

## TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2022EL748586

Name Organisation under review: Centre for Research and Technology Hellas

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SUBMISSION DATE:

DATE ENDORSEMENT CHARTER AND CODE:

### **GAP ANALYSIS**

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

## European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

<p>Status: to what extent does this organisation meet the following principles?</p>	<p>Implementation:          ++ = <b>fully</b> implemented          +/- = <b>almost but not fully</b> implemented          -/+ = <b>partially</b> implemented          -- = <b>insufficiently</b> implemented</p>	<p>In case of --, -/+, or +/-, please <b>indicate the actual "gap"</b> between the principle and the current practice in your organisation.          If relevant, list any national/regional legislation or organisational regulation currently impeding implementation</p>	<p>Initiatives undertaken and/or suggestions for improvement:</p>
<h3>Ethical and Professional Aspects</h3>			
<p>1. Research freedom</p>	<p>Fully implemented</p>	<p>Based on the results of the questionnaire 48.3% of the respondents believe that principle 1 is fully implemented, 31.5% almost but not fully implemented, 15.3% partially and 4.9% insufficiently. We consider research freedom principle as fully implemented since 79.8% of responses are positive.</p> <p>CERTH respects the freedom of thought and expression. The research directions are determined by the scientific reposponsibles or the leading researchers. Limiting factors of the research directions could be the type and the scope of available funding (usually coming from EU projects) or the research to be in line with the industrial interest/needs.</p> <p>In addition, CERTH is fully harmonised with the Greek constitution (article 16) that states: the</p>	<p>No actions will be taken.</p>

		<p>arts and science, research and teaching are free and their development and encouragement are the responsibility of the state.</p> <p>A good suggestion to the state (something that CERTH cannot affect) is state funding to be given for basic research at national level research with funding plan of more years than in EU projects.</p>	
2. Ethical principles	Fully implemented	<p>Based on the results of the questionnaire 46.3% of the respondents believe that principle 2 is fully implemented, 36.5% almost but not fully implemented, 12.8% partially implemented and 4.4% insufficiently implemented. We consider ethical principles principle as fully implemented since 82.8% of responses are positive.</p> <p>CERTH has adopted the "Ethical and Professional Conduct Code of Employees" that was produced in 2022 by the Ministry of Interior and the National transparency authority. The ethical code is available on the organization's website (<a href="https://www.certh.gr/694353FB.en.aspx">https://www.certh.gr/694353FB.en.aspx</a>).</p> <p>A Research Ethics Committee has also been appointed, as defined by Law 4521/2018. The role of the committee is to ensure that research conducted at CERTH is ethical (e.g. ethical standards and procedures for research with human beings, protect the dignity, rights and welfare of research participants etc).</p>	No actions will be taken.

		<p>In addition, the EU General Data Protection Regulation (GDPR) came into force on 25<sup>th</sup> May 2018 and brought significant changes to data protection law across the EU. CERTH is dedicated in having a data protection policy and to be in compliance with all applicable EU and national legal frameworks, fit for purpose and demonstrates an understanding of, and appreciation of natural persons in relation to their rights and the processing of personal data.</p> <p>CERTH has appointed a Data Protection Officer (DPO) to assist further the organization in its compliance with the EU GDPR (Art. 37.6) and the applicable national related framework.</p> <p>A hybrid seminar was organized by the DPO on 6th of March 2023. A dedicated webpage was created for the Data protection issues (<a href="https://www.certh.gr/gdpr.el.aspx">https://www.certh.gr/gdpr.el.aspx</a>) containing general information but also the materials from the seminar. Another seminar is planned for 2024.</p>	
3. Professional responsibility	Fully implemented	<p>Based on the results of the questionnaire 58.6% of the respondents believe that principle 3 is fully implemented, 32% that it is almost but not fully implemented, 5.9% partially and just 3.4% insufficiently. We consider professional responsibility principle as fully implemented since 90.6% of responses are positive.</p> <p>CERTH as public-funded research institute operate in accordance to the Law 4310/2014 article 19 par.3. It operates under the ministerial decision number 14770 / 22.7.2009 (B1584) where it is mentioned that the</p>	No actions will be taken.

		<p>operation of the organization is based on the internal regulation. The internal regulation is approved by the monitoring agency of the Ministry of Development, the General Secretariat for Research and Innovation.</p> <p>Regarding IPRs, according to CERTH contracts of employment, property belongs to the Organization. In addition, CERTH follows national law related to IPR protection and management (Law 2121/1993 and Law 1733/1987).</p>	
4. Professional attitude	Fully implemented	<p>Based on the results of the questionnaire 45.3% of the respondents believe that principle 4 is fully implemented, 35% that it is almost but not fully implemented, 14.3% partially and just 5.4% insufficiently. We consider professional attitude principle as fully implemented since 80.3% of responses are positive.</p> <p>The behaviour at CERTH in the majority of the replies characterized as impeccably and this could be explained because CERTH applies high professional standards. Regarding funding, the inadequate government funds leads researchers to constantly look for funding from other sources like EU projects.</p> <p>The implementation of research projects is subject to funding regulations imposed by the funder (e.g. EU, national/regional funds). CERTH follows strictly these regulations during project implementation by following all the necessary procedures (e.g. reporting, auditing, financial statements etc).</p>	No actions will be taken.

5. Contractual and legal obligations	Fully implemented	<p>Based on the results of the questionnaire 36.5% of the respondents believe that principle 5 is fully implemented, 30% that it is almost but not fully implemented, 20.2% partially and 13.3% insufficiently. We consider professional attitude principle as fully implemented since 66.5% of responses are positive.</p> <p>All the contractual and legal obligations are applied at CERTH. The Contracts are prepared based on the national legal framework for the operation of a research organization in Greece with CERTH's status.</p> <p>The hiring and contracts and all the legal documents signed by the organization are checked from the relative departments but also from the Legal department of CERTH.</p> <p>The contract (which includes also the obligations of the researchers) is available on My Certh, a password protected area of CERTH's website where each researcher/employee can access all the important information for him: contract, attendances, absences, travels, timesheets, payments, etc.. In addition, via My Certh the researchers/employees can interact with the administration departments, by sending requests, submit payments, etc. Some times the procedures are longer than expected due to bureaucracy created by the national legal framework processes that should be followed.</p>	No actions will be taken.
6. Accountability	Fully implemented	Based on the results of the questionnaire 51.7% of the respondents believe that principle 6 is fully implemented, 32% that it is almost but not	No actions will be taken.

		<p>fully implemented, 8.9% partially and 7.4% insufficiently. We consider professional attitude principle as fully implemented since 83.7% of responses are positive.</p> <p>CERTH follows national and EU regulations concerning the financial management and auditing through its financial office (e.g. national rules and regulations, DIAVGEIA-transparent management of public funds, specific rules of programs and projects funded at regional, national and EU level)</p> <p>Following specific regulations and rules increases time-consuming processes. For example, complexity of bureaucracy arises both from the current legislation and the various rules of financial management, depending on the type of the research project.</p> <p>All the financial management principles are transparent due to the regulations that applied. The efficiency is an issue because in most of the cases the application of the regulations is time consuming due to the bureaucratic processes.</p>	
7. Good practice in research	Fully implemented	Based on the results of the questionnaire 44.3% of the respondents believe that principle 7 is fully implemented, 33.5% almost but not fully implemented, 17.2% partially implemented and 4.9% insufficiently implemented. We consider good practice in research principle as fully implemented since the majority of the responses (44,3%) are fully implemented. It is	No actions will be taken.

		<p>important to mention that 77.8% of the responses are positive.</p> <p>CERTH has in place a Health and Safety Committee. The role of the committee is to request, enforce and monitor relative actions in the organization.</p> <p>There is a dedicated webpage for Health and Safety committee (<a href="http://seeketa.certh.gr/eyae">http://seeketa.certh.gr/eyae</a>) where employees can be informed about the members and the activities of the committee but also to send their requests, suggestions and comments.</p> <p>Internal safety rules exist in laboratories with sensitive technological infrastructures and the equipment is adequately protected and maintained in order to ensure scientific personnel safety.</p>	
8. Dissemination, exploitation of results	Fully implemented	<p>Based on the results of the questionnaire 40.9% of the respondents believe that principle 8 is fully implemented, 36.9% almost but not fully implemented, 14.8% partially implemented and 7.4% insufficiently implemented. We consider dissemination and exploitation of the results principle as fully implemented since the majority of the responses (40,9%) are fully implemented. It is important to mention that 77.2% of the responses are positive.</p> <p>CERTH established the last years a Technology Transfer office which was strengthened with 3 new employees on 2022. The office is</p>	No actions will be taken.



		<p>specialized in the protection and commercial exploitation of intellectual property as well as the development of innovative entrepreneurship. The office works on the systematization of services, documents and procedures related to the transfer of technology and the establishment of spin-offs.</p> <p>CERTH has 19 spin off companies, 6 were established on 2021 and one on 2022.</p>	
9. Public engagement	Fully implemented	<p>Based on the results of the questionnaire 39.4% of the respondents believe that principle 9 is fully implemented, 31% almost but not fully implemented, 22.2% partially implemented and 7.4% insufficiently implemented. We consider good practice in research principle as fully implemented since the majority of the responses (39,4%) are fully implemented. It is important to mention that 77.*% of the responses are positive.</p> <p>CERTH organizes a series of activities and open events in order to ensure that research activities are made known to society. Activities related to public engagement include:</p> <ul style="list-style-type: none"> <li>- the researchers' night events</li> <li>- participation in exhibitions (national and EU)</li> <li>- Public Lectures</li> <li>- Open doors to school students</li> <li>- Lab visits</li> <li>- Online events</li> </ul>	No actions will be taken.
10. Non discrimination	Fully implemented	<p>Based on the results of the questionnaire 46.8% of the respondents believe that principle 10 is</p>	No actions will be taken.

		<p>fully implemented, 30% almost but not fully implemented, 14.8% partially implemented and just 8.4% insufficiently implemented. We consider non discrimination principle as fully implemented since the majority of the responses (46.8%) are fully implemented. It is important to mention that 76.8% of the responses are positive.</p> <p>CERTH has recently established the Gender Equality Committee (GEC). The role of the committee is the update and the monitoring of the Gender Equality Plan (GEP). CERTH's Gender Equality Plan is available in the following link:  <a href="https://www.certh.gr/dat/4F4B18DB/file.pdf">https://www.certh.gr/dat/4F4B18DB/file.pdf</a></p> <p>In general, no serious cases of discrimination (direct/indirect, harassment, disability access is ensured for all campus buildings) are reported.</p>	
11. Evaluation/ appraisal systems	Almost but not fully implemented	<p>Based on the results of the questionnaire 25.1% of the respondents believe that principle 11 is fully implemented, 34% almost but not fully implemented, 24.6% partially implemented and 16.3% insufficiently implemented. We consider evaluation/appraisal system principle as almost but not fully implemented since the majority of the responses (34%) are almost but not fully implemented. In general, 59.1% of the responses are positive.</p> <p>CERTH and its institutes are appraised by external evaluators on a regular basis. Such appraisals are carried out based on the Greek law.</p>	No actions will be taken.

		<p>Particularly for staff performance evaluation and reward, there is evaluation process only for the directors of institutes and the president of the organization based on the Greek law. As for the rest of the personnel there is no system available to assess workforce in the public sector and appraisal. Unfortunately, CERTH cannot establish a different policy than the one the national legislation mandates.</p> <p>To address this gap and deliver equality, CERTH can take advantage of the right based on the national legislation to offer annual bonus, which refers to additional work carried out.</p>	
<b>Recruitment and Selection</b>			
12. Recruitment	Fully implemented	<p>Based on the results of the questionnaire 46.3% of the respondents believe that principle 12 is fully implemented, 33.5% almost but not fully implemented, 11.8% partially implemented and 8.4% insufficiently implemented. We consider evaluation/appraisal system principle as fully implemented since the majority of the responses (46.3%) are fully implemented. It is important to mention that 79.8% of the responses are positive.</p> <p>All staff members of the organization (e.g. Researchers, Special Operating Scientists, Administrative, Technical and other staff) are hired under specific procedures that are clearly defined by national regulations and laws.</p> <p>The recruitment of staff (permanent or temporary) is controlled and approved by the central government through the Ministries.</p>	No actions will be taken.

13. Recruitment (Code)	Fully implemented	<p>Based on the results of the questionnaire 55.2% of the respondents believe that principle 13 is fully implemented, 27.6% almost but not fully implemented, 9.4% partially implemented and 7.9% insufficiently implemented. We consider recruitment principle as fully implemented since the majority of the responses (55.2%) are fully implemented. It is important to mention that 82.8% of the responses are positive.</p> <p>Based on the national law all job vacancies are published in "Diavgeia" platform, a national state-owned website promoting transparency in the public sector. Ongoing effort is made every year to reach the same target in terms of jobs' announcements on EURAXESS Jobs portal.</p> <p>CERTH is the coordinator of EURAXESS Greece network and the members of the national network every year uploads job vacancies for all the organizations in Greece in collaboration with the General Secretariat for Research and Innovation of the Ministry of Development.</p>	No actions will be taken.
14. Selection (Code)	Fully implemented	<p>Based on the results of the questionnaire 49.8% of the respondents believe that principle 14 is fully implemented, 28.1% almost but not fully implemented, 13.3% partially implemented and 8.9% insufficiently implemented. We consider selection principle as fully implemented since the majority of the responses (49.8%) are fully implemented. It is important to mention that 77.9% of the responses are positive.</p>	No actions will be taken.

		<p>CERTH has recently established the Gender Equality Committee (GEC). The role of the committee is the update and the monitoring of the Gender Equality Plan (GEP). CERTH's Gender Equality Plan is available in the following link:  <a href="https://www.certh.gr/dat/4F4B18DB/file.pdf">https://www.certh.gr/dat/4F4B18DB/file.pdf</a></p> <p>Based on the 2022 data 36% of the personnel are women and 64% men. The GEP is dedicated to change the existing situation and bring gender balance.</p>	
15. Transparency (Code)	Fully implemented	<p>Based on the results of the questionnaire 49.3% of the respondents believe that principle 15 is fully implemented, 26.6% almost but not fully implemented, 17.7% partially implemented and 6.4% insufficiently implemented. We consider transparency principle as fully implemented since the majority of the responses (49.3%) are fully implemented. It is important to mention that 75.9% of the responses are positive.</p> <p>Based on the national law all job vacancies are published in "Diavgeia" platform, a national state-owned website promoting transparency in the public sector. There are very specific procedures described in the national law regarding the description of any position, the publicity and the selection procedure (committees).</p> <p>In addition, CERTH is the coordinator of EURAXESS Greece network and the members of the national network every year uploads job vacancies for all the organizations in Greece in collaboration with the General Secretariat for</p>	No actions will be taken.

		Research and Innovation of the Ministry of Development.	
16. Judging merit (Code)	Fully implemented	<p>Based on the results of the questionnaire 59.1% of the respondents believe that principle 16 is fully implemented, 27.6% almost but not fully implemented, 9.9% partially implemented and 3.4% insufficiently implemented. We consider judging merit principle as fully implemented since the majority of the responses (59.1%) are fully implemented. It is important to mention that 86.7% of the responses are positive.</p> <p>As already mentioned based on the national law all job vacancies are published in "Diavgeia" platform, a national state-owned website promoting transparency in the public sector.</p> <p>There are very specific procedures described in the national law regarding the description of any position, the publicity and the selection procedure (committees). In the description of each position are described the qualifications needed for a candidate to be selected. The candidates submit their candidateship with the qualifications on a dedicated website (<a href="https://jobs.certh.gr/">https://jobs.certh.gr/</a>), so in the selection process all the qualifications of the candidates are taken in to account.</p>	No actions will be taken.
17. Variations in the chronological order of CVs (Code)	Almost but not fully implemented	Based on the results of the questionnaire 30.5% of the respondents believe that principle 17 is fully implemented, 42.4% almost but not fully implemented, 18.7% partially implemented and 8.4% insufficiently implemented. We consider principle 17 as almost but not fully implemented since the majority of the	No actions will be taken.

		<p>responses (42.4%) are almost but not fully implemented. It is important to mention that 72.9% of the responses are positive.</p> <p>National legislation concerning leaves and other related actions that may bring variations in the chronological order of CVs is followed by CERTH, Law 4472/2017.</p> <p>There is room for improvement. Career breaks or time fluctuations are usually evaluated through the number of publications and the attracted funding of the researcher, thus usually they are considered as problematic, suggestive of a lack of focus and time loss. Unfortunately, there is no procedure in place for how career breaks are/should be evaluated.</p> <p>CERTH cannot establish a different policy than the one the national legislation mandates.</p>	
18. Recognition of mobility experience (Code)	Fully implemented	<p>Based on the results of the questionnaire 51.2% of the respondents believe that principle 18 is fully implemented, 31% almost but not fully implemented, 13.8% partially implemented and 3.9% insufficiently implemented. We consider recognition of mobility experience principle as fully implemented since the majority of the responses (51.2%) are fully implemented. It is important to mention that 82.2% of the responses are positive.</p> <p>Mobility experience is recognized positively in CERTH. It is a common practice researchers to take secondments in the frame of EU projects in the frame of collaboration with other organizations in Europe.</p>	No actions will be taken.

19. Recognition of qualifications (Code)	Fully implemented	<p>Based on the results of the questionnaire 56.7% of the respondents believe that principle 19 is fully implemented, 27.1% almost but not fully implemented, 11.8% partially implemented and 4.4% insufficiently implemented. We consider recognition of qualifications principle as fully implemented since the majority of the responses (56.7%) are fully implemented. It is important to mention that 83.8% of the responses are positive.</p> <p>CERTH follows Greek national legislation concerning the recognition of professional qualifications. For example, for those that have obtained a foreign (non-Greek university) degree, the recognition of diploma is required by the Hellenic National Academic Recognition Information Centre (DOATAP), which is a costly and time-consuming process, though it can be done online. DOATAP is the official body of the Hellenic Republic for the academic recognition of titles and qualifications awarded by foreign Higher Education Institutions, as well as for the provision of accurate information on the Higher Educations Institutions and qualifications in Greece and abroad.</p>	No actions will be taken.
20. Seniority (Code)	Fully implemented	<p>Based on the results of the questionnaire 50.2% of the respondents believe that principle 20 is fully implemented, 33% almost but not fully implemented, 12.8% partially implemented and 3.9% insufficiently implemented. We consider seniority principle as fully implemented since the majority of the responses (50.2%) are fully implemented. It is important to mention that 83.2% of the responses are positive.</p>	No actions will be taken.



		Seniority is respected at CERTH. Qualifications of the researchers are linked to the job requirements. The procedures about hiring are already explain in previous principles.	
21. Postdoctoral appointments (Code)	Fully implemented	<p>Based on the results of the questionnaire 51.2% of the respondents believe that principle 21 is fully implemented, 31% almost but not fully implemented, 8.4% partially implemented and 9.4% insufficiently implemented. We consider postdoctoral appointments principle as fully implemented since the majority of the responses (51.2%) are fully implemented. It is important to mention that 82.2% of the responses are positive.</p> <p>CERTH follows the rules that national legislation mandates to hire postdoctoral researchers.</p> <p>However, it seems that specific issues exist, particularly concerning the duration of the postdoctoral period (e.g. in some cases in Greece postdoctoral researchers remain many years in this status). Unfortunately, due to the limited permanent positions, it is broadly recognized that not all postdoc researchers can pursue a career as an independent researcher and get a permanent position.</p>	No actions will be taken.
<b>Working Conditions and Social Security</b>			
22. Recognition of the profession	Fully implemented	Based on the results of the questionnaire 48.3% of the respondents believe that principle 22 is fully implemented, 25.1% almost but not fully implemented, 18.7% partially implemented and 7.9% insufficiently implemented. We	No actions will be taken.

		<p>consider recognition of the profession principle as fully implemented since the majority of the responses (48.3%) are fully implemented. It is important to mention that 73.4% of the responses are positive.</p> <p>Apart from researchers (permanent staff), CERTH may employ collaborating researchers, PhD/master students, science technicians, administrative and other staff, with a fixed-term contract, a sponsorship/scholarship or a freelance contract which are covered from non-regular budget (e.g. EU funded projects).</p> <p>However, CERTH does not treat fixed-term employees differently. All researchers on fixed-term or similar contracts have access to the same services, career and learning development opportunities as other members of the personnel.</p> <p>CERTH recognizes the professional status of researchers from the first and during all stages of their career.</p>	
23. Research environment	Fully implemented	<p>Based on the results of the questionnaire 40.9% of the respondents believe that principle 23 is fully implemented, 28.6% almost but not fully implemented, 20.2% partially implemented and 10.3% insufficiently implemented. We consider research environment principle as fully implemented since the majority of the responses (40.9%) are fully implemented. It is important to mention that 69.5% of the responses are positive.</p>	No actions will be taken.

		CERTH ensures with high quality facilities and resources the suitable research environment for researchers to develop their research.	
24. Working conditions	Fully implemented	<p>Based on the results of the questionnaire 40.9% of the respondents believe that principle 24 is fully implemented, 27.1% almost but not fully implemented, 18.2% partially implemented and 13.8% insufficiently implemented. We consider working conditions principle as fully implemented since the majority of the responses (40.9%) are fully implemented. It is important to mention that 68% of the responses are positive.</p> <p>24. Working conditions</p> <p>The working conditions and regulations in CERTH are suitable for the researchers. CERTH offers to researchers all the flexibility the legal framework allows, but there are limitations like teleworking. Teleworking was active during the Covid-19 crisis but after that the state mandated the all employees should return in the pre Covid-19 status of in person working in the premises of the organization. There are only few special cases that can take advantage of teleworking (e.g. health issues).</p>	No actions will be taken.
25. Stability and permanence of employment	Fully implemented	<p>Based on the results of the questionnaire 36.5% of the respondents believe that principle 25 is fully implemented, 22.7% almost but not fully implemented, 23.6% partially implemented and 17.2% insufficiently implemented. We consider stability and permanence of employment principle as fully implemented since the majority of the responses (36.5%) are</p>	No actions will be taken.

		<p>fully implemented. It is important to mention that 59.2% of the responses are positive.</p> <p>As mentioned in principle 22, apart from researchers (permanent staff), CERTH may employ collaborating researchers, PhD/master students, science technicians, administrative and other staff, with a fixed-term contract, a sponsorship/scholarship or a freelance contract which are covered from non-regular budget (e.g. EU funded projects).</p> <p>However, CERTH does not treat fixed-term employees differently. All researchers on fixed-term or similar contracts have access to the same services, career and learning development opportunities as other members of the personnel.</p> <p>While CERTH seeks to give researchers stable employment, contract renewals and stability for non-permanent researchers are dependent on projects' duration and insecurity of funding. CERTH receives specific annual state subsidies to cover employment costs of permanent staff only.</p> <p>Contracts can be also subject to national legislation (e.g. specific types of employment contracts cannot exceed 12 months). Therefore, funded projects cannot fully guarantee a fixed-term contracts and employment stability.</p>	
26. Funding and salaries	Fully implemented	Based on the results of the questionnaire 30% of the respondents believe that principle 26 is fully implemented, 32% almost but not fully	No actions will be taken.

		<p>implemented, 24.1% partially implemented and 13.8% insufficiently implemented. We consider funding and salaries principle as fully implemented since the majority of the responses (40.9%) are fully implemented. It is important to mention that 69.5% of the responses are positive.</p> <p>Salaries for public-sector staff members are determined by the legislation at the national level. Salaries and social security benefits are regulated and monitored by the Single Payment Authority Application (EAP) for all public-sector research centers.</p> <p>As such, salaries and social security provisions depend on the kind of employment and the source of funding (e.g. national / European programmes).</p> <p>As mentioned in principle 11, CERTH can take advantage of the right based on the national legislation to offer annual bonus, which refers to additional work carried out.</p>	
27. Gender balance	Fully implemented	<p>Based on the results of the questionnaire 51.7% of the respondents believe that principle 27 is fully implemented, 25.6% almost but not fully implemented, 13.3% partially implemented and 9.4% insufficiently implemented. We consider gender balance principle as fully implemented since the majority of the responses (51.7%) are fully implemented. It is important to mention that 77.3% of the responses are positive.</p>	No actions will be taken.

		<p>As it is already mentioned in principle 14, CERTH has recently established the Gender Equality Committee (GEC). The role of the committee is the update and the monitoring of the Gender Equality Plan (GEP). CERTH's Gender Equality Plan is available in the following link:  <a href="https://www.certh.gr/dat/4F4B18DB/file.pdf">https://www.certh.gr/dat/4F4B18DB/file.pdf</a>.</p> <p>Based on the 2022 data 36% of the personnel are women and 64% men. The GEP is dedicated to change the existing situation and bring gender balance.</p>	
28. Career development	Fully implemented	<p>Based on the results of the questionnaire 27.1% of the respondents believe that principle 28 is fully implemented, 26.6% almost but not fully implemented, 24.6% partially implemented and 21.7% insufficiently implemented. We consider career development principle as fully implemented since the majority of the responses (27.1%) are fully implemented. It is important to mention that 53.7% of the responses are positive.</p> <p>CERTH provides training and career development opportunities on an ad-hoc basis, at the level of laboratories or research institutes. What is missing is a central mechanism for training.</p> <p>Moreover, CERTH has established specific actions and units to support career and professional development (e.g. EURAXESS service center). CERTH is the coordinator of EURAXESS Greece network which offers personalized information and career development advices.</p>	<p>Support researchers on continuous improvement in terms of new knowledge and skills at institutional level. Mapping of the specific needs and addressed the existing gaps. Based on the findings will be designed a tailor-made methodology for the collection of training needs and design of training sessions that will be proposed at CERTH's administration.</p>

29. Value of mobility	Fully implemented	<p>Based on the results of the questionnaire 36.9% of the respondents believe that principle 29 is fully implemented, 35% almost but not fully implemented, 20.7% partially implemented and 7.4% insufficiently implemented. We consider value of mobility principle as fully implemented since the majority of the responses (36.9%) are fully implemented. It is important to mention that 71.9% of the responses are positive.</p> <p>CERTH supports sabbatical and other similar leaves for researchers and other staff. All details regarding educational leaves are done based on the national law for cross-national mobility (Law 4310/2014, Art.36, p4).</p> <p>CERTH supports researchers' mobility through the EURAXESS Network (especially within the EU). CERTH is the coordination of the Greek EURAXESS network, which 13 members (the majority of the universities and research centres) with geographic coverage of the country.</p>	No actions will be taken.
30. Access to career advice	Insufficiently implemented	<p>Based on the results of the questionnaire 16.7% of the respondents believe that principle 30 is fully implemented, 14.8% almost but not fully implemented, 26.1% partially implemented and 42.4% insufficiently implemented. We consider access to career advice principle as insufficiently implemented since the majority of the responses (42.4%) are insufficiently implemented. It is important to mention that 68.5% of the responses are negative.</p>	Provide institutional professional counselling. Mapping of the specific needs and address the existing gaps in career advice. Based on the findings will be prepared a methodology for the organization of a tailor-made advice/mentoring scheme that will be proposed at CERTH's administration.

		<p>CERTH supports career advice through specific structures and mechanisms. E.g. EURAXESS career development advices, National Contact Points, Grants office, Training seminars and info days organized ad-hoc etc.</p> <p>However, is missing a central advice/mentoring schemes and structure specialized to support and facilitate career development.</p>	
31. Intellectual Property Rights	Fully implemented	<p>Based on the results of the questionnaire 41.9% of the respondents believe that principle 31 is fully implemented, 32% almost but not fully implemented, 17.7% partially implemented and 8.4% insufficiently implemented. We consider intellectual property rights principle as fully implemented since the majority of the responses (41.9%) are fully implemented. It is important to mention that 73.9% of the responses are positive.</p> <p>National Law and CERTH employment contracts regulate IPR issues. When it is necessary CERTH's Legal office support the protection and management of IPR. In addition, Technology Transfer office can support researchers to transform research results to spin-off.</p> <p>Based on the 2022 annual report CERTH has 35 research results are under feasibility and economic exploitation investigation.</p>	No actions will be taken.
32. Co-authorship	Fully implemented	<p>Based on the results of the questionnaire 53.2% of the respondents believe that principle 32 is</p>	No actions will be taken.



		<p>fully implemented, 26.1% almost but not fully implemented, 12.8% partially implemented and 7.9% insufficiently implemented. We consider co-authorship principle as fully implemented since the majority of the responses (53.2%) are fully implemented. It is important to mention that 79.3% of the responses are positive.</p> <p>CERTH supports and encourages researchers, at any stage of their career, to communicate their research work through publications, participation in scientific conferences, issuing patents if relevant etc.</p> <p>Authorship issues are addressed at CERTH. Regarding patent authorship, support is provided by CERTH and in accordance to the national legislation. As for paper publication and authorship researchers are assisted through seminars organized at an ad-hoc basis.</p>	
33. Teaching	Almost but not fully implemented	<p>Based on the results of the questionnaire 26.6% of the respondents believe that principle 33 is fully implemented, 27.1% almost but not fully implemented, 24.1% partially implemented and 22.2% insufficiently implemented. We consider teaching principle as almost but not fully implemented since the majority of the responses (27.1%) are almost but not fully implemented. It is important to mention that 73.9% of the responses are positive.</p> <p>CERTH is not an organization that provides academic degrees. Some of the researchers are teaching to Universities of the region or abroad</p>	No action will be taken.

		<p>but also professors of universities are collaborating with CERTH usually in projects.</p> <p>Epecially for PhD students CERTH collaborates with the Aristotle University of Thessaloniki. In the frame of this collaboration the practical part in labs is done at CERTH, the theoretical part at the Aristotle University and the degree is provided by the University.</p>	
34. Complains/ appeals	Fully implemented	<p>Based on the results of the questionnaire 36.9% of the respondents believe that principle 34 is fully implemented, 28.6% almost but not fully implemented, 19.7% partially implemented and 14.8% insufficiently implemented. We consider complains/appeals principle as fully implemented since the majority of the responses (36.9%) are fully implemented. It is important to mention that 65.5% of the responses are positive.</p> <p>In the updated internal regulation, it is mentioned that the role and responsibilities of CERTH's Ombudsman will be currently taken on by CERTH ethics committee. Only in case the load of work of the committee will be high, a dedicated Ombudsman Office will be established. The appointment of the Ombudsman will be BoD's responsibility. In general, no serious cases of complains/appeals are reported.</p>	No actions will be taken.
35. Participation in decision-making bodies	Fully implemented	Based on the results of the questionnaire 35% of the respondents believe that principle 35 is fully implemented, 33.5% almost but not fully	No actions will be taken.

		<p>implemented, 20.2% partially implemented and 11.3% insufficiently implemented. We consider participation in decision making bodies principle as fully implemented since the majority of the responses (35%) are fully implemented. It is important to mention that 68.5% of the responses are positive.</p> <p>CERTH has a Researchers Union and Employees Union. Researchers and employees should become members of the union in order to be represented. The two unions are collaborating each other. Based on the national legislation one representative from each Union is member of the Board of Directors. This way both researchers and employees can express (via the representatives) their requests.</p>	
<b>Training and Development</b>			
36. Relation with supervisors	Almost but not fully implemented	<p>Based on the results of the questionnaire 36% of the respondents believe that principle 36 is fully implemented, 36.5% almost but not fully implemented, 15.8% partially implemented and 11.8% insufficiently implemented. We consider relation with supervisors principle as almost but not fully implemented since the majority of the responses (36.5%) are almost but not fully implemented. It is important to mention that 72.5% of the responses are positive.</p> <p>European Commission is investing in the professionalization of the role of Research Managers. CERTH participates in one of the two existing pilot EU project CARDEA: Career Acknowledgement for Research (Managers)</p>	Based on the experience from CARDEA project CERTH will organize an annual training courses for research managers (which includes research group supervisors) in order to help them improve supervision practices and routines.

		<p>Delivering for the European Area. One of the roles of the Research Manager is to provide supervision in the researchers' research work. In general, the relationship between young researchers and their supervisors in CERTH are good, no cases with supervisor issues were reported. In case of potential disagreement, we assume that minor issues and are solved at the level of the laboratory.</p> <p>In addition, CERTH adopted the "Ethical and Professional Conduct Code of Employees" that was produced in 2022 by the Ministry of Interior and the National transparency authority. The ethical code is available on the organization website: <a href="https://www.certh.gr/694353FB.en.aspx">https://www.certh.gr/694353FB.en.aspx</a>.</p>	
37. Supervision and managerial duties	Fully implemented	<p>Based on the results of the questionnaire 40.9% of the respondents believe that principle 37 is fully implemented, 33% almost but not fully implemented, 16.7% partially implemented and 9.4% insufficiently implemented. We consider supervision and managerial duties principle as fully implemented since the majority of the responses (40.9%) are fully implemented. It is important to mention that 73.9% of the responses are positive.</p> <p>As mentioned in principle 37, CERTH based on the experience of CARDEA project will support supervisors to improve supervision practices and routines. Young researchers will be those that will be benefitted more from the training on their supervisors.</p>	As already mentioned in principle 36, based on the experience from CARDEA project CERTH will organize an annual training course for research managers (which includes research group supervisors) in order to help them improve supervision practices and routines.

38. Continuing Professional Development	Fully implemented	<p>Based on the results of the questionnaire 38.9% of the respondents believe that principle 38 is fully implemented, 33% almost but not fully implemented, 21.7% partially implemented and 6.4% insufficiently implemented. We consider continuing professional development principle as fully implemented since the majority of the responses (38.9%) are fully implemented. It is important to mention that 71.9% of the responses are positive.</p> <p>Seminars or workshops related to professional development are organized at CERTH in ad-hoc basis. What is missing is a central mechanism to support researchers to improve in terms of knowledge and skills.</p>	As mentioned in principle 28, support researchers on continuous improvement in terms of new knowledge and skills at institutional level. Mapping of the specific needs and addressed the existing gaps. Based on the findings will be designed a tailor-made methodology for the collection of training needs and design of training sessions that will be proposed at CERTH's administration.
39. Access to research training and continuous development	Almost but not fully implemented	<p>Based on the results of the questionnaire 27.1% of the respondents believe that principle 39 is fully implemented, 32% almost but not fully implemented, 20.7% partially implemented and 20.2% insufficiently implemented. We consider access to research training and continuous development principle as almost but not fully implemented since the majority of the responses (32%) are almost but not fully implemented. It is important to mention that 73.9% of the responses are positive.</p> <p>Training sessions are organized at CERTH in ad-hoc basis. What is missing is a central mechanism to offer training to researcher to support researchers to improve in terms of knowledge and skills.</p>	As mentioned in principle 28 and 38, support researchers on continuous improvement in terms of new knowledge and skills at institutional level. Mapping of the specific needs and addressed the existing gaps. Based on the findings will be designed a tailor-made methodology for the collection of training needs and design of training sessions that will be proposed at CERTH's administration.

40. Supervision	Almost but not fully implemented	<p>Based on the results of the questionnaire 31% of the respondents believe that principle 40 is fully implemented, 32.5% almost but not fully implemented, 23.2% partially implemented and 13.3% insufficiently implemented. We consider supervision principle as almost but not fully implemented since the majority of the responses (32.5%) are almost but not fully implemented. It is important to mention that 63.5% of the responses are positive.</p> <p>There is quite adequate supervision in the laboratories of CERTH. However, there is a need to improve further supervision practices and routines and support further early-stage supervisors.</p>	As already mentioned in principle 36 and 37, based on the experience from CARDEA project CERTH will organize an annual training course for research managers (which includes research group supervisors) in order to help them improve supervision practices and routines.
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