produced and information panels were installed on three campuses. Dissemination contents on non-consensual synthetic pornography (deepfake). **Additional resources on promoting equality and sharing good practice (including research)** UVigo monthly newsletter on Equality (from 2017) UVigo TV's Equality Channel

Punto lila virtual

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		1.2 Equal Opportunities & Inclusion-Training -Implementation of transdisciplinary training aimed at academic community, student community, staff and citizens - 10th Gender Virtual Training Itinerary - Chair in feminisms 4.0. DEPO-UVIGO - Promote women's representation in STEM		Q4 2030	- Number of training events & participants (R1/R4) per year - % of R1-R4 researchers involved	(R1/IDS involved) 2024: 24 2025: 24 2024: 1.242 2025: 478 Not available	**Virtual Training Itinerary on Gender** (IFVX/VTIG) The Itinerary is made up of of 24 courses in different areas. This Itinerary aims to introduce the gender perspective in the training of the UVigo's university community. 12th edition of VTIG (from 8 April to 6 May 2025): 478 people completed the training. **Chair in feminisms 4.0. DEPO-UVIGO** Gender On Digital. Journal of Digital Feminism Launched through the Feminisms Chair 4.0 The chair continued in 2024 and 2025, with less funding and a reduction in activities: the 6th and 7th research call was maintained, funding 5 research projects in 2024 and 7 research projects in 2025 carried out by research groups from the Pontevedra and Vigo campuses. Publication of the 3rd volume of the journal Gender On Digital, the sixth GirlGeekPower awards, granted to 4 undergraduate and postgraduate students in Science and Engineering, and the 5th report of the Digital Machismo Observatory. **Promote women's representation in STEM** Resources to securing STEM futures for women **Specific activities from the UVigo research centres (examples):** CIM: Marie Tharp Award for young researches (R1&R2) CINTECX: Equality, Diversity and Inclusion Committee CINBIO: Diversity and Inclusion AtlanTTic: Gender Equality
		1.3 Equal Opportunities & Inclusion-Networking Participation to equal opportunities and inclusion national and international networks focusing on inclusion, non-discrimination and gender equality.		Q4 2030	- Number of networks (internal, national and international) - Number of actions carried out within the networks	10 networks +10 meetings & actions performed	Internal: Cintecx, IFCA, CIM Regional: Ourense and Vigo (municipal), SUG, Galician Women's Council of the Xunta de Galicia, Galician Ombudswoman's Awards Committee National: RUIGEU International: Athena, Inspire

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		1.4 Gender Balance Promotion -Implement rewarding policies to increase gender balance (research teams, managerial, decision-making bodies, selection committees, advisory groups), including gender pay gap, career progression, gender biases in assessment, work-life balance issues and gender-based violence III Gender Equality Plan 2020-2024 -Integrate gender equality and inclusiveness as Open Science practices - Favouring the incorporation of the HRS4R standards of the EC: Promote the inclusion of positive action measures on quality and competence criteria following OTM-R standards (see action 5.3)		Q4 2030	- % of (increasing of) women's in all R1-R4 levels - % of women in Research government bodies	Women in Research government bodies >50% by 2030 ↓ Research Commission: 70% (2026) Government in the research centres & institutes: 43% (2026) PI: 30,4% (2026) Research staff R1-R4: 46,8% (2026)	**Gender perspective in Research** Guidelines to incorporate gender perspective in: -research centres -research projects -research & innovation **UVigo's Gender Equality Plan** IV Gender Equality Plan is currently being drafted (III UVigo Equality Plan 2020-2024 available) **Women representation in** % There has been a sustained and widespread increase in the number of single-member bodies, collegiate bodies, research staff and PI (with the exception of research groups leadership and management with companies) Institutional bodies: -University senate 2023: M: 112 - W: 78 → 41% 2026: M 118 – W 103 → 47% -Government Council 2023: M: 31 - W: 26 → 45% 2026: M 23 – W 33 → 59% -Government team 2023: Men: 6 - Women: 5 → 45% 2026: M 4 – W 8 → 67% -Government in the research centres & institutes 2026: M 12 – W 9 → 43% -Research Commission 2026: M 3 – W 7 → 70% -Government in the centres 2023: M: 61 - W: 57 → 48% 2026: M 53 – W 74 → 58% -Department management 2023: M: 50 - W: 47 → 48% 2026: M 53 – W 47 → 47%

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							Teaching and research staff -Full Professor R4 2023: M: 142, W: 51 → 26% 2026: M 197 – W 100 → 34% -Senior Lecturer R3-R4 2023: M: 306 - W: 233 → 43% 2026: M 306 – W 251 → 45% -Lecturer R2-R3 2023: M: 108 - W: 115 → 52% 2026: M 174 – W 173 → 50% -Postdoctoral Researchers 2026: M 91 – W 109 → 54,5% -Predoctoral Researchers R1 2022/23: M: 726 - W: 807 → 53% 2024/25: M 767 – W 894 → 54% Principal investigators -Research project management 2023: M: 88 - W: 44 → 33% 2026: M 83 – W 71 → 46% -Research groups leadership 2023: M: 142 - W: 88 →36% 2026: M 222 – W 89 → 29% -Project management with companies 2023: M: 164 - W: 67 → 29% 2026: M 89 – W 12 → 12% Report on the teaching staff gender pay gap Remuneration audit of staff 2025

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Accountability (Open Science)	(6) Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, Researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.	**2 Open Science (A23)** **Action motivation:** Increase quality and impact of science by fostering reproducibility and interdisciplinarity. Make science more efficient through better sharing of resources (knowledge, data and results) Make science more reliable through better verification. Make science more responsive to society's needs. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A6 and A21), with new initiatives. **Action description:** The action is made of 5 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 19) Recommendations to the Public Sector to facilitate implementation of the OS in Spain (Spain Government, 2023) **Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Library + Research Centres + IDS + CPFP + ATIC + OPI	Q4 2028		(R1/IDS involved)	**Status: NEW** This new action will be developed in line with the National Strategy for OS (ENCA) 2023-2027.
		2.1 Open Science Strategy - Establish and approve an OS Policy in line with the ERA Principles and national legislation - Identify and update/create UVigo Rules & Norms up taking of the Policy - Publish & disseminate the Policy and Rules (web, news, social networks…) among the internal & external Stakeholders (Top-Management, Services, Research Centres, researchers…) - Join national and international initiatives to promote Open Science.		Q4 2025	- OS Policy approved - Number of dissemination events - Number of initiatives	OS Strategy Rules & Norms on OS updated	**UVigo OS Strategy & Commitments:** Strategy and Regulatory framework on OS Strategic Plan 2021-2026: Objective nº 19 Open Science Open Access (OA) institutional Policy (2013) Signatory to the OA Berlin Declaration (2018) The UVigo's Vice-rrector for R&D&I is a member of the CRUE National Committee on OS Additional content on OS available on the R&D web New estimated timing: Q2 2027
		2.2 Open Access - Promote transformative agreements with main publishers (via CRUE/CSIC and CISUG)	Library	Q4 2027	- Number of new/renewed transformative agreements achieved	2023: 3 (ACM, IEEE, RSC) (→ total 9)	**Open Publishing Agreements (OA Agreements):** Nº of new/renewed transformative agreements (Open Publishing Agreements): 2021**: 4** (ACS, Elsevier, Springer, Wiley)

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		- Engage in Open Peer Review				2026: 9 OA Agreements + additional agreements (SCOAP3, MDPI)	2022: 2 (Cambridge UP, Oxford UP) **Open Peer Review** No engaged
		- Promote incorporation of the scientific production of the UVigo into the open access institutional repository (Investigo) - Update Investigo repository to OS			- % of scientific production (research papers/data) in open access	2023: 60% → 64,97% 2024: 65% → 61,56% 2025: 70% → 55,49% 2026: 75% → 59,42% to date	**Scientific production on OA** % of scientific production in open access: 2018: 29,84% (Research Portal –Scopus-) 2019: 32,87% (Portal) 2020: 41,64% (Portal) 2021: 48,38% (Portal) 2022: 62,06% (Portal) Further information on OA Reports
		- Update and promote the dual publication system & the OJS Portal of the UVigo Publications Service - Update OJS software to automatically transfer research publications to Investigo			- Number of accesses and downloads of dual publications and scientific journals published in OJS	2023: 114.496 accesses - 175.502 downloads 2024: 85.392 accesses – 214.733 downloads 2025: 81.225 accesses – 312.866 downloads	**Institutional repository on OA (Investigo)** Investigo is the UVigo's institutional repository oriented to collect, preserve and disseminate the scientific outcomes from researcher's scientific production. Institutional web *Revistas UVigo* (*UVigo Journals*) is the official website of the Publications Service, that brings together the journals published by the service in OA with the Open Journal System (OJS).
		2.3 Open FAIR Data & Infrastructures and Services for OS - Data Management Plan for Research Projects in line with the strategic objective of driving Open Science at UVIGO (public funded researchers – Open Access by default-) - Define Research Data Management protocol for the Research CiGUS Centres - Promote the development of inter-institutional and cooperative digital infrastructures and services to keep a FAIR data repository (data and other digital objects) in order to save costs and resources and gain operational synergies (ex.: CESGA – Galician Supercomputing Center)		Q4 2028	Protocol approved	Data Management Plan model Protocol	UVigo integrates with data management platforms at different levels Galician regional level: CESGA FAIR data repository Spanish national level, in cooperation with Galicia autonomous region: An innovative platform for integrating marine data and a virtual marine laboratory using supercomputing technologies (HPC) –WP4-, with the participation of CIM (UVigo CiGUS Centre) Complementary Plans with the Autonomous Regions (RIS3/ MarineSciences - ThinkingAzul) Cooperation between the European Commission & the Spanish Government:

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							Spain joins the Open Research Europe platform to promote Open Access to scientific publications (March 2026) At present, no UVigo's specific protocol has been drawn up given that the data management plan's strategy is really more closely linked to national, international and inter-institutional and cooperative digital infrastructures to guarantee scientists' access to data-driven science (such as EOSC)
		2.4 Citizen Science - Promote practices to involve citizens in the concept, design and implementation of research projects - Fostering Citizen science seminars to encourage researchers to request citizen science projects		Q4 2028	- Number of initiatives - Number of events	+10 key initiatives & events	Royal Decree 576/2023, which amends RD 99/2011 regulating the organization of official doctoral studies, established new competencies to be acquired by the doctoral student (R1 researchers): OS and citizen science. In 2026, UVigo has been selected by CRUE/FECYT as part of a call for proposals for training in scientific communication oriented to R1 pre-doctoral researchers. Citizen science projects: FECYT has granted several project proposals from the UVigo (2025, 2026), -e.g. Postgrowth.
		2.5 Diffusion and uptake of Open Science principles and practices - Organise a national Open Science Congress - Set up incentives and recognitions to uptake of OS - Create online training contents on OS - Training for researchers at all levels (R1-R4), Library and R&D support services staff in the practice of Open Science and Citizen Science (→ see action 18)		Q4 2028	- Incentives and recognitions approved - Number of training contents created –	(R1/IDS involved) Rules on OS updated 7 online training contents	1st National OS Congress in Spain (June 2023, by UVigo in collaboration with CRUE) (+ info on CRUE, UVigo web UVigo TV) Webinar OS, Citizen Science & OA (International OA Week) UVigo, October 2025 Online training contents on OS available for & oriented to R1-R4 researchers: -OA -Access to journals & scientific articles

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							-Agreements for OA -Research data -Creative Commons licences -Investigo OA institutional repository Diffusion on UVigo's social media and UVigo TV (OA&OS Policies 2020, OS Workshop 2023, OA & OS) Specific activities from the UVigo research centres (examples): CIM: Science and Society
Evaluation/ appraisal systems	(11) Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness	**3 Open Science & Research Assessment (A24)** **Action motivation:** Study of a new appraisal system. The overall goal is to move from *traditional* forms of publications towards a balanced system based on the full account researchers' capabilities and professional experiences (diversity of contributions). **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle. **Action description:** The action is based on 3 main steps: - Join to DORA and CoARA (Coalition for Advancing Research Assessment) with the aim of move towards a new culture of assessment of research activity in all its diversity - Analyse and consider the changes (metrics) adopted by ANECA (national agency for quality in higher education) - Implement the new criteria, indicators, tools and processes, adapted to the research career R1-R4, on research assessment and recruitment process (action coordinated with 2.1 develop rules and norms for OS) - Implement the new criteria on the Extraordinary Doctorate Awards (R1-oriented) procedure	**Proposer** VR for Research, Transfer & Innovation **Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Library + VR for Teaching Research & CAI Centres + IDS + ATIC	Q4 2027	% of research assessment procedures with new criteria	(R1/IDS involved) Application of the new research assessment criteria in UVigo's calls on: -1 - Scientific production -1 -Transfer production -5 - Teaching staff calls -1 - Pre-doctoral grants -4 Other regional/international calls (funding in collaboration with other entities)	**Status: NEW** UVigo joined the CoARA and integrates in Spanish National Chapter in December 2022. By joining CoARA, UVigo commits itself to reviewing and developing the criteria, instruments and processes of responsible research assessment (RRA). UVigo incorporates in its Action Plan existing Reforming Research Assessments practices and outlines further actions regarding the CoARA commitments, along with its goals, and objectives for 2024-2027. UVigo's CoARA Action Plan 2024-2027 AP developed in 6 phases (approved by the Government Council on 20 June 2024) October 2024: Establishment of 6 working groups, comprising over 60 researchers ranged R1 to R4, and coordinated by the Vice-rector for R&D&I, with the aim of conducting a diagnosis of research activity assessment procedures, improve practices and propose adapted metrics. Initial findings from the UVigo's CoARA WGs, in January 2025.

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		Researchers will be supported to familiarise themselves with the new criteria and its implications. A plan of interventions will be developed and then executed, including but not limited to Training & Dissemination Events				Design and creation of the new tools for the new system 75% of research assessment procedures assessed with new criteria by 2027 In Progress	**National Chapter: Diagnosis & Mapping of Institutional Approach** 2025 Participation on Report on Mapping on Institutional Approaches to Research Assessment Reform: Insights from the CoARA Spanish National Chapter **Dissemination, exploitation & Communication Measures** Talks at UVigo, UdC, USC Conference presentations in ANECA, ACSUG Round tables in COARA WG, EURAXESS Network Journal articles, TV-talks, UVigo Social Media, UVigoTV, UVigo website Further information on UVigo - CoARA
Value of mobility	(29) Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.	**4 Beyond frontiers (A25)** **Action motivation:** To widen access to mobility, strengthen the value of mobility and its impact on the career progress and professional development. Internationalisation of the curriculum is a strong component of UVigo internationalisation strategy. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A5), with new initiatives. **Action description:**	**Proposer** Researchers R1&R2 EC Consensus Report 2023 **Responsible Unit** VR for Internationalisation **Involved Areas** VR for Research, Transfer & Innovation + VR for Teaching + R&D Support Service + IDS	Q2 2028			**Status: NEW** euraxess RESEARCHERS IN MOTION
		4.1 Value of Mobility - Promote mobility opportunities for researchers and staff adding new approaches to the existing ones to achieve a better impact of mobility experience. Take in consideration and recognise all the possibilities: geographical, inter-institutional,		Q2 2028	- Number of dissemination events	(R1/IDS involved) 2024/25: 21 dissemination events 2024/25: Mobility experience	2024/25: Visits to universities and research centres abroad, participation in networking events and forums with other universities, and our own activities to promote mobility (International Week 2025, Erasmus Days, information sessions, etc.) Examples:

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		inter-sectoral, inter- and trans-disciplinary and virtual mobility. Special consideration for early-career researchers R1&R2 - Update UVigo Rules & Norms up taking of the mobility in all its forms			% of R1-R2 with Mobility experience	- 51 R1 researchers (pre-doctoral) – 3% -149 R2-R4 researchers (teaching staff) – 12,4% Rules & Norms on Mobility updated by¡ 2028	Participation in the APAIE 2026 fair (Hong Kong, 23–27 February 2026), with a supporting programme of visits to universities in Hong Kong, Macao and Beijing. International Week 2025 International Mobility Regulations updated on 25 June 2024
Access to career advice	(30) Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.	**Newcomers programme** **Action motivation:** Position the U Vigo as a benchmark research institution in its geographic area, region and Euro-region Promote and encourage high-quality, innovative, and ambitious research in UVigo, with the final goal to strengthen the ability to attract external competitive grants. Support newcomer's researchers when dealing with legal and internal first-arrival procedures. **Links with the previous action plan:** Extended from previous A5 action (Welcome Pack for Visiting Research Staff _v0) → new initiatives **Action description:** The action is made of 3 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 18)			(R1/IDS involved)	

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		4.2 Welcome Manual for New Researchers - Develop & implement a Welcome Package for newcomers' researchers at UVigo (WM _v1) Addressed to stable positions extending the ongoing Manual v0. Explore the possibility of integrating content with the OPI handbook. - Implement a satisfaction measurement tool (e.g. survey) for visiting researchers	**Responsible Unit** Coordination WG **Involved Areas** VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + VR for Campuses + OPI + IDS + ATIC + R&D Support Service + University Extension Mang. Service + Teaching and Research Staff Service	Q3 2026	-Number of visiting researchers - Stakeholders' (Researchers) Satisfaction	WM _v1 2025 **Incoming:** 2023: 119 2024: 113 2025: 146 2026 (to date)**:** 20 **Total: 398** **Incoming satisfaction:** 2023: 3,5/5 → 4,55 2024: 3,75/5 → 4,79 2025: 4/5 → 4,72 2026**:** 4,25/5 **Outgoing**: 2022: 143 2023: 119 2024: 112 2025 (to date)**:**	Status: **NEW** The Welcome Pack (Manual) for visiting research staff was approved and published on November 2021 (v0). Approval of the Visiting research staff rules on July 2020. WP was updated in 2025 Visiting research staff website content updated in Q3/Q4 2025 Further information on Researchers mobility Number of visits to WM webpage: 2021: 332 2022 (Jan-May): 519 Number of visiting research staff 2019: 1 → Transparency Portal 2018/19: 54 2020: 42 → TPortal 2019/20: 25 2021: 92 → TPortal 2021: 72 2022: 135 → TPortal 2022: 116 Number of mobility research staff (R1): 2020/21: 0 incoming + 2 outgoing 2021/22: 12 incoming + 4 outgoing 2022/23: 0 incoming + 1 outgoing UVigo is working on the development of a specific manual (infographic) foreign researchers-oriented to facilitate compliance with the legal requirements for recruitment and incorporation into research groups. UVigo has developed the manual (2025), but it has not been published yet. The website will also include the sections of this manual as part of its content in the Talent Attraction section. Publishing estimate date Q3 2026. Link to section: https://opi.uvigo.gal/area-investigacion/apoio-a-atraccion-de-talento UVigo has been working on updating and improving the website dedicated to visiting researchers at the University of Vigo, which

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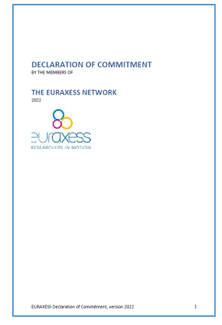
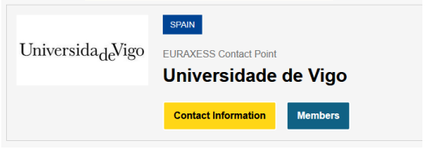
							includes information for helping the integration of visiting research staff Link to section: https://www.uvigo.gal/en/come-uvigo/visiting-research-staff Rules for visiting researchers are now available in Portuguese (2026), as well as in Galician, Spanish and English.
		4.3 EURAXESS Service Centre - Tackling the procedure for joining the EURAXESS Network: membership by Service Centre (ESC) providing support and assistance at regional and local level to researchers and their families and/or organisations acting on their behalf. First-arrival escort service to support incoming researchers with the paperwork for their entry to UVigo. The action includes the dispatch of supporting documents and reference materials to University structures, facilitating the relocation and career development of researchers in Europe. - Expand the UVigo's collaborations with public and private institutions within the framework of the EURAXESS network.	**Responsible Unit** OPI **Involved Areas** Quality + VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + IDS	Q3 2024	-Declaration of Commitment (DoC) (Accreditation)	EURAXESS Centre Accreditation by the European Commission Awarded in Q2 2024 Membership in the EURAXESS Network (join their events and services) Membership obtained in Q2 2024 6 established collaborations	**UVigo EURAXESS Service Centre (ESC)** UVigo Declaration of Commitment (DoC) submission, signed by the Rector, on 23rd Mai 2024 DoC countersigned by FECYT (Spanish EURAXESS National Organisation) on 27th September 2024  Profile of the UVigo EURAXESS Centre activated on the EURAXESS Network on 05.06.2024 https://www.euraxess.es/information/centres/universidad-de-vigo  UVigo EURAXESS Centre is now EURAXESS Welcome Office (EWO Brochure)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
							Collaborations UVigo EURAXESS Service Centre (ESC) has established contact with institutional, regional and national levels, involving key university units, public bodies and private stakeholders, to support researcher integration, career development and family needs. For example, at institutional level, it has collaborated with International Relations Office (ORI) for participation and organization of cultural events (Winter Party 2025: https://www.uvigo.gal/es/universidad/comunicacion/duvi/alumnado-internacional-benvida-ao-nadal-uvigo), with the International Projects Office (OPI-Research) to provide career development support; with private schools to facilitate discounts for researchers' children; At regional level, it has been periodically in contact through online meetings with the 2 other ESC of Galicia belonging to the universities USC and UDC to strengthen services in the region and increase visibility within the Spanish EURAXESS network; as well as in contact with the Galician Agency of Innovation (GAIN), to discuss support at regional level, and in the design of talent attraction strategies and participation in talent attraction events At national level, it has been involved in participating in the EURAXESS Spain coordination meetings (Seville in Q4 2024 and Madrid in Q3 2025). Current efforts are focusing on reinforcing and expanding cooperation with public and private actors, including collaboration with the UVIGO Employment Unit to support dual-career needs, as well as actions related to immigration procedures, housing support, the development of researchers monitoring tools, and the organization of cultural integration events. We are remaining actively engaged in the EURAXESS Network through participation in group study visits, communities of practice (CoP), and in the coordination meetings of the EURAXESS-Spain Network, maintaining regular contact with other Spanish members to exchange experiences and good practices.

C&C Principles		Improved Action Plan: 2023-2026					
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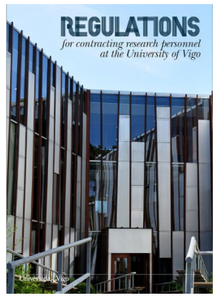
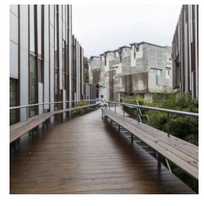
Recruitment and Selection	(12) Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers. (13) Employers and/or funders should establish recruitment procedures, which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic. (14) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever	**5 OTM-R Progress (A26)** **Action motivation:** The Open Transparent Merit Based-Recruitment process is a core principle at UVigo and needs further efforts to be improved to achieve the best alignment to the C&C principles despite of the national constraints. The main goals are: - Consider and adapt practices to recent legislative changes (LOSU and Science Law); - Improve the impact of the communication system on recruitment processes both at an administrative and stakeholders point of views; - Progressively achieve the best match of the Charter application and the national laws -Favour and support the application of foreigners candidates. -Attract talented research people **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A9 and A10), with new initiatives. **Action description:** The action is made of 4 lines of intervention. Every line is developed into three phases: - Phase 1: Projects & Mobility - Phase 2: Consortium framework - Phase 3: Other R1-R4 researchers (including Senior Researchers' applications)	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 25) EC Consensus Report 2023 **Responsible Unit** Management **Involved Areas** VR for Research, Transfer & Innovation + VR for Teaching + RPCU + Teaching and Research Staff Service +R&D Support Service + IDS + OPI	Q4 2026			Status: **NEW** 
		5.1 OTM-R Strategy - Establish and approve a OTM-R Policy in line with the ERA Principles and national legislation (for all Researchers R1-R4) - Identify and update/create UVigo Rules & Norms uptaking of the Policy - Publish & disseminate the Policy and Rules (web, news, social networks…) among the internal & external Stakeholders (Top-Management, Services, Research Centres, researchers…)		Q2 2025		OTM-R Policy Rules & Norms on OTM-R updated (R1-R4) 4 dissemination events: -Introduction Day (R1-R2) 26th February 2025 (introduction and discussion on	OTM-R Policy approved by UVigo Government Council on 26th December 2023 Regulation for contracting research personnel at UVigo (June, 2022), updating the labour reform law, in accordance with OTM-R principles (mainly R1-R2 profiles). Regulation R1&R2-oriented updated and approved on 25th June 2025 (improved alignment with OTM-R standards)

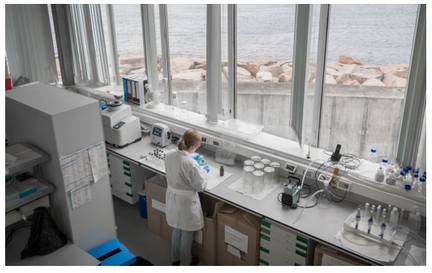
C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
	possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained. (15) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.	- Ensure sound information on OTM-R Policy in project proposals.				amendement to the regulation) -Presentation Day (R1-R2) 28th April 2025 (final regulations presented by the Rector): in-person & online event -Presentations given during the Government Councils meetings 2024-2025 -Mailing lists (researchers-oriented), July, 2025	Internal regulations covering Lecturer (R3) and Teaching Assistant (R3) updated and approved by UVigo Government Council on 30th Mai, 29th October & 2nd December 2024, and on 12th March 2025. National regulations covering R3 (Senior Lecturer) and R4 (Full Professor) updated by Royal Decree 678/2023 of 18th July, ensuring compliance with the OTM-R principles and the requirement to publish job offers on EURAXESS. Further information on UVigo OTM-R Strategy
		5.2 Standardize Research Selection & Recruitment Procedures Establish and implement an OTM-R procedure aligned with the Strategy and the best practices on public recruitment. In particular, take into account: - *Calls (Job Offers)* Revision of the calls structure (templates) to better evidence the alignment with the C&C principles. Reduce the administrative burden for the candidates - *Internationalization* of the recruitment calls and another relevant activities Translation into English of all the calls with explanatory tutorials (that is, three languages – Galician, Spanish and English-) - *Advertising positions* Ensure full use of EURAXESS and national advertising tools, in addition to UVigo tool (Secretaría virtual application) to ensure the research vacancies reach a wider audience		Q4 2026	- % of job offers managed by UVigo under the OTM-R principles (all R1-R4 profiles) - % of job offers in English (all R1-R4 profiles)	(R1/IDS involved) 100% of R1&R2 job offers OTM-R + EURAXESS (English) by 2027 **R1&R2 Job Offers:** 2023: 283/283 (100%) 2024: 400/416 (96%) 2025: 391/499 (78%) 2026 (to date)**:** 46/72 (64%) Total 2023-2026 R1&R2: 1.120/1.268 → 88%	The calls will be published at least every 15 days. A total of 13 calls for contracts in 2022 and 3 in 2023 have been published (GL-ES-EN) More than 400 contracts for researchers have been formalized UVIGO Job offers: Virtual secretary 2021: 139448 visits; (32 offers) 2022: 98401 visits; (43 offers) Hiring under a European project (17 offers: 10.367 visits) Historical data EURAXESS (job offers – mainly R1&R2-): 2016: 22 2017: 36 2018: 19 2019: 23 2020: 74 2021: 59 2022: 54 2023: 283

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		Provide information on attractive working conditions for researchers Ensure conditions to encourage external candidates to apply - *Monitoring* Monitoring and adjustment of the selection notices (drawn up according to national and university legislation) to the principles of the Charter for researchers with regards to recruitment procedures. - *Appointment phase* Ensure information to all applicants at the end of selection process. Provide adequate feedback to interviewees Ensure appropriate complaints mechanism in place - *HowTo* Implementation of a section of the University's website in English on the subject of Recruitment. Creating an English section would facilitate: - to find information about calls; - to apply to the calls; - an understanding of the recruitment mechanisms; - to access to information with reference to the different stages of recruitment; -to access to EURAXESS advertising platform; - to find information about the calls' results; - to understand which office one may contact for information Use of infographics will be privileged. - Research support staff → see action 6.2 - Salaries → see action 8.2			- % of EURAXESS job offers advertising (all R1-R4 profiles)	75% of R1-R4 job offers OTM-R + EURAXESS (English) by 2027 **R1-R4 EURAXESS (English) Job Offers:** 2023: 283/472 (60%) 2024: 405/454 (89%) 2025: 490/540 (91%) 2026 (to date)**:** 110/136 (81%) **Total 2023-2026 R1-R4: 1.288/1.700 → 76%**	**R3&R4 EURAXESS (English) Job Offers:** 2023: 0/189 (0%) 2024: 5/38 (13%) 2025: 99/141 (70%) 2026 (to date)**:** 64/64 (100%) Total 2023-2026: 168/432 (38%) Questions to be improved: • Translation into English of all the calls with explanatory tutorials (that is, three languages –Galician, Spanish and English-) for R1&R2 • Reduce the administrative burden for the candidates R3&R4 • Ensure full use of EURAXESS for R1&R2 • Provide information on working conditions and ensure conditions to encourage external candidates for R1&R2 • Provide adequate feedback to interviewees for R1&R2 • Improve information on the UVigo's teaching and research staff recruitment website for R1&R2 and R3&R4 New estimated timing: Q4 2027
		5.3 Selection Committees Promote diverse expertise, competences and experience relevant to assess candidates Update the rules dealing with these requirements - Ensure clear rules about the appointment and composition of Selection Committees (e.g. gender balance)		Q4 2026	- Number of dissemination events	See 5.1 for dissemination events	Gender balance and clear rules on the appointment and composition on Selection Committees are ensured through national regulations and internal procedures (see comments on 5.1)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Implement guidelines for Selection Committees activities - Create online training contents - Implement informative activities to the appointed selection committees before starting the selection process: presentation of the process, critical points regarding the evaluation criteria, scores, publications, conflict of interest… - Ensure training for Selection Committees in the practice of OTM-R principles and practices -					Questions to be improved: • Create online training contents (R1&R2 and R3&R4) New estimated timing: Q4 2027
		5.4 HR Offices reorganization - Training HR Offices in the practice of OTM-R principles and practices - Review and reorganization of the HR Offices participating on the OTM-R selection and recruitment of teachers and researchers processes. Ensure better support to OTM-R stakeholders (applicants, researchers, research teams, departments and research centres)		Q1 2026	-Re-organisational structure and functions approved by Government Council	Re-organisational structure OTM-R oriented by 2026	In 2022, a new unit was established specifically to recruit research staff: the Research Project Recruitment Unit (RPCU), intended to be a temporary arrangement until a new department is approved and established. Its work focuses on the recruitment of research staff for research projects (primarily R1-R2 profiles). The new Service named as the Research Human Resources Service, was finally approved and implemented in July 2024. Head of Service's job offer was advertised in Mai 2025 and the recruitment process took place between Mai and September 2025.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Working Conditions	(23) Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.	**6 Research Environment (A27)** **Action motivation:** Ensure that the most stimulating research environment is created which offers appropriate equipment, facilities and opportunities. To have qualified support staff, including research managers and administrators. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A20), with new initiatives. **Action description:** The action is made of 4 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 11, 15 and 16) EC Consensus Report 2023	Q2 2029		(R1/IDS involved)	**Status: NEW**
		6.1 Safe working practices - Anticipate risks in laboratories and establish a review plan for maintenance of research laboratories.	**Responsible Unit** Occupational Risk Prevention Service **Involved Areas** Management + VR for Planning & Sustainability + VR for Research, Transfer & Innovation + Research & CAI Centres	Q2 2027	- % of laboratories reviewed -Number of maintenance actions performed.	7 labos reviewed	List of research laboratories with reviewed risk assessments from 2023 (centres): -School of Industrial Engineering - Research Centre in Technologies, Energy, and Industrial Processes (Cintecx) - Faculty of Fine Arts - Faculty of Education and Sports Sciences - Faculty of Sciences (Vigo) - Faculty of Philology and Translation - The Campus Water building - Faculty of Sciences (Ourense)
		6.2 Research Support Staff - Fund hiring of technical staff - Improve research training for research support staff. - Regulatory recognition of research support staff, including a new essential project manager figure, to support centres and research groups.	**Responsible Unit** Management **Involved Areas** CPFP + VR for Teaching + Research & CAI Centres + Management	Q2 2027	-Number of contracts (OTM-R oriented) -Number of training initiatives - % of staff participants - Approval on Government Council	4 dissemination events: -Introduction Day (R1-R2) 26th February 2025 (introduction and discussion on amendement to the regulation) -Presentation Day (R1-R2) 28th April 2025 (final regulations presented by the Rector): in-person & online event -Presentations given during the Government Councils meetings 2024-2025	Regulation R1-R2 oriented approved on Government Council on 25th June 2025, identifies and recognises the specific profiles of research managers and research technicians. The contracts for these staff members, based on the principles of OTM-R, are ruled by this regulation and are managed by the RHR Service (see action 5.4).

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
						-Mailing lists (researchers-oriented), July, 2025	
		6.3 Research Support Services Define the needs and functions of the different university management services linked to research, knowledge transfer and international cooperation (OPI, Research Support Service, Quality, R&D Office and ORI, and Teaching and Research Staff Service). - Design the organizational chart to improve service-researcher communication - Strengthen coordination between research centres and the R&D groups and management services. - Information to the research community and awareness on re-organised management services	**Responsible Unit** Management **Involved Areas** VR for Research, Transfer & Innovation + Research & CAI Centres + Research Support Services	Q2 2028	Organizational Chart & Service functions Handbook Approval on Government Council -Number and types of coordination actions Held -Number of events	Organizational Chart & Service functions Handbook by 2028	The main functions of every area & department supporting R&D&I have been identified and are published on the website (e.g. International Projects Office). However, organisational charts and the Service functions Handbook are still to be updated and approved.
		6.4 Research Infrastructures - Optimise management and use of teaching and research spaces. - Conserve, manage and renew the infrastructures of the 3 campuses meeting criteria of maintenance, accessibility, sustainability, security and risk prevention - Improve computer security and access to Analytical study of data security UVigo information, data and publications.	**Responsible Unit** Management + VR for Planning & Sustainability **Involved Areas** VR for Research, Transfer & Innovation + VRs for Campuses + Occupational Risk Prevention Service + Research & CAI Centres + IDS	Q2 2029	-Number of maintenance actions performed -Analytical study of data security UVigo	417 actions performed (2025) Analytical study of data security by 2024	Analytical study of data security UVigo information, data and publications (2023)
		7 Participation in organisation governance (A28) **Action motivation:** Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed appropriate, that researchers shall be represented in the relevant information, consultation and decision-making bodies.	**Proposer** Researchers support staff **Responsible Unit** VR for Research, Transfer & Innovation	Q2 2028	- Rules approval on Government Council & Senate	Rules & Norms on research staff participation updated by 2028	**Status: NEW** 

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		Full recognition of the role of researchers. **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** -Reform of the rules and electoral body for the election and representation in the governance bodies for all type of researchers, including researchers support staff (research managers and administrators).	**Involved Areas** General Secretariat Management			UVigo's Statutes (draft)	The modification of the UVigo's Statutes to bring them into line with the LOSU 2/2023 (Organic Law of the Spanish National University System), started in April 2023, is now in the final stages of drafting, prior to its approval.
		8 Funding and Salaries (A29) **Action motivation:** Employers and/or funders of researchers should ensure that researchers, irrespective of their status, enjoy fair and attractive remuneration conditions (funding and/or salaries) with adequate and equitable social security provisions in accordance with national legislation and/or sectoral collective bargaining agreements. **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** The action is made of 2 lines of intervention:	UVigo 2021-2026 Strategic Plan (Obj. 26)	Q2 2028		R1/IDS involved	**Status: NEW** 
		8.1 Funding Attract talented R1& R2 researchers **Action description:** -Strengthen funding programmes.	**Responsible Unit** OPI **Involved Areas** IDS + SAID	Q2 2028	-Nº of R1&R2 researchers funded by funder/programme - Amounts of funding (€)	1 R1 + 9 R2 (2023-2026) 1.325 K€ (2023-2026)	1 MSCA DN (R1) 3 MSCA-PF (R2) 5 MSCA COFUND (R2) 1 AXA Post-doctoral fellowship (R2)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Promote a newsletter sent directly to the emails of researchers registered on the R&D mailing lists, announcing upcoming EU grant opportunities, other opportunities with approaching deadlines, important events, info days, updates on work programs, and other important resources for preparing European proposals. The newsletter includes descriptions, funding ranges, links to requests for proposals, and relevant disciplines. Past newsletters will be saved in a repository (in any case, the newsletter will also refer to expanded information on the OPI website's research section) -Explore how to disseminate equivalent information in the case of national and regional programmes			-Number of newsletters (communications)	-min 6/year OPI-Research is sending 24 newsletters per year – Biweekly periodicity Q1 Q2 Q3 Q4 2025 The newsletter is sent to a community of around 700 researchers through the internal R&D mailing list.	The newsletters are stored in a folder in the OPI-Research common files. The use of the biweekly newsletter has contributed to more balanced participation across the research community, particularly among mid-career and emerging researchers, strengthening UVigo's capacity to position itself in high-impact international projects. Proposal submission results for the 2024–2025 period demonstrate that systematic and targeted dissemination not only increases proposal volume but also fosters a more proactive and better-informed research culture. Newsletter content: open and forthcoming calls (Horizon Europe, Digital Europe, LIFE, INTERREG, cascade funding, AEI-funded European calls, and international foundation calls), events and networking opportunities (Info Days, matchmaking events and workshops, both onsite and online), and strategic information and policy updates (work programmes, guidelines and developments related to Horizon Europe, including third-country participation). Future actions will consist in strengthening strategic focus by prioritizing calls that align with the institution's scientific strengths and smart specialization areas. Further information on UVigo Talent in research attraction

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		8.2 Salaries **Action description:** -Update rules concerning salaries for researchers selected and recruited on Projects & Mobility, including early-career R1&R2 researchers.	**Responsible Unit** Management **Involved Areas** VR for Research, Transfer & Innovation + VR for Teaching + Remuneration and Social Insurances Service	Q2 2028	- Rules approval on Government Council & Senate	Rules & Norms on R1&R2 salaries updated by 2027 Collective Labour Agreement	Summary of work for approval of the Collective Labour Agreement for researchers R1&R2, and research managers and research technicians. Start of negotiations: 20 October 2025 Number of meetings to date: 10 (final agreement under approval) Main topics: -Professional classification and categories -Duration of the contracts & Stability of employment -Organisation and working conditions, and holidays -Salaries -Social security provisions and benefits -Career development
		9 Life & Workload-Balance (A30) **Action motivation:** Need of balancing Life&Workload. Increase the well-being conditions of stakeholders **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** The action is made of 4 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 24)	**Q1 2030**		R1/IDS involved	**Status: NEW**
		9.1 Balancing Life & Workload Foster personal and professional development of the university community - Study and activate measures that favour reconciliation between work, family and educational life. - Positive action measures for maternity leave	**Responsible Unit** Equality **Involved Areas** VR for Research, Transfer & Innovation + Management	Q1 2029	-Number of actions taken -(New) 4th UVigo Equality plan	4 key actions	**Measures for conciliation** -Guide for the conciliation of personal, family and work life of UVigo staff (updated in 2024) -Lactation rooms -Positive actions (call) -Equal masculinities Further information and reports on conciliation and co-responsibility

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Negotiated diagnosis of the new HR equality plan (mandatory by LOSU). - New guide with information on resources (leave, services, rights) for the reconciliation of personal, family and professional life of UVigo					**Positive action measures for maternity leave** Regulations on Teaching Dedication and Recognition at the University of Vigo 2025: (R2 to R4- researchers-oriented). **New UVigo Equality Plan** Still pending. Pay register (to be included on the Plan) developed in 2025
		9.2 Co-responsible conciliation Promoting the involvement of men in the creation of a more equitable society - Carry out awareness-raising campaigns targeting men making visible the benefits that women and men gain from equality - Develop awareness-raising campaigns with male social referents that respond to equitable models of masculinity	**Responsible Unit** Equality	Q1 2029	- Number of interventions	7 key interventions (2023-2025)	Conciliation and co-responsability of personal, family and work life of the UVigo staff New guide with information and resources (leave, services, rights), 2024 -Lactation rooms -Positive actions **Awareness-raising campaigns** Relevant interventions: -Campaign on Equal masculinities - Social media campaign -the 2024 Calendar - a repertoire of 13 sound capsules *Feminism for everybody*, 2023 -the *Homes de Coidado* (Men of Care) newspaper, with the aim of promoting reflection on caring masculinities, 2024-25 -two academic days (2024, 2025) in collaboration with the UDC and the USC, and - a care diagnosis and campaign (to be published in 2026).

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		9.3 Wellness and Sustainability Raise the awareness of sustainability and the ways to integrate it into private and working life. - Implementation of environmental sustainable interventions that improve the context and well-being of University staff & the environmental comfort (e.g. green spaces in/surrounding the teaching, research and administrative buildings, lighting systems) - Organization of events dealing with sustainability aimed at the university community and citizenship enhancing of the green heritage in the University spaces and the planting of trees in the University spaces - Creation of the new UVigo Sustainable website - University corporate wellness programme (wellbeing and sport activities)	**Responsible Unit** VR for Planning & Sustainability **Involved Areas** Management + Environment Office + Health & Wellbeing	Q1 2030	- Number of interventions -Number of events	11 key interventions & events (2023-2026)	UVigo specific websites on Sustainability: Office of Energy Services: collects data on energy consumption, renewable energy facilities, and energy generation, broken dawn by building and campus. Environment Office: information on sustainability programmes, nature, waste management, environmental education & awareness-raising, and revegetation, amongst others. Environmental awareness-raising activities developed by the OMA with the area's schools and colleges, as well as a planned reforestation campaign (with volunteers from UVigo) with the Ridimoas association in forests affected by fires. University corporate wellness programme -mUVer programmes on active & healthy lifestyle -activities and competitions (e.g. fitness, cultural routes, federated sports, activities in nature)
		9.4 Clean mobility Raise the awareness on internal clean mobility	**Responsible Unit** OMA	Q1 2028	- Number of interventions	3 key interventions & events (2023-2026)	Annual mobility survey for the calculation of the carbon footprint. Electric charging points for cars are being rolled out across the campuses (9 points on the central Vigo campus, 2 on the Ourense campus, and another 2 on the Pontevedra campus). An autonomous electric shuttle was put into operation this academic year 2025/2026 on the Vigo campus. Vigo becomes the first Spanish campus to have a connected autonomous vehicle service. This project allows advanced smart transport and cybersecurity solutions to be validated in a real-world environment.

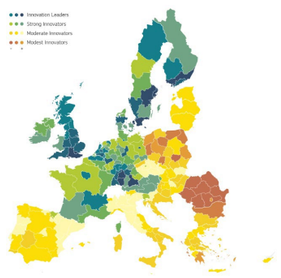
C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Working Conditions & Good Practice in Research	(7) Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.	**10 Quality Assurance & Sustainability (A31)** **Action motivation:** Continuous improvement of the quality, performance and impact in all activity areas. Some different Approaches & Requirements (QA ESG ENQA/2015, QMS ISO 9001, ISO/IEC 17025 Labos, Green Campus, Accreditation of Excellence Research Centres Program –CiGUS-...)→ need to: -Integrate QA procedures with HR C&C processes, -Establish coordination mechanisms, standardize and simplify the QA systems in place, -Promote and integrate Sustainability principles, process and programmes with QA to reach excellence in management and stakeholders' satisfaction (e.g. researchers) -Promote an agile, efficient, transparent and citizen-friendly administrative management **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A18), with new initiatives. **Action description:** The action is based on 3 assets that must be developed in parallel fostering their integration:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 10, 11, 13 and 15) **Involved Areas** Management + Support Research Services + IDS + Environment Office + Occupational Risk Prevention Service + Analysis and Programs Unit	**Q4 2030**		R1/IDS involved	**Status: NEW**

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		1 Research Quality Management System - Initial cartography of existing QA systems: principal documents, responsibilities, certification and accreditation constraints in terms of delays and commitments. - Integrated QA system Strategy: - Lead the integration - Determine the scope of integration, organisational context, risks and opportunities - Organisational structure and resources - Objectives, goals and challenges and performance feedback - Choose QA model and identify and analyse gaps - Plan the integration - Develop and implement QA system Strategy: - Processes (institutional & specifics) - Training people involved in - Maintain and improve integration	**Responsible Unit** Quality & VR for Planning & Sustainability	Q4 2030	-QA Strategy - Research Balanced Scorecard (BSC) approval -Stakeholders' Satisfaction (e.g.: Researchers)	Research QA Strategy Research Balanced Scorecard (BSC) performance Integrated Research QA System	Initial mapping of existing QA systems: key documents, responsibilities, certification and accreditation limitations in terms of delays and commitments (2023). Project proposal to integrate Quality Management Systems in the field of R&D&I, pending implementation (2023). Development of a website Ethics & Quality in featuring integrated information on research ethics, scientific integrity and best practice, as well as research Quality Assurance international, national & regional standards, including the HR Award (2024) QA Research Ecosystems (2025): QA in Research Centres & Research Support Centres
		2 Sustainability Programme Consideration of the European Green Deal, the United Nation's Agenda 2030 and the Sustainable Development Goals (SDG) EC 2021 MSC Actions Green Charter as reference Consideration of national and international metrics to measure sustainability & environmental performance and progress (e.g. Green Metric, THE Impact, CRUE indicators) - Develop and implement the Sustainability Strategy by integration with QA Strategy - Wellness & Sustainability → see action 9.3 - Training & Awareness on Sustainability → see action 18	**Responsible Unit** VR for Planning & Sustainability	Q4 2030	Green Energy: -Installed Photovoltaic Capacity -Renewable Energy Generation (PV) Carbon Footprint	>1.500 kW in 2026 Outcomes: • 2022: 411 kW • 2023: 1.179 kW • 2024: 1.179 kW • 2025: 1.759 kW >1.500 MWh/year in 2026 Outcomes: • 2022: 382,99 MWh/y • 2023: 1.177,98 MWh/y • 2024: 1.290,68 MWh/y • 2025: 1.743,92 MWh/y 25% of reduction by 2028 Outcomes (tons of CO2-equivalent):	In 2020, 43,97%UVigo's electricity consumption came from renewable sources (mainly hydraulic, wind, photovoltaic and solar thermal). In 2024, UVigo reached 56,82%. Monitoring renewable energy on https://oseu.uvigo.es In 2024, UVigo reduces its ecological footprint to a historic low of 0.19 global hectares per person. CO2 emissions to the

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
						• 2022: 19.354 tons • 2023: 16.094 tons • 2024: 14.652 tons • 2025: not available ➔ 24,29% reduction from 2021	atmosphere are also the lowest, at 14,652 tonnes of CO2 equivalent. More info
					MSCA Green Charter practices		MSCA Green Charter practices: to be considered & systematically implemented (e.g. EMAS Standards)
					UVigo Green Metric performance (SDG indicators and metrics)	Score > 8.500 by 2030 Outcomes: • 2022: 6.975 (rank 300) • 2023: 7.525 (rank 252) • 2024: 7.750 (rank 262) • 2025: 7.875 (rank 262)	The UVigo ranks 6th among Spanish HEI in the development and implementation of environmentally friendly and sustainable policies and programmes, according to the UI GreenMetric World University Ranking 2025. Improvements: +900 / -38 rank in 4y More info.
							In September 2025, UVigo joins the EUA's Sustainability working group
		3 External Awards & Recognitions - Request external evaluations according to recognized national & international standards that allow an impartial research centres and groups assessment - Facilitate the CiGUS accreditation for Research Centres.		Q4 2030	-Number of external awards and recognitions -Success rate - Position in the Rankings on Sustainability	Integrated Certification for all the Research & CAI Centres CiGUS Accreditation for 4 of 5 Research Centres by 2028	Integrated QMS ISO 9001 certification for all Research & CAI Centres not yet undertaken. CIGUS Regional Network: 3 of 7 Research Centres awarded (2024) -AtlanTTic, CIM & Cinbio- 2 of 7 Collaborative Centres awarded (2024) -ECOBAS & CINTECX (in progress to excellence)- Global QA Awards 2023-2026: 11 external Awards - 61% Success rate (CIGUS, ISO 9001, ISO/IEC 17025, hr, National Centres of Excellence)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Dissemination and exploitation of results	(8) All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.	**11 Dissemination of Results & Public Engagement (A32)** **Action motivation:** Ensure the dissemination and exploitation of the research results. Ensure that research activities are made know by society at large and improve the public's understanding of science. Reinforce the UVigo leadership as the knowledge creation and transfer agent and as the driving force for social development. **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** The action is made of 4 lines of intervention:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 9 and 16)	Q2 2028		R1/IDS involved	**Status: NEW**
		11.1 R&D&I Communication Plan - Develop an UVigo Communication Plan related to R&D&I activities to promote and disseminate scientific, technological and innovation culture among the different social agents: students, university community and citizens.	**Responsible Unit** UCC+I (Scientific Culture Unit) **Involved Areas** VR for Communication + VR for Research, Transfer & Innovation + VR for International Relations	Q4 2023	- Approval on Government Council	UVigo Scientific Communication Plan 2023-2024 UVigo Annual Scientific Dissemination Programme 2025	The UVigo Scientific Communication Plan, developed through Annual Scientific Dissemination Programmes, serves as a strategic roadmap guiding all activities related to scientific, technological, and innovation culture within the university. The annual scientific dissemination programme, *Ciencia de ida e volta* outlines and structures all initiatives carried out by the Scientific Culture Unit. The 2025–2026 plan is currently under development, while previous editions (2023, 2024 and 2025) have been successfully implemented. Funding has already been secured by the Spanish Ministry of Science, Innovation and Universities for the 2026–2027 programme. https://ucc.webs.uvigo.es/5o-aniversario-ciencia-de-ida-e-volta/
		11.2 Scientific dissemination - Create scientific dissemination content in a language that is close and accessible to the entire UVigo community. - Made available on the UVigo website and social media interviews to UVigo researchers to explain	**Responsible Unit** UCC+I (Scientific Culture Unit) **Involved Areas** VR for Communication + VR for Research, Transfer & Innovation +	Q4 2024	-Number of events/contents	26 Scientific dissemination activities (2023-2026)	A total of 26 scientific dissemination activities were carried out between 2023 and 2026 within the Plan de Ciencia de Ida e Volta. These included science communication training for researchers (4), scientific fairs (4), citizen science initiatives (2), workshops and talks in schools within the Women in Science

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		subjects of general interest and their own professional experience.	VR for International Relations + ATIC				initiative, scientific dissemination publications (6), and podcasts (10). In addition, four editions of the European Researchers' Night were successfully delivered, and more than 25 interviews featuring UVigo researchers were published on our social media. Further info on UVigo UCC website
		11.3 R&D&I Transfer Plan - Develop a Transfer Plan to promote the capacities and results of R&D&I to the socio-economic environment, addressed to the teaching and research staff, companies and other external entities. The plan will integrate activities for promotion and communication of knowledge and technological transfer (e.g. brochures, events, fairs...).	**Responsible Unit** R&D Office **Involved Areas** VR for Research, Transfer & Innovation + VR for International Relations + Research & CAI centres	Q4 2027	- Approval on Government Council	1st UVigo Knowledge Transfer Plan	Knowledge Transfer Plan currently under review (strategic approach, key areas of intervention, timelines)
		11.4 Knowledge Transfer activities - Establish knowledge transfer collaborations with entities in the socio-economic environment interested in implementing solutions to cover their innovation, knowledge or development needs. Strength the interrelationship with the local industrial environment, supporting the cooperation and investment in innovation, with direct progress in the university third mission targets. • Collaborative R&D&I • Contract research or research services • License agreements... - Strengthen entrepreneurship and self-employment mechanisms by supporting the creation of university community initiatives (spin-offs).	**Responsible Unit** R&D Office **Involved Areas** VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + Research centres + IDS +	Q2 2028	- Number of agreements, contracts and cooperation programs - Amount of contributions (M€) -Number of spin-off created	Collaborations: • 2022: 657 • 2023: 536 • 2024: 686 • 2025: 586 Amount (M€): • 2022: 5,49 M€ • 2023: 6,64 M€ • 2024: 6,48 M€ • 2025: 9,07 M€ Spin-off established: • 2022: 3 • 2023: 1 • 2024: 2 • 2025: 3	Further information on UVigo R&D Office website: -Collaborations with UVigo -Protection & valorisation of results -Knowledge-based companies -R&D&I Offer UVigo's regulations on the procurement of scientific, technical, humanities and artistic work, and any other knowledge transfer activities under the Organic Law 2/2023 on the University System, and the Law on Science, Technology and Innovation, updated in June 2024.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Foster agreements, conventions and cooperation programs with companies and Galician institutions. • Strategic alliances: chairs, industrial doctorates, joint research units… - Networking in Research → see action 21 Good practices in Research					
		11.5 Public engagement - Integrating Science Pills (series of video clips) to be disseminated among society (e.g. high schools). - Boost public engagement: - Start a mapping of Public Engagement activities - Organise cultural and knowledge-sharing events - Promote access to the University's research centres and other scientific facilities - Facilitate the planning of cultural events and their valorisation - Enhance a culture of heterogeneity, diversity and inclusion at all levels	**Responsible Unit** Scientific Culture Unit **Involved Areas** VR for Communication + VR for Research, Transfer & Innovation + VR for International Relations + VR for Students + Research & CAI Centres	Q2 2028			The integration of the Science Pills video series is ongoing, building on existing audio-visual dissemination materials. Access to research centres is partially implemented through open activities such as *ElasFanCienTec*. Diversity and inclusion are actively promoted, particularly through initiatives such as 11F Women in Science. Educational and audio-visual resources on social communication available for researchers.
		12 International visibility (A33) **Action motivation:** Enhance and promote international visibility of research activity and transfer of results Promote and support the sense of community and sense of belonging to the institution (#UVigo100x100) **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** - Fostering research activity brochures development to enhance international promotion	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 21) **Responsible Unit** VR for International Relations **Involved Areas** VR for Research, Transfer & Innovation + R&D Office + Library	Q1 2025	-Promotional material - Number of events and international collaborations -% of UVigo researchers present in ORCID	R1/IDS involved Promotional material produced (2023-2025): 7 R&D sectorial catalogues + 18 results sheets Number of international events (2023-2025): 28 75 % of UVigo researchers using an ORCID by 2025 73% (February 2026)	**Status: NEW**  Creation and updating of information materials on the UVigo's research capabilities and outcomes were promoted (three languages: Galician, Spanish and English):

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Regulate the identification of UVigo's research staff through ORCID and other individual digital identifiers to use in science, research and innovation - Manage institutional identity of the UVigo in scientific information databases.			-Number of platforms in which UVigo is present (events, membership – ASTP-...)	Number of platforms in which UVigo has an active role: -Knowledge Transfer Networks: 3 (ASTP, RedOTC and RedTransfer) -Digital Innovation Hubs: 3 (DIHgigal, Datalife and InfabHub) -Business clusters: 5 (Bioga, Viratec, Health Cluster, ClusterTIC Galicia, Clusaga)	2023: Social Sciences & Humanities catalogues 2024: Mobility & Agro-food catalogues 2025: Update of the Biotechnology , Naval Sector & Energy catalogues Intensive internationalisation activities (events, visiting foreign centres and hosting international delegations) in 2023–2025: 2023 - Science for Industry (S4I) (Madrid) - Mindtech (Vigo), U Vigo's own stand. - Transfiere Forum (Málaga). - BioSpain (Barcelona). - Conference on Transfer and Commercialisation in Social Sciences, Arts and Humanities (Santiago de Compostela). - Conference for transfer and research managers from OTRI, UGI and OPI at Galician universities 2023 (A Coruña). - Meeting with the delegation from the Centre for Genetic Engineering and Biotechnology of Cuba (CIGB). 2024: - Science for Industry (S4I) (Madrid) 18 and 19 January - Investing in science really is profitable (Santiago) 21 and 22 February - Transfiere Forum (Málaga). 20–22 March - Reception for researchers and technology transfer managers from the Universities of Valparaíso and Tarapacá (Vigo) 25 April - ABG Perspectives Galicia (Santiago) 18 May - Navalia (Vigo) 21–23 May - RedOTRI Annual Conference (A Coruña) 30–31 May - Galicia Biodays 24 (Vigo) 12–13 June - Crue R&D&I Sector Conference (Cuenca) 13–15 November - Reception for research staff from the University of Elbasan (Albania). December 2025: - Science for Industry (S4I) (Madrid) 29 and 30 January

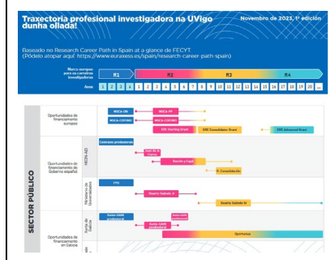
C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
							- Investing in science really is profitable (Santiago) 19 and 20 February - Transfiere Forum (Málaga). 12–14 March - Annual 'Red OTC' Conference (Málaga) 13 and 14 March - ABG Perspectives Galicia (Santiago) 18 April - Galicia BioEvent (Barcelona) 6 October - Biospain 2025 (Barcelona) 7–9 October - Reception for researchers and managers from the National Polytechnic University of Ecuador (Vigo) 14 November Furthermore, as part of the internationalisation of technology transfer, staff from the R&D Office took part in international exchanges, undertaking visits to Aalborg University (May 2024), the Polytechnic Institute of Milan (June 2024) and the University of Lisbon (June 2025).
		13 Research teams transdisciplinary collaboration (A34) **Action motivation:** Promote coordination of UVigo's research groups to develop multidisciplinary & transdisciplinary competitive proposals at national and international levels **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** - Internally disseminate the research lines undertaken by research groups at UVigo - Foster collaboration among multidisciplinary research groups involved in European proposals - Inform the university community about the latest projects approved at UVigo, their participants, project typology accompanied by photographs, links with more information so that other researchers can learn about their colleagues' work	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 22) **Responsible Unit** OPI **Involved Areas** VR for Research, Transfer & Innovation + IDS	Q2 2029	- Number of events	R1/IDS involved -3 key events	**Status: NEW** Events: Q3 2024: Multidisciplinary meeting on Climate Change (Horizon Europe) Q1 2025: Multidisciplinary meeting on the application of Artificial Intelligence in different research and knowledge fields Q4 2025: Inter-centre synergies workshop (Horizon Europe)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		and expand the information with the links we provide to effectively communicate ongoing research efforts within the university. Inform the university community about the existing information platforms: BIDI, Investigo etc - Create awareness and stimulate collaboration between multidisciplinary groups through different initiatives such as networking events, interdisciplinary seminars and examples of best practices in interdisciplinary research projects. - Foster interdisciplinary speaks (R1-oriented)			- Number of multidisciplinary & transdisciplinary proposals - Number of events (R1-oriented)	- Number of multidisciplinary & transdisciplinary proposals: 22 12 R1-oriented events (2023-2026)	Events (some examples): July 2026: CINTECX launches DCETIP 2026, an international doctoral conference on energy and industrial technologies. Early-career researchers and professionals from the industrial sector. Vigo. February 2026: Conference for R1 Early-Career Researchers: Promoting Interdisciplinarity (IIFFI). University of Granada. May 2025: ATHENA UMS – Spring School Foundations, Applications, and Future Trends in Imaging Formation and Processing For students of doctorate in the areas of physical sciences, chemistry or materials. July 2024: 11th Meeting of Young Researchers. PhD students of UVigo, USC and UDC. Santiago de Compostela.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Intellectual Property Rights	(31) Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	**14 Intellectual Assets (A35)** **Action motivation:** Boost knowledge transfer within the different university spheres **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** - Manage knowledge transfer indicators by scope and area. - Action plan for incentives and for informing research staff about intellectual property protection (training, awareness raising, advice and support).	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 23) **Responsible Unit** R&D Office **Involved Areas** VR for Research, Transfer & Innovation + Research & CAI Centres + IDS	Q4 2029	- Research Balanced Scorecard (BSC) approval by 2028 -% of increasing of Number of Patents and other Intellectual Assets. -% of researchers protecting their knowledge	R1/IDS involved BSC on the UVigo R&D&I website Protected Intellectual assets: Patents 2023: 14 2024: 13 2025: 14 Utility models: 2023: 0 2024: 2 2025: 7 Software and audio-visual registration: 2023: 2 2024: 7 2025: 5 -% of increasing (as of 2022): 21,74% <5% of researchers (2025)	**Status: NEW** During the 2023–2025 period, the UVigo organised training and awareness-raising initiatives for the research community on the importance of protecting knowledge in order to maximise its value. These activities took place both in a structured context (formal training) and informally (researchers seeking advice as part of the day-to-day work of the R&D Office). Training activities for researchers: 2023: - Course for R&D, transfer and innovation management and promotion staff 2023 within the scope of the Hei4Future project (April and May) 2024: - TRANSFER4FUTURE – Short courses on knowledge transfer (April and May) - Training course on knowledge and technology transfer (October) 2025: - Knowledge transfer and innovation management in marine sciences (July) Furthermore, technical staff from the R&D Office actively participate in delivering training courses to PhD students, technical and support staff, etc., both at UVigo and at other institutions

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Career development	(28) Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements	**15 Talent in Research (A36)** **Action motivation:** Promote the attractiveness of UVigo research destination for the best research and innovation talents (attract or return talent). Promote a merit-based career development and recognition of professional, boosting excellence. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A13), with new initiatives. **Action description:** The action is based on 4 assets:	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 7, 25) EC Consensus Report 2023	Q3 2027		R1/IDS involved	**Status: NEW**
		15.1 Talent Strategy - Design a talent recruitment and retention plan that includes innovative benefits, such as those offered in other public administrations and companies. - Design a staffing plan that responds to the present and future organisational needs of the university in the medium to long term. - Design a comprehensive policy that facilitates a real professional career, lifelong training and adequate working conditions.	**Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Management + VR for Communication + VR for International Relations + VR for Teaching + IDS	Q3 2024	- Plans approval on Government Council -Indicators set in the Talent Recruitment and Retention Plan.	Talent attraction & retention policy & plan UVigo Talent attraction & retention Plan National & International attraction calls (MCIF, JIN, MS, MZ, JdlC, Xunta-B)	Regulation for R2-R3 researchers (Assistant Lecturers) updated and approved on 24th January 2024 Contract-Programme (4 years with each of the university's teaching departments) based on a thorough needs's analysis. Example: teaching & research staff UVigo's public employment offer for 2025 Needs' analysis: Teaching and Research Staff: theoretical model for annual staffing needs Series of seminars to promote the research careers of PhD students (R1), February 2026
		15.2 Research Talent Programmes - Promote Fellowship pre-doctoral contracts Programme - Booster Research Talent Retention Programme	**Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Management + VR for Communication + VR for International	Q4 2024	- Number of contracts -Programme approval	Retention programme calls 2024 (6 contracts), 2025 (4 contracts) & 2025 extra (4 contracts)	Fellowship pre-doctoral contracts: 2023: 10 contracts 2024: 10 contracts 2025: 10 contracts (preliminary) Regional calls oriented to promote industrial PhDs in companies and technology centres (2024, 2025, 2026)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Establish a system of incentives and rewards to retain talented researchers	Relations + VR for Teaching + IDS				Example: María Zambrano (MZ) national call for R2 researchers talent retention (2024) (4 researchers)
		15.3 Career Development Paths - Draw-up a specific development strategy - Developing models for personal career plans (professional goals, customized training) Customized R1&R2 training → see action 18	**Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Management + VR for Teaching + IDS	Q3 2027		Research careers website Information & guidance Research profiles EURAXESS job oportunities	Development of a dedicated website providing information and guidance on Research careers, R1-R4 researchers-oriented (2024): -Selection & hiring -Research staff mobility -Evaluation of research activity -Training and professional development In addition: -Mobility grants for academic staff between campuses -Exemption from teaching duties for one year and other benefits -Project-based contracts with departments (over the last four years) -Continuing professional development programme for teaching staff
		15.4 Fund-raising through calls - Organise information and training events on writing applications for national and international projects calls in low success rate areas. Invite experts in proposal writing and project evaluators to provide tips and guidance on improving applications. - Organise informative events on the new Horizon Europe Program 2021-2027 and about other European calls and conduct question and answer sessions to clarify doubts and provide guidance on how to participate in European calls. - Provide detailed descriptions of each call, including objectives, eligibility criteria, and deadlines, crafting customized fact sheets tailored to the researcher's specific topic in Horizon Europe - Establish an information channel on existing European calls. - Support preparation of MSCA PF proposal with UVigo as the host institution and guide researchers in the preparation of ERC proposals	**Responsible Unit** OPI + SAID **Involved Areas** VR for Research, Transfer & Innovation + VR for Communication + VR for International Relations + Research centres + R&D Office	Q2 2025	-Number of events -Success Rate in global calls - Funds-raising (M€)	-8 events 6 key events - 15% increase in the Success rate by 2025 -56,5% succes rate (many proposals are still pending of resolution) - 31% increase of return (6M€/year) by 2025 +45,5% increase of return	Events: Workshop on drafting R&D&I project proposals (9 Dec 2024) Information session on the Marie Sklodowska-Curie call 2024 Information session on Horizon Europe projects (8 April 2025) Information session: Attracting global talent to UVigo: the role of supervisor in MSCA PF 2025 (19 June 2025) Q4 2024: Horizon Europe proposal writing workshop (3 days – 21.5 hours) Q2 2024: Information session on MSCA PF & DN (5.25 hours) Q2 2025: Information session on Horizon Europe funding opportunities for the iLingua Institute (2.5 hours – online, UVigo remote campus)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		to be carried out at UVigo (or in bringing in existing projects) and help researches to find the centre, institute or research group to develop their researching.					Q2 2025: Information session on Supervising MSCA PF Q4 2025: Training sessions (6 sessions) on best practices for integrating cross-cutting issues in Horizon Europe proposals (15 hours) Q4 2025: Training session on key aspects of writing Section 1 "Excellence" in collaborative Horizon Europe proposals (2.5 hours) UVigo provides: -Information and support to prepare MSCA PF proposals with UVigo as the host institution, guides researchers in the preparation of ERC proposals to be carried out at UVigo (or in bringing in existing projects), and helps researchers to find the appropriate centre, institute or research group to develop their researching, as part of its routine activities. Training session's area also organised on best practices for integrating cross-cutting topics in Horizon Europe proposals. - A section on the website with information on current European calls
	16 Early-careers & Stability of employment (A37) **Action motivation:** New instruments for the career development of R1&R2 researchers, thus contributing to the improvement and recognition of career prospects. Provide information, guidance and support. Counter the phenomenon of precarity and support job security and stability. Increase the attractiveness and stability of the research careers for R2 researchers by creating conditions to retain talent.	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 20) EC Consensus Report 2023	**Q1 2025**		R1/IDS involved	**Status: NEW**  The Universidade de Vigo foundation (FUVI) supports and promotes entrepreneurial activity, as well as actions to boost employment of university students.

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		Links with the previous action plan: - NEW Action for the AP 2023-2030 cycle (previous A12), with new initiatives. **Action description:** The action is made of 2 lines of intervention:					
		16.1 Fostering early-careers Promote recognition of quality research activity among early-career researchers (R1&R2). - Establish a plan for young researchers to stimulate quality research activity.	**Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** VR for Teaching + Research Centres	Q1 2025	- Plan for young researchers	Plan for young researchers approval on Government Council by 2026	Under review New estimated timing: Q4 2027
		16.2 Researcher Career Path at a glance! Plan research career is important to understand the possibilities and opportunities that the labour market and the public system offer to researchers. - Create a *Researcher Career Path in UVigo at a glance!* with useful information about positions and working contracts offered by the academic and research public Spanish Science, Technology and Innovation System oriented to UVigo-researchers. Based on the *Research Career Path in Spain at a glance!* of FECYT. - Concentrate on a specific web page all the available information to research staff on different aspects of the research career, both through specific training and external web resources from other organisations. Disseminate by social networks and other events (see action 22) - Supervision and Mentoring programme → see action 19	**Responsible Unit** Coordination WG **Involved Areas** VR for Communication + Image Area	Q4 2023	- Researcher Career Path approval by FECYT -Number of events -Number of web views	-Researcher Career Path in UVigo at a glance! 1ST edition (2023)	This action is carried out in coordination and with the collaboration of FECYT-EURAXESS Spain. Further info on R&D&I Research careers website

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		17 Research Information System (A38) **Action motivation:** Monitoring of the implementation of the research activities, by collecting indicators on the different aspects on R&D&I that will be able to take evidence-based action. **Links with the previous action plan:** - NEW Action for the AP 2023-2030 cycle **Action description:** -Define indicator set for research, knowledge transfer and international cooperation.	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 17) **Responsible Unit** VR for Research, Transfer & Innovation **Involved Areas** Analysis and Programs Unit + Quality + Library + ATIC + IDS + OPI + R&D Support Service + Research & CAI Centres	Q4 2027	- Research Balanced Scorecard (BSC) approval	R1/IDS involved - Research Balanced Scorecard (BSC) performance	**Status: NEW** BSC Proposal under review Further info on R&D&I website The Research and Innovation Careers Observatory (ReICO) could provide an opportunity to integrate reliable data on research activities and career paths.
Access to research training and continuous development	(39) Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.	**18 Skills Training (A39)** **Action motivation:** Support the stakeholders in their professional development encouraging diversity in talents, skills and competences. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A7), with new initiatives. **Action description:** This action is based on 3 assets: • CPFP Training offer: - Continuous training for research and teaching staff programmes - Advanced competences for students Extend the annual training programme to the specific needs of researchers • Doctoral School Training offer (pre-doctoral researchers, R1-oriented):	**Proposer** UVigo 2021-2026 Strategic Plan (Obj. 20) Researchers R1&R2 EC Consensus Report 2023 **Responsible Unit** CPFP **Involved Areas** + IDS + VR for Teaching + VR for Research, Transfer & Innovation + IDS + OPI + Research Centres + VR for Internationalisation + Library	Q1 2026	- Number of training activities -Number of people involved - % Researchers R1&R2 trained -Participants training satisfaction	R1/IDS involved - 1st Training Plan researchers-oriented by 2024 (annual planning of training courses) Under re-definition +150 training events R1-R4 oriented (2023-2025) +2.000 participants (2023-2025) High level of satisfaction (+4,5/5)	**Status: NEW** A dedicated R&D&I website was created in 2024 offering resources and guidance on research training and professional development CPFP Training Offer: Skills Training seeks to develop a training plan that responds to the needs of research

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		- Transversal courses IDS-managed - Specific courses managed by doctoral programmes • ATHENA European University: Training resources from its Soft Skill Academy, summer schools and talks • Library activities and training resources - The action is made of 1 line of intervention:					staff (R1-R4) in soft skills, sustainability, digital sources, scientific communication At the University Staff session on April 18, 2023, it was agreed to transform the Open School of Continuing Education (EAFP) into the Center for Postgraduate and Lifelong Learning (CPFP), which was approved by the Social Council on July 7, 2023 and published in the DOG on February 14, 2024. Training activities researchers-oriented: -2023: 5 (102 participants) -2024: 4 (93 participants) -2025: 2 (28 participants) LIBRARY Training activities R1 researchers-oriented: -2023: 18 activities - 147 participants – satisfaction level 4,59/5 -2024: 11 activities - 121 participants – satisfaction level 4,56/5 -2025: 14 activities - 142 participants – satisfaction level 4,76/5 A high level of satisfaction is showed Further information on Library Training offer ATHENA Alliance of European Universities Within the Alliance, various activities are organised, many in the BIP format (Blended Intensive Courses: list of BIPS) for different audiences: undergraduate/master's students, doctoral students, administrative/technical staff from certain areas, academic staff from certain areas, etc. No specific data broken-down by researcher profile are available INTERNATIONAL DOCTORAL SCHOOL 45 Transversal training activities (2023-2025) on cross-cutting skills, R1-oriented +900 participants (R1)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
							INTERNATIONAL PROJECTS OFFICE 3 skills training events: Q4 2024: Horizon Europe proposal writing workshop (3 days – 21.5 hours) Q4 2025: Training sessions (6 sessions) on best practices for integrating cross-cutting issues in Horizon Europe proposals (15 hours) Q4 2025: Training session on key aspects of writing Section 1 "Excellence" in collaborative Horizon Europe proposals (2.5 hours)
		18.1 Training Plan Develop an integrated training plan addressed to the needs of research staff (R1-R4) Priority themes will be as follows: -Soft skills -Sustainability -Open Science -Digital resources and competitive calls -Scientific communication -Personal data protection -Specific customized training for R1&R2		Q1 2026		Researchers Training Plan	Specific researchers training plan under re-definition New estimated timing: Q2 2028

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
Supervision	(40) Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.	**19 Supervision and Mentoring (A40)** **Action motivation:** Ensure that senior and leading researchers are capable of managing their staff and teams in a fair and non-discriminatory manner. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A17), with new initiatives. **Action description:** The action is made of 2 lines of intervention:	**Proposer** VR for Research	Q4 2025		R1/IDS involved	**Status: NEW**
		19.1 Supervision **Action description:** - Develop and implement a *Guide of good practices for supervision and management tasks* (pre-doctoral activities). Take into consideration: - MSCA Guidelines on Supervision - Guide to good practices in supervising doctoral theses	**Responsible Unit** IDS **Involved Areas** VR for Teaching + VR for Research, Transfer & Innovation + Research Centres	Q4 2025	Guide Approval & Publication Date	Code of good practices in supervision doctoral theses updated in 2025	Code (Guide) 2025 (International Doctoral School) Among its objectives, it includes criteria for promoting the quality of research, as well as ethical and social relations issues: -General recommendations -Guidelines for doctoral students - Guidelines for advisors - Guidelines for doctoral programs - Guidelines for staff -Protocols for conflict resolution

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		19.2 Mentoring programme Promote effective mentoring and appropriate career guidance for researchers who want to explore careers beyond the academic pathway. - Create a network of mentors for early-career researchers (R1&R2) - Promote external mentoring programmes within the EURAXESS network (e.g. REBECA)	**Responsible Unit** VR for Students and Employability + IDS **Involved Areas** FUVI + VR for Research, Transfer & Innovation	Q4 2025	- Project Pilot (experimental) for the development of a mentorship network. -Number of R1&R2 mentees -Number of external events promoted	35 R1 mentees (2023-2025) 5 key events	The university's employment department promotes programs and actions to support the entrepreneurship of our graduates (Incuvi Emprende, Avanza & Consolida) Mentor/mentee meetings in 2024 and 2025 – UVigo Alumni – Award ceremony Creation of a directory of mentors and Alumni worldwide 13th Doctoral School Conference – University of the Balearic Islands (23–24 October 2025): Scientific integrity & doctoral studies. Further info on Mentoring
All **(HR Programme)**	-	**20 Awareness & Communication on the Charter & HR Programme (A41)** **Action motivation:** Increase the awareness of a new ERA to foster Research & Innovation by the implementation of the C&C Principles. Promote initiatives (local, national and international) focused on the HR Programme. Improve communication, participation and embedment. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A15 & a16), with new initiatives. **Action description:** The action is made of 6 lines of intervention:	**Proposer** Coordination WG EC Consensus Report 2023 **Responsible Unit** Coordination WG	Q4 2025		R1/IDS involved	**Status: NEW**

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		20.1 HR Strategy and Action Plan & Web page Strengthen the visibility of C&C principles and HR programme towards the internal and external stakeholders - Ensure the visibility of the HR Strategy and Action Plan, HR-related documents and information of interest on the project on the institutional home page and on the structures or sub-entities home pages (e.g. research centres) - Disseminate HR Strategy & AP, activities implemented as well as benefits from their implementation, to research community and stakeholders (internal and external, foreigners included). Ensure references to the HR Strategy framework. - Revision and updating of the institutional web pages C&C contents, mainly on the area of R&D&I information - Made information available in English → see action 21.5	**Involved Areas** VR for Communication and Institutional Relations + IDS + OPI + Research & CAI Centres + Library	Q4 2025 (institutional & research centres webpages)	-Research Web pages revised & updated -Number of dissemination events	-Research Web pages updated by 2025 +90 webpages translated into English + 25 dissemination events (2023-2026)	-Research webpages revised & updated (2024-2025) (As transparent as possible and as closed as necessary). HR Programme website renewed and updated to increase internal and external visibility
		20.2 #HRS4R Strengthen the visibility of activities and events related to the program - Creation and implementation of a #HRS4R hashtag to use on all institutional media and social networks (e.g. DUVI, X-Twitter, Facebook) The #HRS4R may be used for those people with community manager functions (e.g.: at Research &CAI Centres) - Weekly meeting with communication managers to enhance the dissemination of HR	**Involved Areas** VR for Communication and Institutional + Press Office + community manager people in the sub-entities + Image Area	Q2 2024	- Number of news disseminated with #HRS4R -Number of impacts -Number of meetings	+1.000 R&D&I news dissemination #HRS4R +20 meetings (2023-2025)	DUVI (institutional UVigo news) 2023: 330 2024: 334 2025: 341 2026: 100 Social Media hr & C&C topics dissemination: -TikTok (UVigoShow): 23 in 2025, 9 in 2026 -Youtube (UVigoShow): 2 in 2026 -Women in STEAM: Projects that improve people's lives: 5 in 2025 Global Industry. Magazine of metal and associated technologies Feature: -University of Vigo: HR excellence in research (no. 15, page 27, September 2023) - Advertisement with the HR logo: 12 appearances (2025-2026)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		20.3 HR Excellence Graphic Guidelines Strengthen the visibility of HR graphic guidelines in coherence with UVigo brand & corporate identity - Creation of an HR graphic tool with logotype and resources, in different file extensions, to be used in everyday office activities (e.g. word documents, emails signatures, presentations) - Presentation to the research structures and services - Dissemination of news on the availability of the Dossier HR The HR graphic resources can be used by the whole research community and support services, and even by the rest of institutional structures or sub-entities and services. Researcher Career Path at a glance! → see action 18.2	**Involved Areas** Image Area	Q2 2024	-Number of events and people involved	HR Graphic resources	UVigo's hr specific graphic guidelines and resources (June 2023) The HR Graphic Guidelines increase visibility of the HR Strategy by using its resources across all communication channels, such as the websites website, emails, presentations and events, as well as by providing information and awareness-raising on the HR strategy during talent attraction events, such as the Information session on Supervising MSCA PF organised in Q2 2025 (see 15.4).
		20.4 HR Organizational Structure Arrange HRS4R Programme organizational structure (Working Group + Steering Committee) to better response to the 2022-26 HR Strategy and the new Charter challenges. - Revision and updating of the SC members, functions and organization - Revision and updating of the WG members, functions and organization Hold WG members fully accountable for the actions for which they are responsible, fostering a greater collaboration with people involved in. Ensure WG monitoring system. - Draw up a letter of mission with expected functions and responsibilities for SC & WG members - Disseminate information on HR Structure (social networks & web page)	**Involved Areas** Government Team	Q4 2024	- New HR Structure approval by Government Council	HR Structure adapted by 2024	HR Programme website renewed and updated HR AP deployment under the direct responsibility of the relevant departments and services Mission statement for SC & WG to be approved and published on the hr website New estimated timing: Q1 2027

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		20.5 Internationalization and mobility Ensure access in English to relevant documents for researchers and other stakeholders. - Identify and decide on typology of documents intended to translate to English (e.g. contractual and legal documents on working conditions, institutional plans, regulations or standards, good practices on research, operating instructions, everyday use forms...) - Translation into English: documents and web pages, with explanatory tutorials, if necessary, as well as HR-related documents.	**Involved Areas** VR for Communication and Institutional + VR for Internationalisation	Q4 2024	Documents and webpages in English		Translated into English: +90 webpages (R&D&I contents) Organisational regulations (in progress) → New estimated timing: Q2 2027 Guides & Codes on good practices Forms on hr topics Areas of improvement: contractual documents on working conditions

		20.6 Feedbacks from Stakeholders
		
		Involve stakeholders on C&C policies and practices.
		Improve researchers' consultation to spread the word about why researchers need to participate in all kinds of consultations initiated by the organization
		
		- Ensure and enhance periodic feedbacks from internal stakeholders procedures (examples are not exhaustive):
		  - Institutional collegiate bodies
		  - Research Commission
		  - Academic Organisation and Teaching Staff Commission
		  - Research Ethics Committee
		  - Participation of the R1-R4 on SC & WG
		  - Periodic meetings with R1-R4 representatives (including research managers and administrators)
		  - Researchers consultation – networks
		  - Engage prestigious researchers as influencers
		  - Word-of-mouth technique...
		- Ensure and enhance relations with external bodies (Xunta, national Government, CRUE...)
		
		Institutional Networking on Research
			Involved Areas	Q4 2025	- Number of events
					
					- Number of events
						-min 2/year	Periodic feedbacks from internal stakeholders (number of meetings and events available on the website):
							
							-Institutional collegiate bodies
							-Research Commission
							-Academic Organisation and Teaching Staff Commission
							- Ethics Committees
							-Diversity Commission
							-Participation of the R1-R4 on SC & WG
							-Periodic meetings with R1-R4 representatives (including research managers and administrators)
							-Researchers consultation – networks
							
							Relations with external bodies on a regular basis and depending on the issues to be discussed.
							
							EURAXESS-Spain network
							
							Areas for improvement: formal periodic meetings with R1-R4 representatives

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		21 Good practices in Research (A42) **Action motivation:** Improve the quality of all actions and results and increasing performance. Disseminate and exchange good practices inside and outside the organization to promote innovation, meet strategic goals and enhance stakeholder's satisfaction. Fostering UVigo capacity building. **Links with the previous action plan:** NEW Action for the AP 2023-2030 cycle (previous A15 & a16), with new initiatives. **Action description:** The action is made of 2 lines of intervention:	**Proposer** EC Consensus Report 2023 **Responsible Unit** Coordination WG	Q2 2030		R1/IDS involved	**Status: NEW**
		21.1 Inside (UVigo) Identify and disseminate good practice in research among the research community - Drafting and disclosure information and instructions on relevant HR and C&C topics: • What is EURAXESS? • Open Access • Research Infrastructures at UVigo • Research Stays at UVigo • OTM-R • HRS4R logotype and resources • R1-R4 Profiles • Complaints and appeals • Security and health • Data recovery / backup management • Data protection and confidentiality • … Use of infographics will be privileged - Revision and updating of the institutional web page to include these documents.	**Involved Areas** VR for Research, Transfer & Innovation + IDS + OPI + Research & CAI Centres + Library + Quality	Q4 2029	- Number of good practices disseminated	14 good practices disseminated in 4 key events (2023-2025)	2025: -Keys for drafting Section 1: Excellence in collaborative proposals for the HORIZON EUROPE programme (28 November 2025) (2 good practice) -Best practices in integrating cross-cutting aspects into proposals for Horizon Europe (25 Nov – 12 Dec 2025) (6 good practice) Presentations and awareness-raising sessions on EURAXESS resources at various events, such as: -Information session on Horizon Europe funding opportunities for the iLingua Institute (08 April 2025) Information session on Supervising MSCA PF (19 Jun 2025)

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks
		21.2 Exchange of good practices outside Outside the UVigo (other research entities) Take advantage of the experience of others being valuable to further improvements - Identify areas and practices of exchanging - Search organizations to exchange (best-in-class institutions), from Spain or abroad (e.g. FECYT – EURAXESS Spain) - Gather information on their internal performance and practices, and metrics (indicators & targets) - Compare and exchange the data from both organizations to identify gaps in company's performance - Adopt the processes, practices and policies in place within the best-in-class performer	**Involved Areas** VR for Internationalisation + VR for Communication and Institutional Relations + Library + IDS + OPI + Research & CAI Centres Quality + Press Office	Q2 2030	-Number of exchange organizations - Number of good practices exchanged	4 key exchange organisations (FECYT, Xunta, CDED, CRUE) 2 Study visits abroad	Participation in the EURAXESS-Spain network meetings in Q4 2024 in Sevilla, as well as in Madrid in Q3 2025. In addition, assistance to 2 EURAXESS Group Study Visits in Q2 2025. These experiences have enabled the exchange of good practices and the creation of informal communities of good practices between the members of the EURAXESS Network.

Final consideration:

Some actions may be extended beyond 2030 depending on the results, the organisation's strategy and the state of the art.

(e.g.: Open Science and Research Assessment, Sustainability practices, Dissemination of Results & Public Engagement)

Key:

CAI: Research Assistance Centres
CiGUS: Galician University System Network of Research Centres
CDED: Doctoral School Spanish National Council
ERA: European Research Area
ATIC: Information and Communications Technologies Area
IDS: International Doctoral School (Eido)
Obj.: Objective
OPI: International Projects Office
ORI: International Relations Office
Q: Quadrimester
RCPU: Research Projects Contracting Unit (UCPI)
SAID: Research and Development Support Service (RDSS)
CPFP: School of Continuing Studies (EAFP)
STEM: Science, Technology, Engineering and Mathematics

C&C Principles		Improved Action Plan: 2023-2026					
Title	Description (GAP Principles)	Actions	Proposer & Responsible Unit	Schedule Time	Indicators (KPI)	Targets & Outcomes	Current Status & Remarks

VR: Vice-Rector

In blue: updated information on the Monitoring 2026