

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
Action 1. Increase researcher's awareness and OGS identity	2. Ethical principles	Initial timeline: 2013 Revised initial timeline: continually starting from the first quarter of 2017 Updated timeline: continuous every year. Please note that the timeline does not include the action deadline.	Board of Directors Human Resources Department General Director Scientific Directors	Number of internal meetings dedicated to the analysis of Charter and Code principles: at least 6 internal meeting/year	EXTENDED	The action aims to strengthen the dissemination of C&C and awareness of its principles, and therefore, this action has been maintained and updated in the new plan. Periodic meetings with the research directors, the managers of the technical structures and the Scientific Committee are organized to discuss the principles of the Charter and the Code. The OGS Strategic Plan defines the objectives of the Institute in compliance with the National Research Program and with the Charter and Code principles. The Strategic Plan and the Staffing Plan are discussed with the internal trade unions representing the research personnel. The principles set out in the Charter have been explicitly implemented in 2018 in the National Labour Contract of the Research sector. Plenary meetings during which the President and the General Director share with all employees the results obtained and the new proposals, give all the staff the possibility of participating and being directly involved.
Action 2. Better information on rights and obligations, and on possible	2. Ethical principles 5. Contractual and legal obligations	Initial timeline: 2013 Revised initial timeline: 2017	Board of Directors Committee for equal opportunities	Publication of an updated "OGS Code of Conduct" also called "regulation for the integrity and	IN PROGRESS	During the analysis of strengths and weaknesses, it emerged that ethical codes and behavior tend to be forgotten when the principles and norms they contain are not practically enforceable. To keep ethical

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limitations to research freedom		Updated timeline: second semester 2024 (S2-2024)	and welfare (Comitato Unico di Garanzia) Human Resources Department General Director Scientific Directors	ethics of research" by 31/12/2024		codes and behavior in line with reality, OGS has planned this action, which encourages maintaining a constant level of updating of the codes. Before being approved, they are subjected to public discussion. The OGS Code of Conduct was approved in 2014 and will be updated with a research ethics and integrity regulation [Code of Conduct / Code of Ethics] (rights and duties) for researchers and technologists, according to the principles of Legislative Decree 2016/218 (Article 2 on Duties of researchers) and the Collective Labour Agreement 2016-2018 within the Public Research Sector (which in Articles 80 and 81 establishes the principles and duties of researchers).
Action 3. Updating and dissemination of the open access policy	8. Dissemination, handling of results	Initial timeline: 2014 Revised initial timeline: 2017 Updated timeline: first semester 2025 (S1-2025)	Intellectual Property Committee Scientific Directors General Director Finance Department	Revision and possible update of the policy by the 1st semester of 2025	IN PROGRESS	The action is aimed at maintaining a constant update of the open access policy. OGS, in fact, defined an Open Access policy for scientific publications in 2021. In relation to technological developments (such as the spread of AI), a revision or update may be necessary, and therefore a review is scheduled by 2024. The review will involve all staff through dedicated meetings and by sharing drafts, collecting feedback from the OGS community.

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Action 4. Improve dissemination activities	8. Dissemination, handling of results	Initial timeline: 2013 Updated timeline: continuous every year. Please note that the timeline does not include the action deadline.	Communication Committee General Director Board of Directors	At least 7 public events or dissemination seminars (the target is aligned with a strategic goal of the PIAO – Integrated Plan of Activities and Organisation)	EXTENDED	The popularisation of research carried out at the Institute and the dissemination of results are constantly being improved; the team dealing with communication activities has been strengthened and professionalized. OGS researchers often appear in the media and are in contact with public administration and members of various professional networks. The Institute organizes several dissemination activities with the broad involvement of citizens. Update info in https://www.ogs.it/it/comunicazione-e-divulgazione-scientifica .
Action 5. Introducing evaluation systems for all researchers and taking into consideration the whole range of researchers' experiences and activities	11. Evaluation/appraisal systems 16. Judging merit	Initial timeline: 2014 Revised initial timeline: 2017 Updated timeline: second semester 2025 (S2-2025)	Board of Directors Scientific Committee Human Resources Department	Development of a proposal for researcher evaluation according to the DORA framework (Declaration on Research Assessment) and CoARA (Coalition for Advancing Research Assessment) by 2025 (except for publication, in the meantime, of the Anvur guidelines - see notes)	IN PROGRESS	Every Italian public research organisation must define a system for the measurement and evaluation of organisational and individual performance. The limitation of such a system is that only a part of the employees can be involved since the Italian legislation requires that the Anvur (National Agency for the Evaluation of Universities and Research) defines specific guidelines for the individual evaluation of researchers and technologists. Without these guidelines it is not possible to link the evaluation to the reward system, nor to careers. Moreover, these latter aspects are regulated by the CCNL (National Collective Labour Agreement) that is currently being renewed. Therefore, in the absence of guidelines and the new contract, researchers are audited every five years. However, OGS has

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						<p>initiated discussions with both the Board of Directors and the Scientific Committee on the subject of evaluation, limiting itself, in the absence of regulations, to defining the general reference framework by adhering to DORA (Declaration on Research Assessment) and CoARA (Coalition for Advancing Research Assessment): therefore, in OGS, evaluation is based on the intrinsic merits of researchers, with explicit criteria for hiring, tenure and promotion decisions, considering that the scientific content of an article is much more important than publication metrics or the identity of the journal in which it was published. Pending regulatory guidance, OGS will continue to engage researchers on the issue of evaluation so as to be ready as soon as the national regulatory framework is defined.</p>
<p>Action 6. Guarantee the respect of equal opportunities and support female researchers in their professional career</p>	<p>27. Gender balance</p>	<p>Initial timeline: 2014 Revised initial timeline: 2017 Updated timeline: second semester 2024 (S2-2024)</p>	<p>Human Resources Office General Director Committee for equal opportunities and welfare Trusted Advisor</p>	<p>Accomplishing the measures set out in the GEP Gender Equality Plan 2022/2024 Completion of 100% of the planned actions in the GEP. The report on the measures will be carried out at the end of the three-year period (end of 2024)</p>	<p>EXTENDED</p>	<p>The action aims to correct and counteract inequalities in research, management, and administration within OGS. This measure has been updated following the definition of the GEP Gender Equality Plan 2022-2024, which foresees a plan of specific actions to promote the reduction of cultural barriers for gender equality and a series of support measures for the reconciliation of work and life times, actions to reduce gender barriers in the career development of researchers. Therefore, reference should be made to the GEP for the adoption of all specific</p>

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						measures. It should also be noted that the GEP and smart working measures are planned on an annual basis and find a specific section in the PIAO (Integrated Activity and Organisation Plan) so that a failure to implement or unjustified implementation of the planned actions will have an impact on the performance level of the institution and of those directly responsible.
Action 7. Professional development: more responsibility for senior researchers in supporting younger ones	28. Career development 40. Supervision	Initial timeline: 2014 Revised initial timeline: 2017 Updated timeline: continuous every year. Please note that the timeline does not include the action deadline.	General Director Scientific Directors International Cooperation and Research Promotion	At least 2 new scientific project coordinators per year under the age of 40	EXTENDED	The number of young researchers (<40 years) as scientific project coordinators has remained more or less constant in recent years. The working group decided to extend this action considering that the indicator is highly representative of the constant investment in tutoring, mentoring and learning opportunities that OGS makes for young researchers and their professional development. In fact, to encourage the professional growth of young researchers and research fellows, OGS identifies tutors, mentors and project coordinators for their guide and management.
Action 8. Support for early-stage researchers and doctoral students: collaboration with university	39. Access to research, training and continuous development	Initial timeline: 2014 Revised initial timeline: 2017 Updated timeline: continuous every year. Please note	Scientific Directors International Cooperation and Research Promotion General Director	Attraction index - number of PhD students at OGS: at least 15 PhD students hosted per year	EXTENDED	OGS welcomes doctoral students and post-doc researchers from all over the world and strives to make their research experience the most profitable and fruitful for them. The OGS International Cooperation and Research Promotion Office (ICAP) and the regional Welcome Office support incoming international fellows, providing them with

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doctorate courses		that the timeline does not include the action deadline.				all necessary information to come to Trieste and enjoy their stay (including all practicalities to move to Europe, i.e., visas, mobility issues, health insurance). In order to boost the attraction for early- stage researchers and PhD students, OGS supports the creation and management of career programs in collaboration with universities and international Research Centres to increase professional skills.
Action 9. Continuous training: monitoring the training needs of researchers	39. Access to research, training and continuous development	Initial timeline: 2014 Revised initial timeline: 2016-2017 Updated timeline: second semester 2024 (S2-2024)	General Director International Cooperation and Research Promotion Office	Number of researchers participating in the survey of training needs (at least 70%)	EXTENDED	Every year, OGS plans training for its staff and the training plan is included in a special section of the PIAO (Integrated Activity and Organization Plan); in December 2022, a questionnaire was issued to all staff to assess their training needs, the results of which were taken into account in preparing the current Training Plan. Reporting on the activities carried out is done annually and every three years monitoring is carried out by the Independent Evaluation Body. The working group decided to modify this monitoring procedure by making it annual.
Action 10. Improve internal seminars and conferences also on a multidisciplinary basis	7. Good practice in research	Initial timeline: 2013 Revised initial timeline: 2016-2017 Updated timeline: continuous every	Scientific Directors Research Principal Investigators	Number of seminars and conferences (at least 2/year) involving at least two sections or centers	EXTENDED	The objective of the action is to promote greater interdisciplinarity and interactions among scientific fields and researchers operating in different sections and centers. Each year, OGS organizes for its internal staff more than 50 scientific seminars, workshops, and conferences. These events, organized by the different scientific

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		year. Please note that the timeline does not include the action deadline.				sections and open to external researchers, offer an updated view of the knowledge produced by the scientific community and opportunities for open discussion.
Action 11. More attention to mobility actions and to improve mobility opportunities (short term/long term mobility and sabbatical)	39. Value of mobility	Second semester 2025 (S2-2025)	Scientific Directors Board of Directors International Cooperation and Research Promotion	Monitoring international mobility needs of OGS researchers at all levels (administration of a questionnaire) – at least 60% of experiences mapped in 2024 and 90% in 2025.	NEW	The OGS guidelines for recruitment and career progression include the recognition of periods of scientific and/or technological research activity carried out abroad at research bodies/institutions. This action aims to collect the mobility needs of researchers in anticipation of a resumption of activities that involve research periods at an international level.
Action 12. Improve international mobility opportunities for young researchers who do not have specific project-related resources available	33. Teaching 39. Value of mobility	Second semester 2024 (S2-2024)	General Director Finance Department Human Resources Department	Defining an internal procedure (with associated resources) for non- project-related inbound-outbound mobility and training by 31.12.2024	NEW	Actions to support outgoing mobility and training of young researchers will be implemented with specific internal calls, as already done in the past, but often these calls are only linked to and financed by specific projects. In order to guarantee funds to participate in conferences, workshops or open-access publishing and mobility opportunities for researchers who cannot take advantage of this opportunity, OGS wishes to define an internal procedure that allows resources to be found for these cases.
Action 13. Making it easier for non-Italian researchers to	13. Recruitment 15. Transparency 28. Career development	Second semester 2024 (S2-2024)	Human Resources Department	Translate and publish in English the procedures and internal regulations	NEW	Very often, non-Italian researchers taking part in calls for applications complain of difficulties in understanding the procedures in recruitment and career moves. The aim is

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understand the regulations on recruitment procedures and career advancement				on recruitment and career progress of researchers by 31/12/2024		to make the information more transparent and more user- friendly so as not to discourage foreign researchers who wish to take part in the calls for applications and to help them avoid making errors that might render the necessary documentation invalid.
Action 14. Enhancing career development for R2, R3, R4	20. Seniority 28. Career development	Second semester 2025 (S2-2025)	General Director Board of Directors Human Resources Department	Number of new permanent positions: at least 5 permanent positions more by 2025	NEW	In recent years, OGS, also thanks to increased resources, has been able to increase new recruitments. Similarly, it is equally important to enable economic development and career progression for those who have been working at OGS for several years. Therefore, this action aims to allocate a portion of resources to the economic and career progressions of researchers.
Action 15. Promoting access to research and attracting young researchers	39. Access to research, training and continuous development	Continuous every year. Please note that the timeline does not include the action deadline.	General Director Finance Department Human Resources Department	Number of hosted curricular and extracurricular training internships: at least 20	NEW	The purpose of the action is to provide opportunities for direct engagement with the organization, and therefore internships are offered to students from affiliated universities every year.

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Action 16. Encourage the inclusion of young researchers	39. Access to research, training and continuous development	Continuous every year. Please note that the timeline does not include the action deadline.	General Director Board of Directors Human Resources Department	Number of funded positions for participation in master's programs and summer schools: at least 10 per year.	NEW	OGS provides funding for the training of young researchers to participate in the HPC-TRES Master and Blue Skills initiatives (summer schools, master's programs, and doctoral scholarships).
Action 17. Make the circulation of information easier and boost the sense of researchers' belonging to the Institute	15. Transparency 24. Working conditions	First semester 2025 (S1-2025)	General Director Board of Directors Finance Department Human Resources Department	Number of intranet folders to be implemented with documents, guide lines and processes: at least 3 new folders to be implemented	NEW	A highlighted weakness is the lack of clear information and communication regarding organizational and administrative procedures. With this initiative, we aim to provide researchers with real procedural documents for administrative and management tasks in the dedicated sections of the Intranet. Make the OGS website and intranet a working tool, improving sections on the organization of offices and affiliated members, the various commissions, on who receives and provides feedback on missing information, and how laboratories and locations are organized. In general, improve the dissemination and access to information by utilizing the website and intranet.
Action 18. Promoting the development of	38. Continuing Professional Development	Continuous every year. Please note that the timeline	General Director Board of Directors	Number of specialized courses for researchers: at	NEW	OGS promotes the development of specialized skills in researchers by encouraging participation in sector-specific

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specialized technical skills for researchers		does not comprise the action deadline.	Finance Department	least 2 courses per year		advanced training courses, linked to innovative research techniques, and fostering the acquisition of knowledge and skills to ensure continuous updating and high qualification.
Action 19. Improve attractiveness and a supportive environment for researchers	23. Research environment 24. Working conditions	Second semester 2025 (S2-2025)	General Director Board of Directors Finance Department	Setting up at least one new common space at the Trieste location or improving the existing one.	NEW	Encourage informal dialogue among colleagues by creating dedicated spaces (e.g. lounges and areas with tables equipped with kettles for tea, coffee machines, whiteboards, and notice boards, allocate small rooms for informal meetings, equipped with a reservation notice board)
Action 20. Promoting the psychological well-being of researchers involved in research infrastructure	24. Working conditions	Second semester 2025 (S2-2025)	Human Resources Department	Participation of all researchers spending extended periods in confined environments (e.g., research vessels) in at least one specific training course	NEW	With this gap, OGS aims to protect the psychophysical health of specific categories of researchers who are compelled to live in confined environments for extended periods during their research activities.