

HR Excellence in Research

Renewal Review

Internal Review

Case number

2022HR753995

Name Organisation under review

Institute for Anthropological Research

Organisation's contact details

Ljudevita Gaja 32, PO box 290, Zagreb, 10000, Croatia

1. Organisational Information

Please provide an update of the key figures for your organisation. Fields marked with * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research *	39
Of whom are international (i.e. foreign nationality) *	0
Of whom are externally funded (i.e. for whom the organisation is the host organisation) *	2
Of whom are women *	29,5
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	23
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	6
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	4
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching, and research staff) *	45
RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	2500724,09
Annual organisational direct government funding (designated for research)	171209,99
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	545784,74
Annual funding from private, non-government sources, designated for research	9679,34

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Institute for Anthropological Research is a public research institute performing scientific, expert, and educational activities in the field of anthropology, understood as an integrative discipline bridging biomedical, natural, social sciences, and humanities. Researchers at the Institute come from diverse disciplinary backgrounds and are oriented towards anthropology through doctoral training and research projects. Such diversity enables inter- and multidisciplinary approaches in research design and implementation. The Institute curates nationally significant biobank resources and human skeletal collections. The activities of the Institute are funded by the state budget of the Republic of Croatia, as well as national and international competitive funding programmes.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four pillars of the European Charter for Researchers, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the 'Remarks' column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answers in the section dedicated to internal review for the interim assessment.

Ethical and professional aspects* **Strengths and weaknesses (initial phase)****Strengths and weaknesses (interim assessment)****Strengths and weaknesses (award renewal, max. 500 words) ***

One of INANTRO's key strengths is the effective circulation of researchers and administrative staff, which enables the exchange of experience and the generation of fresh ideas. In recent years, significant progress has been made in securing research and operational funding, enabling the implementation of initiatives that had previously existed only as plans. Research activities, as well as overall operations, strive to align with EU policies, including the European Green Deal, citizen science, and open science. International mobility, especially intersectoral mobility, is strongly encouraged and highly valued.


Policies on ethics, research integrity, gender equality, and diversity at INANTRO are defined by internal regulations and the public regulatory framework. The Institute's *Code of Ethics* and the *Rules of Conduct of the Ethics Committee* have been in force since 2012 and 2016 and continue to apply. Although no major revisions are currently required, the documents are subject to periodic review to ensure alignment with European standards.

In 2021, INANTRO introduced its first *Gender Equality Plan* (GEP) for the period 2021–2023 (Action 15). Its implementation led to the adoption of the *Policy on Sexual Harassment and Code of Conduct – Discrimination and Harassment Prevention* in the same year. The following GEP was adopted in 2024 for a five-year period, with a new document planned for 2029 (Action 25).

INANTRO is committed to keeping its researchers well informed about relevant legislative and institutional frameworks, employment rights and obligations (Action 1), and scientific policy (Action 2), while also communicating its activities and key institutional information to the wider academic community and interested public through its website (Action 3). The Strategy for INANTRO's Development 2025–2029 (Action 5) promotes research freedom as a core institutional value. While no dedicated institutional policy on scientific freedom has been adopted, this principle is protected by the *Constitution of the Republic of Croatia* and further regulated by the *Act on Higher Education and Scientific Activity*, with which the Institute fully complies.

While inter - and multidisciplinary research is one of INANTRO's key strengths, it also presents challenges within the rigid framework of Croatian bureaucracy. In many aspects, the Croatian science system operates strictly according to predefined scientific areas, particularly in project applications and researcher employment and assessment, which creates specific obstacles for interdisciplinary research institutes such as INANTRO. The Institute is currently registered in the scientific area of biomedicine and healthcare and has also planned to register in the scientific area of humanities (Action 6). This plan was abandoned due to the inability to identify a suitable reviewer for the *Study for Scientific Activities in the Scientific Area of Humanities 2020–2024*, and because registration in humanities alone would have implied the need for additional registration across other scientific areas in which the Institute operates. With INANTRO's re-accreditation by the Agency for Science and Higher Education scheduled for 2026, the Institute decided to await the re-accreditation process and its recommendations. In the meantime, INANTRO continues to seek institutional-level solutions to support interdisciplinary research careers, including flexible internal criteria, mentoring, and tailored career support.

Remarks (max 500 words)

Recruitment and selection* **Strengths and weaknesses (initial phase)****Strengths and weaknesses (interim assessment)****Strengths and weaknesses (award renewal, max. 500 words) ***

For many aspects covered in this section, INANTRO operates in accordance with the national legislative framework, including the *Act on Higher Education and Scientific Activity* (Official Gazette of the Republic of Croatia, NN 119/2022), the *Labour Act* (NN 93/14, 127/17, 98/19, 151/22, 46/23, 64/23), the *Collective Agreement for Employees in Public Services* (NN 29/2024), *Branch Collective Agreement for Science and Higher Education* (NN 9/2019), *Rulebook on Criteria for Appointment in Scientific Positions* (NN 28/2017), and the Institute's internal regulations, including its *Statute* (2024), that are aligned with and derived from this framework.

Researchers' assessment and recruitment process are defined by the *Act on Higher Education and Scientific Activity* and in the Institute's *Statute* (Action 7). In accordance with the Act, INANTRO is required to appoint an assessment and recruitment committee, which prepares a report for the Institute's Scientific Council. The report is then subject to approval by an independent body appointed at the national level, which differs depending on the scientific field. Assessment and recruitment are conducted in line with nationally prescribed criteria set out in the *Rulebook on Criteria for Appointment in Scientific Positions* (2017, with revisions in 2019, 2021, 2022; a new *Rulebook* is expected to be adopted in 2026), while institutions are free to establish additional assessment and recruitment criteria in accordance with their internal regulations.

National legislation is in line with the European Charter for Researchers, as assessment and recruitment processes:

- are based on assessment by peers and experts,
- include established quantitative indicators,
- recognise various research outputs (although publications remain the most important), and
- declaratively encourage interdisciplinarity.

While the establishment of uniform and balanced processes and criteria at the national level has clear advantages, these processes can sometimes lack flexibility, particularly for interdisciplinary institutions such as ours. As researchers are assessed and recruited within a single scientific area, challenges may arise when their publications span more than one field. For example, in the humanities,


researchers are required to produce a certain number of single-author publications, which can be difficult in fields such as bioarchaeology that bridge the humanities and natural sciences.

One of INANTRO's weaknesses is its limited ability to attract foreign researchers. However, INANTRO has little influence over this issue. Although the Institute is required to publish job vacancies on EURAXESS, the complex national rules prescribed by the *Act on Higher Education and Scientific Activity*, as well as nationally prescribed criteria set out in the *Rulebook on Criteria for Appointment in Scientific Positions*, are available only in Croatian. As a result, foreign researchers may feel discouraged or may not clearly understand the conditions for applying. In addition, some scientific fields require a specific number of publications in the Croatian language.

On the other hand, as prescribed in the Act on Higher Education and Scientific Activity, scientific institutions must make their additional assessment and recruitment criteria available on their official websites, in both Croatian and English, which INANTRO did. Other non-legislative improvements are being explored to make the recruitment process clearer and more accessible for foreign applicants.

International mobility, particularly intersectoral mobility, is highly encouraged and valued. The non-discrimination policy (2021), adopted as part of the Gender Equality Plan, is also applied throughout assessment and recruitment procedures.

Remarks (max 500 words)

Working conditions* **Strengths and weaknesses (initial phase)****Strengths and weaknesses (interim assessment)****Strengths and weaknesses (award renewal, max. 500 words) ***

Working conditions and social security at the Institute are regulated by several internal documents, including the *Statute* (2024), the *Rules of Working Conditions* (2024), and the *Regulation on Occupational Safety* (2024). Support in handling work-related complaints and appeals is provided by the Head of the Department for Human Resources, Legal and General Affairs, who is appointed by the Director and acts as the Officer for the protection of employees' dignity.

Procedures related to complaints about discrimination are further defined in documents connected to the Gender Equality Plan and involve both the designated Officer and the Institute's Ethics Committee. Employees have been informed that they may also address the Ethics Committee or the Union representative when submitting a complaint. Following the results of a questionnaire conducted in early 2022, a Workers' Council was established in December 2022. In accordance with the *Croatian Labour Act* (2023), one of its roles is to assist in the processing of employee complaints.

INANTRO pays special attention to maintaining a gender-balanced working environment and ensures that all researchers are involved in decision-making processes through the Scientific Council and the Governing Board, either directly or via their representatives.

In 2024, a national *Regulation on Titles, Salary Criteria, and Calculation Coefficients in Public Services* was issued, leading to a significant increase in salaries in academia. As INANTRO is required to operate in accordance with this Regulation, the Institute adopted the Regulation on Rewarding and Incentives in the same year. This regulation introduces additional incentives for employees through a transparent and clearly defined procedure, ensuring equal access to rewarding mechanisms.

Until the signing of the Programme Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024–2027, INANTRO was not permitted to recruit staff in cases where this would lead to an increase in the Institute's total salary expenditure funded from the state budget. With the Programme Agreement in place, INANTRO has greater autonomy and full responsibility for its workforce planning over a four-year period. While this requires careful planning, it also offers more opportunities. In addition, national calls for the recruitment of doctoral researchers (R1) enable INANTRO to employ early-stage researchers.

Due to the new funding framework introduced through the Programme Agreement, Actions 12 and 14 are no longer applicable in their original form at the institutional level. While doctoral researchers continue to be evaluated in accordance with the rules of the relevant university and doctoral study programme, additional internal evaluations of fixed-term assistants and researchers for promotion are now aligned with the framework defined by the Programme Agreement, within which career progression is planned for the agreed period.

Remarks (max 500 words)

Continuation of the text:

Open science principles are required by most research funding bodies and are therefore integrated into INANTRO's project implementation. In Croatia, a centralised national platform for universities and research institutions, DABAR, is used for storing, sharing, and preserving digital academic outputs such as theses, research papers, and datasets. The use of DABAR is mandatory for projects funded by Croatian funding bodies. Guidelines and both general and specific regulations on safety, including laboratory and fieldwork safety, were adopted in 2021 and remain up to date.


A staff questionnaire conducted at INANTRO in 2022 indicated that basic office equipment was not satisfactory, which led to the definition of a new action (Action 17). While office furniture and IT equipment have been purchased as funds allowed, a more systematic renewal of office furniture, basic IT equipment, tea kitchen, sanitary facilities and office layout is planned for 2026 (Action 26). Working conditions related to equipment continue to improve through procurement funded by the Programme Agreement and research projects.

The same questionnaire indicated that employees would welcome greater flexibility in working hours. During 2020 and 2021, researchers worked remotely due to the COVID-19 pandemic. In 2023, the new Labour Act formally enabled remote work, which INANTRO adopted as an option for its employees. In 2025, while part of the INANTRO building is undergoing renovation, most employees are working remotely. As both management and staff have expressed satisfaction with this arrangement, a model enabling more flexible working hours will be established following the completion of the renovation (Action 27).

INANTRO's official documents, such as the *Rulebook for the Implementation and Reporting of Institutional Projects* (2025) and the *Rulebook on Participation in and Implementation of Projects* (2024), require an online presence for INANTRO's projects (Action 3). Although there are currently insufficient funds to employ dedicated Public Relations staff or significantly redesign the official website (Action 24), INANTRO has introduced organisational changes to strengthen its online visibility. As a result, posting on the Institute's website and social media channels has become more frequent over the past three years. A social media strategy is planned for adoption in 2026 (Action 23).

The signing of the Programme Agreement with the Ministry of Science, Education and Youth of the Republic of Croatia for the period 2024–2027 has provided additional funding and opportunities for increased participation in brokerage events, conferences and other professional meetings (Actions 4). The Programme Agreement, together with certain project calls, has also facilitated the development of more structured cooperation with industry (Action 4).

Overall, working conditions at INANTRO have evolved from a reactive model towards a more structured and anticipatory approach. Even though certain limitations remain due to infrastructural constraints and administrative capacity, recent developments provide a stable framework for further improvement of the research environment.

Training and development* **Strengths and weaknesses (initial phase)****Strengths and weaknesses (interim assessment)****Strengths and weaknesses (award renewal, max. 500 words) ***

At INANTRO, diverse research career paths are recognised and valued, particularly those that include international, intersectoral, and transdisciplinary experience. However, eligibility for positive assessment or recruitment strictly depends on the fulfilment of all national and institutional criteria. Heads of laboratories and departments support researchers in developing their individual career paths by offering training and further education opportunities and encouraging participation in training activities abroad. On average, INANTRO staff participate in around 70 training and professional development activities per year, corresponding to approximately two activities per employee annually. These activities include courses, webinars, scientific and methodological training programmes, workshops, conferences, and summer schools, both in Croatia and abroad. Training opportunities are accessible to all staff, across different roles and career stages, and are aligned with individual development needs as well as institutional priorities. This is also reflected in a Horizon Europe project coordinated by INANTRO under the ERA Talents topic, with a focus on international and intersectoral mobility in research as well as in other professional roles (Actions 21, 22, and 28).

INANTRO has continued to provide internal training on scientific methods (Action 20). The renovation of part of the building has temporarily limited the implementation of this action. Once the renovation is completed, internal workshops and journal clubs will resume (Actions 19 and 20).

The Programme Agreement with the Ministry of Science, Education and Youth of the Republic of Croatia for the period 2024–2027, together with the Ministry's measures aimed at increasing the involvement of Croatian institutions in EU projects and other support mechanisms for networking activities, has enabled INANTRO staff to participate in brokerage events, workshops, training activities and conferences (Actions 18, 21 and 28).

Relationships with supervisors, as well as supervision and managerial responsibilities, are regulated by institutional documents such as the Regulation on Mentoring (2014) and the Regulation on the Evaluation of the Work of Assistants, Postdoctoral Researchers and Mentors (2014). Mentoring quality is considered a professional responsibility of senior researchers and an integral component of research career development at INANTRO.

The appointment of mentors is discussed at meetings of the Scientific Council to ensure an appropriate level of expertise, as well as sufficient time and commitment to provide adequate support to research trainees. Mentors, assistants, and postdoctoral researchers are required to submit annual reports on their work and on the mentoring process, which are subsequently discussed by the Scientific Council. INANTRO plans to continue this established and effective practice.

Remarks (max 500 words)**Have any of the priorities for the short- and medium-term changed? (max. 500 words)**

Overall, short and medium-term priorities have largely remained the same. Some actions were no longer pursued following the adoption of new national legislation, while increased funding has made other actions easier to implement

Have any of the circumstances in which your organisation operates changed and, as such, have had an impact on your strategy for the implementation of the principles of the European Charter for Researchers? (max. 500 words)

Yes. The circumstances in which INANTRO operates have changed and have had a clear impact on its HR strategy. These changes are mainly linked to new Croatian legislation adopted between 2022 and 2024, including the *Act on Higher Education and Scientific Activity (2022)*, the *Labour Act (2023)*, the *Regulation on Titles, Salary Criteria and Calculation Coefficients in Public Services(2024)*, as well as related internal regulations that INANTRO was required to adopt. Together, these acts introduced significant changes, formalised procedures, and limited institutional flexibility.

At the same time, the signing of the Programme Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024–2027 brought substantial additional funding and introduced changes in salary financing and workforce planning.

Are any strategic decisions under way that may influence the action plan? (max. 500 words)

No. Any future influence on the action plan would primarily depend on decisions made by the Ministry of Science, Education, and Youth of the Republic of Croatia, under whose authority INANTRO operates. This relates in particular to the Ministry's intention to restructure the public research system in Croatia, which may include the merging of certain institutes. Such changes would likely result in new management structures and the establishment of new processes, or the integration of INANTRO into existing ones.

3. Actions

Please consult the list of all the actions you have submitted as part of your strategy for the implementation of the principles of the European Charter for Researchers. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been revised or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

PROPOSED ACTIONS

Action 1

1.1. Construction of informational package for researchers containing basic information on relevant legislative and institutional rules regarding scientific research, employment and research rights and obligations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Continuous	Scientific Council Legal Department Director	Information on relevant legislative and institutional rules posted on intranet and official website and regularly sent to all employees by e-mail
3. Professional responsibility			
4. Professional attitude			
5. Contractual and legal obligations			
6. Accountability			
7. Good practice in research			
26. Funding and salaries			
38. Continuing Professional Development			
Current Status	Remarks		
IN PROGRESS	Link to website (Documents): https://inantro.hr/o-institutu/dokumenti/		

PROPOSED ACTIONS**Action 2**

1.2. Continuous informing about relevant topics related to scientific policy of the INANTRO

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Continuous	Researchers Scientific Council Director	Research related topics discussed at Scientific Council meetings; Institute's annual reports published on official website
8. Dissemination, exploitation of results			
	Current Status	Remarks	
	IN PROGRESS	Link to website (Reports): https://inantro.hr/o-institutu/dokumenti/	

PROPOSED ACTIONS

Action 3

1.3. The summaries of the results of current projects will be presented on the INANTRO's website, as well as in Croatian Scientific Bibliography. The contents presented on the website have to reflect practical implications of the projects' results, as well as the importance of these results for the society.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			Information about projects posted on official website and publications encoded in Croatian Scientific Bibliography
8. Dissemination, exploitation of results	Continuous	Project Leaders Researchers	
23. Research environment			
Current Status	Remarks		
IN PROGRESS	Link to website (Projects): https://inantro.hr/en/homepage-eng/ , https://www.croris.hr/projekti/projekt?USTANOVA=126		

PROPOSED ACTIONS

Action 4

1.4. Inventing a plan for a general strategy for promoting INANTRO's work and importance in national and international contexts, with an accent on establishing relations with economy and in the international projects' network.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Continuous	Scientific Council Director	Plan for promotion adopted and posted on website Number of news posted online, number of different social media accounts established, increased visibility measured in social media statistics.
8. Dissemination, exploitation of results	Continuous	Scientific Council Director	Plan for promotion adopted and posted on website Number of news posted online, number of different social media accounts established, increased visibility measured in social media statistics.

PROPOSED ACTIONS

Current Status	Remarks
COMPLETED	Action 1.4 is considered completed following a revision of the original objectives. While a separate promotion plan was not formally adopted, its key aims were achieved through later strategic actions that strengthened online visibility, science communication, and public engagement (Actions 23 and 24). In addition, participation in international projects and cooperation with industry have increased thanks to the Program Agreement with the Ministry of Science, Education, and Youth, which has proven to be a more sustainable and practical framework than initially planned.

PROPOSED ACTIONS

Action 5

1.5. Creating INANTRO's strategy for the period 2020 – 2024. The Strategy will include priorities and objectives of scientific and professional work.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
3. Professional responsibility 4. Professional attitude	December 2019	Scientific Council Director Governing Board	Strategy is created by the working group nominated by the Scientific Council and approved by the Scientific Council, Governing Board and Ministry of Science and Education.
Current Status	Remarks		
COMPLETED	Link to website (Documents): https://inantro.hr/o-institutu/dokumenti/		

PROPOSED ACTIONS

Action 6

1.6. Creating INANTRO's Study for scientific activities in scientific area of humanities 2020 – 2024.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	December 2019	Scientific Council Director	
Current Status	Remarks		
COMPLETED	This plan was abandoned due to the inability to identify a suitable reviewer for the Study for Scientific Activities in the Scientific Area of Humanities 2020–2024, and because registration in humanities alone would have implied the need for additional registration across other scientific areas in which the Institute operates. With INANTRO's re-accreditation by the Agency for Science and Higher Education scheduled for 2026, the Institute decided to await the re-accreditation process and its recommendations.		

PROPOSED ACTIONS

Action 7

2.1. Drafting the Code for Conducting and Implementing Public Calls for Job Vacancies

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	December 2019	Scientific Council Legal Department Governing Board	Code for Conducting and Implementing Public Calls for Job Vacancies drafted but only for internal use, not yet approved by the Union and adopted by the Governing Board.
13. Recruitment (Code)			
14. Selection (Code)			

Current Status	Remarks
COMPLETED	This action was suspended because INANTRO never adopted the Code for Conducting and Implementing Public Calls. The reason is that the detailed procedure for conducting and implementing public calls for job vacancies entered the Act on Higher Education and Scientific Activity (2022).

PROPOSED ACTIONS**Action 8**

2.2. Sending personalized and more precise explanation to rejected candidates

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			
14. Selection (Code)	Continuous 2020 onwards	Legal Department	
15. Transparency (Code)			
Current Status	Remarks		
COMPLETED	Due to limited administrative capacity and a high number of applicants, INANTRO does not issue individual feedback letters but instead prepares detailed selection committee reports. Sections of these reports are available upon request.		

PROPOSED ACTIONS

Action 9

3.1. Scientific Council will discuss cooperation in Media Anthropology Network, Medical Anthropology Network (European Association of Social Anthropologists), Network of Concerned Anthropologists (NCA), European Virtual Anthropology Network – Society, and other anthropological associations

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1. Research freedom	Continuous	Researchers Scientific Council	Researchers are free to join any professional association.
Current Status	Remarks		
COMPLETED	This Action is suspended. Even though previous plans stated that Scientific Council discusses joining to professional associations, that practice is no longer existent and researchers can join professional associations of their choice.		

PROPOSED ACTIONS**Action 10**

3.2. Drafting the Intellectual Property Rights Act

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
31. Intellectual Property Rights	December 2019	Legal Department Scientific Council Governing Board Director	
Current Status	Remarks		
COMPLETED	This Action is suspended. Guidelines on scientific honesty, respect of authorship, scientific integrity and avoidance of scientific fraud are given in the Code of Ethics of INANTRO. This document also obligates INANTRO to promote ethical standards in these issues. Also, project grant agreements already have these regulations included, so a separate Act would be redundant.		

PROPOSED ACTIONS

Action 11

3.3. Inclusion of the Intellectual Property Rights Act in individual employment contracts as annex, specific to funding requirements

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	Continuous 2020 onwards	Legal Department Director	
31. Intellectual Property Rights			
Current Status	Remarks		
COMPLETED	This Action is suspended. Every project has its own specific regulations on intellectual property rights and confidentiality of data, so Management concluded that annexes would be redundant.		

PROPOSED ACTIONS**Action 12**

3.4. Guidelines for evaluation of fixed-term researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	June 2020	Project leaders	
25. Stability and permanence of employment	Continuous	Mentors Scientific Council Director	
Current Status	Remarks		
COMPLETED	Due to the new funding framework under the Programme Agreement, Actions 12 and 14 are suspended. Continuation of employment of fixed-term researchers is planned in four-year programme period, and they are assessed under the criteria that apply to them.		

PROPOSED ACTIONS**Action 13**

3.5. Provide the researchers with an adequate technical equipment

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	January 2020	Director Head of the Centre for Applied Bioanthropology	Four modern equipment laboratories are established
Current Status	Remarks		
COMPLETED	Link to Centre for Applied Bioanthropology: https://inantro.hr/projekti/o-projektu/		

PROPOSED ACTIONS**Action 14**

NEW ACTION (3.6) Establishment of the Committee for assessment of recruitment and promotions

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
13. Recruitment (Code)			
15. Transparency (Code)	2022 Continuous	Scientific Council Director	
35. Participation in decision-making bodies			
Current Status	Remarks		
COMPLETED	Recruitment procedures require the appointment of an assessment and recruitment committee in accordance with national legislation and the Institute's Statute. In contrast, promotions are no longer subject to separate institutional assessment committees, as career progression is planned within the framework of the Programme Agreement		

PROPOSED ACTIONS**Action 15**

NEW ACTION (3.7) Implementation of Gender Equality Plan

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	2021-2023	The Committee for creation, implementation and monitoring of the Gender Equality Plan Director	Number of implemented Actions of the Plan
27. Gender balance	Continuous		
Current Status		Remarks	
COMPLETED		Link to website (Gender Equality): https://inantro.hr/o-institutu/dokumenti/	

PROPOSED ACTIONS

Action 16

NEW ACTION (3.8) Monitor changes in national legislative, and needs and requirements regarding safe work in laboratories and in the fieldwork, and regularly update documents, guidelines, and inform researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Continuous	Employer's Occupational Safety and Health Officer Director Governing Board	Seven regulations and nine guidelines, as well as evacuation plan, training program and two risk assessments have been written during 2021.
7. Good practice in research			
23. Research environment			
24. Working conditions			
Current Status	Remarks		
IN PROGRESS	New institutional Occupational Health and Safety Rulebook has been in force since 2 May 2024, and researchers have been informed. https://inantro.hr/wp-content/uploads/2024/05/Pravilnik-o-zastiti-na-radu-2.5.2024.pdf		

PROPOSED ACTIONS**Action 17**

NEW ACTION (3.9) Purchase and renewal of basic office equipment and improvement of working conditions (office chairs, lights, desks, curtains, air conditioning maintenance, IT solutions)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			
23. Research environment	Continuous	Director Governing Board	
24. Working conditions			
Current Status	Remarks		
COMPLETED	Completed. Office and IT equipment have been continuously procured in line with available funding. In 2025, structural renovation of the building began, and upon completion of the work, the procurement of new office furniture and IT equipment is planned (Action 26).		

PROPOSED ACTIONS

Action 18

4.1. Intensifying the involvement in European scientific programs and projects, as well as in national and international networking

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
18. Recognition of mobility experience (Code)			
38. Continuing Professional Development	Continuous	Researchers Scientific Council Director	Number of project proposals, funded projects, trainings, etc.
39. Access to research training and continuous development			
Current Status	Remarks		
IN PROGRESS	Participation in brokerage events, workshops, training sessions, and conferences has been enabled through the Programme Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024–2027, including the Ministry's measures aimed at increasing the involvement of Croatian institutions in EU projects and supporting networking activities. The proposed targets are at least 10 participations per year in different project consortia at the proposal submission stage and at least 10 participations per year in networking-oriented events.		

PROPOSED ACTIONS

Action 19

4.2. Reading/journal clubs

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
23. Research environment	September 2019 Continuous	Project leaders Heads of labs Researchers	Number of reading/journal clubs held
Current Status	Remarks		
EXTENDED	Following the completion of the renovation of the INANTRO building, the Institute will continue to organise journal and reading clubs as regular meetings where researchers discuss recent scholarly literature. These sessions support critical reflection on research approaches and findings and encourage exchange related to ongoing work. It is proposed that at least five journal or reading club events be organised annually.		

PROPOSED ACTIONS**Action 20**

4.3. Organizing internal workshops on scientific methods

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
37. Supervision and managerial duties			
38. Continuing Professional Development	April 2020 Continuous	Project leaders Mentors Scientific Council Director	Number of workshops held
39. Access to research training and continuous development			
40. Supervision			

PROPOSED ACTIONS

Current Status	Remarks
EXTENDED	<p>Internal workshops continued to be held during the renovation of the INANTRO building, using rented premises and online formats. Following the completion of the renovation, the Institute plans to continue organising internal workshops as part of its regular activities, with the scope of these workshops extended to include, in addition to scientific methods, workshops on project proposal preparation, reflecting its growing importance for researchers' career development. It is proposed that at least three internal workshops be held annually. During the year, the following workshops were organised: a training session on applying for competitive projects of the Croatian Science Foundation and a biostatistics and R programming workshop, which was organised twice during the year.</p>

PROPOSED ACTIONS**Action 21**

4.4. Professional training of the administrative staff

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	Continuous	Director	Number of trainings for administrative staff
38. Continuing Professional Development			
Current Status	Remarks		
IN PROGRESS	Administrative staff will participate in professional training courses organised in Croatia by relevant professional associations, with the aim that each staff member attends at least one to two training courses per year. Through continuous professional development, they stay informed about legislative and regulatory changes, ensuring that INANTRO remains up to date in its administrative and professional operations.		

PROPOSED ACTIONS

Action 22

NEW ACTION (4.5) Striving to secure more funding for trainings abroad

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
38. Continuing Professional Development	Continuous	Project leaders Heads of labs Director	Number of trainings abroad
39. Access to research training and continuous development			
Current Status	Remarks		
IN PROGRESS	Funding for training activities is ensured through the Programme Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024–2027, together with project-based funding. Additional support comes from the newly launched Horizon Europe project NextAIRE (ERA Talents), coordinated by INANTRO, which places particular emphasis on international and intersectoral mobility, not only in research but also across other professional profiles. The proposed target is at least 10 training activities abroad per year.		

PROPOSED ACTIONS**Action 23**

NEW ACTION: (1.7.) Adoption of the “Strategy for Online Visibility and Popularization of Science Online.”

GAP Principle(s)	Timing (at least by year’s quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			Plan for promotion adopted and posted on website, increased visibility measured in social media statistics.
8. Dissemination, exploitation of results	September 2026.	Director	
9. Public engagement			
Current Status	Remarks		
NEW	One of the research projects in the framework of Program Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024 – 2027 planned and outsourced the creation of the Strategy. It will be applied to the Institute to improve its online presence and visibility.		

PROPOSED ACTIONS**Action 24**

NEW ACTION: (1.8.) New website

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			
8. Dissemination, exploitation of results	September 2028.	Director	New website, fully functional
9. Public engagement			
Current Status	Remarks		
NEW	The INANTRO's current website is outdated. Because of the insufficient funds to fully address this issue, the plan is to move forward with the redesign of the website in 2026, or within the framework of the next Program Agreement with the Ministry of Science, Education and Youth of the Republic of Croatia for the period 2028 – 2031.		

PROPOSED ACTIONS**Action 25**

NEW ACTION: (1.9.) Gender Equality Plan 2029 - 2033

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
3. Professional responsibility			
4. Professional attitude	April 2029.	Director	Gender Equality Plan 2029 – 2033 adopted
5. Contractual and legal obligations			
23. Research environment			
27. Gender balance			
Current Status	Remarks		
NEW			

PROPOSED ACTIONS

Action 26

NEW ACTION: (3.10.) System renewal of working space (office furniture, IT equipment, tea kitchen, sanitary facilities, and office layout)

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	June 2026.	Director	A more functional office layout, the procurement of new office chairs for all new employees, office furniture, laptops and screens, as well as the renovation of the tea kitchen, sanitary facilities, the library, and areas designated for sample refrigerators.
23. Research environment			
24. Working conditions			

PROPOSED ACTIONS

	Current Status	Remarks										
	NEW	In 2025, the renovation of the building damaged by the earthquake began, and upon completion of the work, the purchase of entirely new office and IT equipment is planned, along with the renovation of shared spaces and a more functional arrangement of office seating.										
Action 27												
NEW ACTION: (3.11) Finding a model for flexible working hours and working remotely	GAP Principle(s)	<table border="1"> <thead> <tr> <th>Timing (at least by year's quarter/semester)</th> <th>Responsible Unit</th> <th>Indicator(s) / Target(s)</th> </tr> </thead> <tbody> <tr> <td>5. Contractual and legal obligations</td> <td></td> <td rowspan="3">A model for flexible working hours and working remotely established</td> </tr> <tr> <td>23. Research environment</td> <td>December 2026. Director</td> </tr> <tr> <td>24. Working conditions</td> <td></td> </tr> </tbody> </table>	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	5. Contractual and legal obligations		A model for flexible working hours and working remotely established	23. Research environment	December 2026. Director	24. Working conditions	
Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)										
5. Contractual and legal obligations		A model for flexible working hours and working remotely established										
23. Research environment	December 2026. Director											
24. Working conditions												
	Current Status	Remarks										
	NEW	Starting with the COVID-19 pandemic, and further due to the unavailability of workspace during post-earthquake reconstruction, remote work was introduced and has proven in practice to be feasible and effective.										

PROPOSED ACTIONS

Action 28

NEW ACTION: (4.6) Training in research management

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
37. Supervision and managerial duties			At least 5 events attended yearly, at least 15 project proposals submitted yearly
38. Continuing Professional Development	Continuous	Projects Management Unit	
39. Access to research training and continuous development			
Current Status	Remarks		
NEW	Participation of research managers and administrative staff in brokerage events, workshops, trainings, and conferences has been enabled through the Programme Agreement with the Ministry of Science, Education, and Youth of the Republic of Croatia for the period 2024–2027 and related Ministry measures supporting involvement in EU projects.		

Unselected principles:

16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)
21. Postdoctoral appointments (Code) 22. Recognition of the profession 29. Value of mobility 30. Access to career advice 32. Co-authorship
33. Teaching 34. Complains/ appeals 36. Relation with supervisors

The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three years, including the OTM-R policy, must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site. Multiple links must be comma separated. *:

URL *:

<https://inantro.hr/o-institutu/hr-excellence-in-research/> (<https://inantro.hr/o-institutu/hr-excellence-in-research/>)

Please also indicate how your organisation is working towards / has developed an open, transparent, and merit-based recruitment policy (OTM-R). Although there may be some overlap with the range of actions listed above in the action plan (as they emerged from the gap analysis), please provide a short commentary demonstrating the progress made.

Comments on the implementation of the OTM-R principles (initial phase)**Comments on the implementation of the OTM-R principles (internal review for interim assessment)****Comments on the implementation of the OTM-R principles (internal review for award renewal)**

INANTRO has an internal guide setting out clear OTM-R procedures and practices for all types of positions. Its policy is in line with OTM-R and national laws. The new Branch Collective Agreement for Science and Higher Education is planned to be signed between the Croatian Government and the Independent Union of Research and Higher Education, regulating the process of recruitment in articles 23 – 25. However,

even though we encourage external candidates to apply, in many cases applications from external candidates are not possible because work on project demands knowledge of Croatian language. Also, applicants are informed on the outcome of their applications, however with insufficient feedback, as IAR is understaffed.

Please be aware that your OTM-R policy should be embedded into the institutional strategy for the implementation of the principles of the European Charter for Researchers at the award renewal phase. The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation process

General overview of the implementation process (max. 1000 words)

The implementation and monitoring of the Human Resources Strategy for Researchers and its Action Plan formally fall under the responsibility of the HR Department, however, all organisational units of the Institute are expected to be familiar with the Strategy and to contribute to its implementation within their respective areas of responsibility (including the Director's Office, Professional Services of the Institute, BIOANT Centre, Department of Basic Scientific Research, Quality Assurance and Improvement Unit, and the Project Management Unit). Progress in the implementation of the HR Strategy is reviewed on a regular basis through quarterly discussions held within management meetings, involving the heads of all organisational units. Prior to these meetings, heads of organisational units consult with their teams to gather feedback and input, which is then used to reflect on progress, exchange feedback across organisational units, and identify practical solutions or adjustments where certain actions require additional support or refinement. As part of INANTRO's HR Excellence in Research activities, a dedicated working group is in place to support the periodic review and further development of the HR Strategy for Researchers. By bringing together representatives from different organisational units, this approach ensures that a broad range of perspectives is taken into account and that the process reflects everyday institutional practice.

Overall, the implementation process of the Action Plan at INANTRO is considered satisfactory. The implementation period (2022–2024) coincided with changes in the national legislative and regulatory framework governing higher education, scientific activity, employment conditions and salary systems in public research institutions. These changes had a direct impact on institutional procedures and influenced the scope, pace and prioritisation of individual actions.

Although the COVID-19 pandemic formally preceded this period, some organisational effects were still felt in the early phase of implementation. More importantly, the long-term consequences of the 2020 earthquake continued to shape INANTRO's operations and planning, culminating in the start of a comprehensive reconstruction of the Institute's building in 2025. These circumstances required additional flexibility in organising activities and affected the timing of certain actions, particularly those related to working conditions, internal training and on-site events.

Against this backdrop, a number of actions were implemented as planned, while others were extended, adapted or reformulated to ensure feasibility and long-term sustainability. Actions foreseen in the HR Strategy for Researchers were implemented in line with institutional priorities and capacities. Their scope and timing were adapted to regulatory requirements, available resources and external circumstances, allowing the

Institute to focus on measures with the greatest practical impact.

A particularly positive development for the implementation process was the signing of the Programme Agreement with the *Ministry of Science, Education and Youth of the Republic of Croatia* for the period 2024–2027. The Programme Agreement has already supported the implementation of several actions, especially those requiring stable funding and longer-term planning, and has improved conditions for activities related to working conditions, career development, mobility and professional training.

As a small research institution with limited administrative capacity, INANTRO continues to face challenges in fully implementing certain actions, particularly those requiring specialised HR or legal input. In response, the Institute applies a pragmatic and flexible approach, prioritising actions with the greatest relevance and adapting implementation to realistic institutional capacities, while remaining aligned with the principles of the European Charter for Researchers and the HRS4R framework

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail.

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and justification (max. 500 words)

The internal review was prepared through the work of the HRS4R INANTRO Work Group, which brings together one representative from key administrative and research functions, as well as researchers at different career stages (R2–R4). This composition ensured a balanced perspective, combining strategic, administrative, and research-related viewpoints. The Work Group included one representative of international cooperation, human resources and general administration, project management, quality assurance and improvement, as well as researchers actively involved in institutional activities. Such a structure enabled a comprehensive assessment of the implementation of the Action Plan, taking into account both formal procedures and everyday institutional practice.

The preparation itself followed a continuous and structured process that included the collection of relevant data and documentation, regular discussions, and the evaluation of the status of individual actions. Throughout this process, the Work Group reviewed progress in the implementation of the Action Plan, reflected on what worked well, and identified actions that required adjustment, extension or suspension, with particular attention paid to what is realistic and feasible for a small research institute with limited administrative capacity.

Based on this process, the Work Group prepared input for the internal review and shared its findings with the Institute's management and the Scientific Council, ensuring a shared understanding of the current status and priorities for the next period.

How have you involved the research community, your main stakeholders, in the implementation process?*



Detailed description and justification (max. 500 words)

At INANTRO, the implementation of the HR Strategy for Researchers is closely connected to everyday research and organisational practice and takes place within the national framework that defines how a public research institute operates.

At the national level, the Ministry of Science, Education and Youth, research funders, and the Agency for Science and Higher Education do not participate in the day-to-day implementation of the HR Strategy, but they play an important role by shaping the regulatory, funding, and evaluation framework within which the Strategy is implemented. The Ministry defines the legal, employment, and funding conditions applicable to public research institutes, including reporting obligations and funding arrangements such as the Programme Agreement for the period 2024–2027. Research funders contribute through project-related reporting and financial oversight, while the Agency for Science and Higher Education provides external feedback through periodic evaluations of public research institutes, which also inform institutional development.

The research community is involved in the implementation process in several complementary ways. Researchers at INANTRO contribute directly through their participation in institutional bodies and the HRS4R INANTRO Work Group, which includes researchers at different career stages (R2–R4). This ensures that the implementation of the HR Strategy is informed by researchers' perspectives and reflects everyday research practice. Researchers are also involved indirectly through regular discussions within organisational units. Heads of organisational units consult with their teams, including researchers and administrative staff, and bring their feedback into quarterly management-level discussions where progress in the implementation of the HR Strategy is reviewed. In this way, input from the research community is taken into account when assessing progress and identifying the need for adjustment, extension, or suspension of individual actions.

Members of the wider research community contribute to implementation through collaboration in doctoral training and research projects, as well as through participation in selection and evaluation procedures as external experts. Researchers at the Institute further support the implementation of the HR Strategy through their everyday activities, including ethical oversight of research projects, responsible project and financial management, dissemination of research results, and engagement with the scientific community and the wider public.

Through this combination of national oversight, institutional involvement, and active participation of researchers, the implementation of the HR Strategy remains grounded in real research practice while operating within the broader framework that defines INANTRO's role as a public research organisation.

Do you have an implementation committee and/or steering group regularly overseeing progress?*



Detailed description and justification (max. 500 words)

INANTRO does not have a separate implementation committee or steering group dedicated solely to overseeing the HR Strategy for Researchers. Given the Institute's size and organisational structure, the establishment of multiple parallel bodies was not considered an effective or sustainable approach. Instead, oversight of the implementation process is integrated into existing governance and organisational structures and shared across the Institute. Progress is monitored by the Human Resources Department together with other organisational units, with regular updates provided to the Scientific Council. This approach ensures that responsibility for implementation is distributed across the Institute, while strategic oversight is maintained at the governance level. Progress in the implementation of the Action Plan is reviewed regularly through management-level discussions, allowing challenges to be identified and addressed in a timely manner. In addition, the HRS4R INANTRO Work Group contributes input from different organisational units and career stages when reviewing progress and assessing the feasibility of actions. This integrated and proportionate approach ensures regular oversight while remaining realistic and sustainable for a small research institute.

Is there any alignment of organisational policies with the HR Excellence in Research award process? For example, is the HR Excellence in Research award recognised in the organisation's research strategy or overarching HR policy? *



Detailed description and justification (max. 500 words)

The HRS4R is an integral part of INANTRO's institutional development and research strategy and is reflected across relevant organisational policies. Its principles are embedded in strategic documents and internal regulations, encompassing academic freedom, teamwork, collaboration with industry, social responsibility, the popularisation and dissemination of science, adequate research space, resources, and equipment, as well as support for individual career development and mobility.

How has your organisation ensured that the proposed actions would also be implemented?*



Detailed description and justification (max. 500 words)

INANTRO seeks to ensure that the proposed actions are implemented by embedding them into regular institutional operations and everyday practice, rather than treating them as isolated or short-term measures. This approach allows actions to be introduced gradually and in a way that is realistic and sustainable, taking into account the Institute's size, organisational structure and available resources.

Responsibilities for implementing individual actions are shared across organisational units and institutional bodies. The HR Department has a coordinating and monitoring role and works closely with other organisational units, while progress is regularly reported to and discussed within the Scientific Council. While not all actions progress at the same pace, this structure helps ensure that implementation is followed both at the operational level and at the level of institutional governance.

Progress is reviewed on a regular basis through discussions with the heads of organisational units. These discussions provide space to reflect on what is working well, where challenges remain, and how actions can be adjusted, extended, or, where appropriate, suspended. In this way, implementation is understood as an ongoing and evolving process rather than a one-off exercise.

The HRS4R INANTRO Work Group further supports this process by bringing together input from different organisational units and career stages. This helps keep the proposed actions closely connected to everyday institutional practice and supports realistic decision-making.

Through this integrated and proportionate approach, INANTRO aims to ensure that the proposed actions are implemented, monitored and adapted over time, in line with the principles of the Charter and Code, while remaining attentive to practical constraints and opportunities for improvement.

How are you monitoring progress (timeline)?*



Detailed description and justification (max. 500 words)

Progress in the implementation of the HR Strategy for Researchers at INANTRO is monitored on an ongoing basis, in line with the Institute's size and organisational practice. The focus is not on rigid deadlines, but on regular follow-up that allows actions to move forward at a realistic pace and to be adjusted when needed. The INANTRO Management follows the status of individual actions together with other organisational units and regularly informs the Scientific Council. This ensures that progress is visible at the institutional level and that any issues can be discussed in a timely manner.

Progress is also reviewed on a quarterly basis through discussions with the heads of organisational units. These discussions focus on where actions stand, what has been achieved, and where delays or obstacles have appeared. When necessary, timelines are adjusted and actions are extended or, in some cases, suspended, in order to reflect actual capacities and external circumstances.

The HRS4R INANTRO Work Group contributes to this process by sharing practical input from different organisational units and career stages, particularly when reflecting on progress and feasibility. This helps ensure that monitoring is based not only on plans and indicators, but also on everyday practice.

Overall, monitoring is understood as a continuous process rather than a formal reporting exercise. This approach allows INANTRO to keep track of progress in a realistic way and to ensure that the Action Plan remains relevant and workable over time.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and justification (max. 500 words)

Progress will be followed using the indicators already defined in the Action Plan, which are reviewed on a regular basis as part of the overall monitoring process. These indicators help track how individual actions are progressing and provide a clear reference point for the next assessment. The review of indicators is not limited to checking whether an action has been formally completed. Instead, attention is also paid to how actions are implemented in practice and whether they achieve the intended effect within the Institute. This allows progress to be assessed in a more meaningful and realistic way.

When assessing indicators, INANTRO also takes into account circumstances that are beyond the Institute's control, such as changes in the national regulatory framework or funding conditions. Where appropriate, indicators and timelines are therefore interpreted flexibly, and actions may be adjusted, extended, or suspended.

This approach helps ensure that indicators remain relevant and useful, while providing a transparent and realistic basis for evaluating progress at the next HRS4R assessment.

How do you expect to prepare for the external review?*



Detailed description and justification (max. 500 words)

Before the external review, INANTRO will prepare an updated internal review of the implementation of the Action Plan. This internal review will be based on information and documentation already available through regular monitoring, as well as on reflections gathered during implementation.

Preparation will include reviewing the status of individual actions, indicators and supporting evidence, such as internal regulations, procedures, adopted policies, meeting records and examples from everyday practice. Particular attention will be paid to consistency between the HR Strategy, the Action Plan and relevant institutional documents, as well as to the alignment of implemented measures with the principles of the Charter and Code.

As part of the preparation, input will be gathered from different organisational units through the HRS4R INANTRO Work Group, ensuring that the internal review reflects how measures function in practice. This also allows potential gaps, delays, or challenges to be identified and clearly explained in the context of institutional capacities and external circumstances. The findings of the internal review will be discussed internally and shared with the Scientific Council. Based on these discussions, INANTRO will identify key points to be highlighted during the external review, including good practices, lessons learned and areas where further improvement is planned. This approach allows the Institute to enter the external review with a transparent, well-documented, and realistic overview of its progress.

Additional remarks/comments about the proposed implementation process (max. 1000 words)