



Human Resources Strategy for Researchers (HRS4R) Action Plan 2024-2026



www.nanogune.eu

CIC nanoGUNE

Tolosa Hiribidea, 76

E-20018 Donostia / San Sebastian

+34 943 574 000 · nano@nanogune.eu



HR STRATEGY - ACTION PLAN

Organization under review: CIC nanoGUNE

Organization's contact details:

Miren Alberdi Erorqui

m.alberdi@nanogune.eu

+34 943 574 000

Web link to the published version of the organization's HR Strategy and Action Plan:
www.nanogune.eu

a. Organizational Information

NanoGUNE is a Basque research center with the mission of performing world-class nanoscience research for the competitive growth of the Basque Country. Since its creation in 2006, nanoGUNE has been doing research in the fields of quantum nanoscience, nanomaterials, and nanomedicine. Through a multidisciplinary approach that integrates physics, chemistry, biology, and engineering, the center has positioned itself as a key player in the global nanotechnology sector.

NanoGUNE's mission goes beyond research excellence, as it is committed to the promotion of knowledge and technology transfer, with the aim of stimulating a sustainable development. The center also fosters the development of new talent through various training programs and supports the creation of startup companies, thereby contributing to the economic growth and industrial competitiveness of the Basque Country and the entire world. With a strong emphasis on collaboration, nanoGUNE has established strategic partnerships with leading academic institutions and industries worldwide, thus solidifying its role as a hub for cutting-edge nanoscience.

Structure and Governance

NanoGUNE was legally set up as a private non-profit association on 28 February 2006. A state-of-the-art infrastructure was inaugurated in January 2009. The Association is currently formed by the following partners:

- DIPC: Donostia International Physics Center
- EHU: Euskal Herriko Unibertsitatea
- CAF
- PETRONOR
- GFA: Gipuzkoako Foru Aldundia

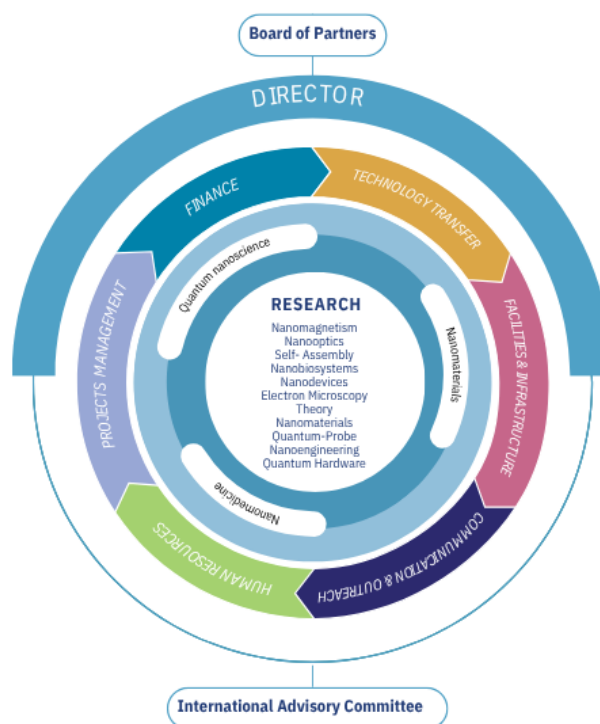


And is promoted by:

- Eusko Jaurlaritzza - Gobierno Vasco

Organizational Chart

The global management and organization of the center are carried out according to the structure shown in the chart below, which displays the key roles within the center.



Research fields

NanoGUNE focuses its research activities on the following three main strategic areas:

- Quantum Nanoscience
- Nanomaterials
- Nanomedicine

The research program is implemented through 11 research groups:

- Nanomagnetism
- Nanooptics
- Self-assembly



- Nanobiosystems
- Nanodevices
- Electron Microscopy
- Theory
- Nanomaterials
- Quantum-probe Microscopy
- Nanoengineering
- Quantum Hardware

b. Narrative

In November 2019, nanoGUNE was acknowledged with the "HR Excellence in Research" award, reflecting our commitment to continuously improving our human resources policies in line with the European Charter for Researchers and the Code of Conduct (ECRCC), particularly our dedication to fair, transparent, and merit-based recruitment procedures.

Throughout the process of obtaining this acknowledgment, several strengths and weaknesses were identified and an Action Plan was developed to address the most relevant areas for improvement.

In 2023, all nanoGUNE employees were consulted, allowing us to gather individual perceptions on issues related to the 40 principles grouped into the four thematic areas: Working Conditions and Social Security, Training, Recruitment, and Ethical and Professional Aspects.

In 2024, the process of renewing the award was initiated. Within this framework, the organization presented a new OTM-R policy and checklist and prepared an updated Action Plan based on the strengths and weaknesses previously identified.

c. Actions

The implementation of this Action Plan aims to align internal workflows and institutional practices with the principles of the European Charter for Researchers and the Code of Conduct.

The plan will be carried out over 36 months. Each action has been defined to respond to specific institutional needs and to broader objectives related to ethics, recruitment, working conditions, and career development.

The following tables provide a detailed overview of all planned actions, including their description, responsible persons, timelines, and indicators. They serve as a practical roadmap for this renewal



phase of our HRS4R award and reflect our ongoing commitment to strengthening the support we provide to the research community.



Category C&C	C&C Principle	Other involved Principles	Action	Description	Responsible	Timing	Indicator/Target/Control/Evidence
Training and development	28	24, 30	Outplacement service	nanoGUNE offers the chance to all employees to have one-to-one meetings with the Technology Transfer Director to discuss about job opportunities in Industry	Tech Transfer Director	year 2024	Number of transferred researchers to Industry
Training and development	28	25, 30, 35, 37	Career Advisory	Reinforcement of the role of the senior scientists through a specific training, as multi-faceted supervisors of PhD students and post-docs in their career development.	HR + Scientific Director + Senior Scientists	year 2024	in place
Working Conditions	23	2, 4, 7	Viva PhD Celebration (every time there is a defense)	nanoGUNE promotes networking events within the research environment and celebrates every PhD thesis defense.	HR + Group Leaders + Director	year 2024	Number of events per year
Recruitment and Selection	13	12,13,14, 15	OTM-R Policy	The OTM-R policy and check list reviewed and updated every 2 years.	HRS4R WG	year 2024	OTM-R policy updated and published in the website
Recruitment and Selection	13	12,13,14, 15	OTM-R Check List	The OTM-R policy and check list reviewed and updated every 2 years.	HRS4R WG	year 2024	OTM-R check list updated and published in the website
Recruitment and Selection	16	16, 17, 19, 33	Talent attraction programs	nanoGUNE offers opportunities to undergraduate and master students to discover science through several training programs and grants (winter school, summer internship, master + PhD grants)	HR + Outreach + Group Leaders + Director	year 2024	Nº of attendees
Training and development	30	15, 16, 28	PhD Workshop(every year)	Promote every year the celebration of a workshop to allow PhD students to be more involved in the decisions that may affect their working environment and to facilitate communication between the direction and the employees.	Scientific Director + Group Leaders + PhD committee	year 2024	1 PhD Workshop organised per year
Training and development	39	22, 25, 28, 30, 37, 38	Club Alumni Seminars	Development of a seminars program, which includes seminars delivered by former nanoGUNE employees to share professional experiences, suggestions, and to create a network to improve the sense of pertinence (?)	HR + Scientific Director + Group Leaders	year 2024	Number of seminars per year
Training and development	39	4, 37	Scientific seminars	Development of a seminars program, which includes scientific seminars delivered by international experts on different research topics of interest.	Scientific Director + Group Leaders	year 2024	Number of seminars per year



Category C&C	C&C Principle	Other involved Principles	Action	Description	Responsible	Timing	Indicator/Target/Control/Evidence
Training and development	39	38, 28, 30, 35	Soft Skills Workshops:1. Oral communication2. From academy	Redefinition and implementation of the business culture training program.	HR + Outreach	year 2024	nº of attendees
Training and development	28	24	Language classes	Spanish and Basque language classes are offered, to allow the participants to a better transfer to Basque Research Ecosystem (industry or other research centers)	HR	year 2024	Nº of attendees
Working Conditions	23	2, 4, 7	International lunch	nanoGUNE promotes networking events within the research environment and celebrates year an international lunch.	HR + Outreach	year 2024	1 lunch per year
Working Conditions	23	24	Exit interviews	Exit interviews are conducted with all employees whose contracts are about to end or have already ended, to analyze strengths and weaknesses of the center and guarantee a constant effort for the improvement of the working conditions of nanoGUNE employees	HR	year 2024	Nº of interviews
Working Conditions	27	35, 23, 10, 37	Emakumeak Zientzian Network activities	Participation in a several number of Emakumeak Zientzian Network activities to highlights the work of women in science, breaks stereotypes, and encourages girls and adolescents to choose a career in science. Design of a program for women in science to receive mentoring and career advice.	GEP WG	year 2024	Number of activities
Working Conditions	27	35, 23, 10	Confidential counselors course	As activity promoted within the gender equality plan, a course for confidential counselors has been implemented to offer professional support to all nanogunestaff in case of need.	Outreach + HR	year 2024	Nº of counselors
Working Conditions	23	2,4,7	Psychosocial risk survey	Surveys are submitted to assess working conditions and satisfaction of the employees.	HR + Health&Safety	year 2024	Survey done
Working Conditions	23		Christmas celebration	nanoGUNE promotes social events within the research environment and celebrates every Christmas with a lunch and group games.	HR	year 2024	1 event organized per year



Category C&C	C&C Principle	Other Involved Principles	Action	Description	Responsible	Timing	Indicator/Target/Control/Evidence
Recruitment and Selection	16	16, 17, 19, 33	Talent attraction programs	nanoGUNE offers opportunities to undergraduate and master students to discover science through several training programs and grants (winter school, summer internship, master + PhD grants)	HR + Outreach + Group Leaders + Director	year 2025	N° of attendees
Training and development	39	4, 37	Scientific seminars	Development of a seminars program, which includes scientific seminars delivered by international experts on different research topics of interest.	Scientific Director + Group Leaders	year 2025	Number of seminars per year
Training and development	39	38, 28, 30, 37, 25	Club Alumni Seminars	Development of a seminars program, which includes seminars delivered by former nanoGUNE employees to share professional experiences, suggestions, and to create a network to improve the sense of pertinence	HR + Scientific Director + Group Leaders	year 2025	Number of seminars per year
Training and development	28	24, 30	Outplacement service	nanoGUNE offers the chance to all employees to have one-to-one meetings with the Technology Transfer Director to discuss about job opportunities in Industry	Tech Transfer Director	year 2025	Number of transferred researchers to Industry
Training and development	28	25, 30, 35, 37	Career Advisory	Reinforcement of the role of the senior scientists through a specific training, as multi-faceted supervisors of PhD students and post-docs in their career development.	HR + Scientific Director + Senior Scientists	year 2025	in place
Working Conditions	23	2, 4, 7	People Satisfaction Survey (every 3 years)	Surveys are submitted to assess working conditions and satisfaction of the employees.	HR	year 2025	Survey done
Ethical and Professional aspects	2	1,2,3,4,5,6,7,34	Compliance Policy	A campaign for raising awareness about the Compliance Policy is being implemented	HR	year 2025	n° of seminar
Ethical and Professional aspects	2	1, 2, 3, 4, 5, 6, 7	New Ethical Code	In response to the results obtained in the risks survey, nanoGUNE will define a new ethical code to enhance its commitment to integrity and responsibility.	HR + Health&Safety	year 2025	Ethical code published in the Intranet
Training and development	39	38, 28, 30, 35	Soft-skills training	Implementation of the business culture training program.	Outreach + HR + PhD Committee	year 2025	N° of attendees
Training and development	31		Intellectual property rights	A seminar regarding Intellectual Property rights is offered once every year	HR + Tech Transfer	year 2025	n° of seminar
Training and development	39	38, 28, 30, 35	Training courses	nanoGUNE offers training courses for senior scientists on communication skills and leadership.	HR	year 2025	N° of attendees
Training and development	28	24	Language classes	Spanish and Basque language classes are offered, to allow the participants to a better transfer to Basque Research Ecosystem (industry or other research centers)	HR	year 2025	N° of attendees of the thrimester
Training and development	30	15, 16, 28	PhD Workshop(every year)	Promote every year the celebration of a workshop to allow PhD students to be more involved in the decisions that may affect their working environment and to facilitate communication between the direction and the employees.	Scientific Director + Group Leaders + PhD committee	year 2025	1 PhD Workshop organised per year



Category C&C	C&C Principle	Other Involved Principles	Action	Description	Responsible	Timing	Indicator/Target/Control/Evidence
Training and development	39		Engage platform	nanoGUNE offers the chance to use Engage platform to share knowledge and suggestions	Tech Transfer Director + Director	year 2025	in place
Working Conditions	27	35, 23, 10	Anti-harrasment Protocol	nanoGUNE will extend its anti-harassment protocol to include all forms of harassment (not just gender-based harassment), to prevent and act against these behaviours.	HR + Gender Equality Committee	year 2025	in place
Working Conditions	35		PhD Committee	Launch of a new PhD committee	Outreach + HR	year 2025	in place
Working Conditions	24	23, 24	Health and Safety	Development of a protocol to ensure safe conditions for all nanoGUNE employees in case of external visits	HR + Health&Safety	year 2025	CAE procedure in place
Working Conditions	23		Welcome Plan	Redefinition of the welcome plan to ensure the best experience for all newcomers and to promote the best coordination between all the employees involved in the onboarding phase.	HR + Health&Safety	year 2025	Welcome Plan procedure
Working Conditions	34		Whistleblower channel	Redefinition of nanoGUNE's whistleblower channel	HR	year 2025	in place
Working Conditions	23	2, 4, 7	Viva PhD Celebration (every time there is a defense)	nanoGUNE promotes networking events within the research environment and celebrates every PhD thesis defense.	HR + Group Leaders + Director	year 2025	Number of events per year
Working Conditions	27	35, 23, 10, 37	Emakumeak Zientizian Network activities	Participation in a several number of Emakumeak Zientizian Network activities to highlights the work of women in science, breaks stereotypes, and encourages girls and adolescents to choose a career in science. Design of a program for women in science to receive mentoring and career advice.	GEP WG	year 2025	Number of activities
Working Conditions	23	24	Exit interviews	Exit interviews are conducted with all employees whose contracts are about to end or have already ended, to analyze strenghts and wiknesses of the center and guarantee a constant effort for the improvement of the working conditions of nanoGUNE employees	HR	year 2025	N° of interviews
Working Conditions	23		Christmas celebration	nanoGUNE promotes social events within the research environment and celebrates every Christmas with a lunch and group games.	HR	year 2025	1 event organized per year
Working Conditions	23	2, 4, 7	International lunch	nanoGUNE promotes networking events within the research environment and celebrates year an intenational lunch.	HR + Outreach	year 2025	1 lunch per year
Ethical and Professional aspects	4	2, 4, 10	New Code of Conduct	nanoGUNE will define a new code of conduct to enhance respect and to promote n health and pleasent work environment.	HR + Health&Safety	year 2026	Code of conduct published in the Intranet



Category C&C	C&C Principle	Other involved Principles	Action	Description	Responsible	Timing	Indicator/Target/Control/Evidence
Recruitment and Selection	16	16, 17, 19, 33	Talent attraction programs	nanoGUNE offers opportunities to undergraduate and master students to discover science through several training programs and grants (winter school, summer internship, master + PhD grants)	HR + Outreach + Group Leaders + Director	year 2026	Nº of attendees
Training and development	28	25, 30, 35, 37	Career Advisory	Redefinition of the career advisory program - Focus groups including employees with different roles	HR + Scientific Director + Senior Scientists	year 2026	in place
Training and development	28	24	Language classes	Spanish and Basque language classes are offered, to allow the participants to a better transfer to Basque Research Ecosystem (industry or other research centers)	HR	year 2026	Nº of attendees
Training and development	39	38, 28, 30, 35	Soft-skills training	Implementation of the business culture training program.	Outreach + HR + PhD Committee	year 2026	Nº of attendees
Training and development	39	4, 37	Scientific seminars	Development of a seminars program, which includes scientific seminars delivered by international experts on different research topics of interest.	Scientific Director + Group Leaders	year 2026	Number of seminars per year
Training and development	39	38, 28, 30, 37, 25	Club Alumni Seminars	Development of a seminars program, which includes seminars delivered by former nanoGUNE employees to share professional experiences, suggestions, and to create a network to improve the sense of pertinence	HR + Scientific Director + Group Leaders	year 2026	Number of seminars per year
Training and development	30	15, 16, 28	PhD Workshop(every year)	Promote every year the celebration of a workshop to allow PhD students to be more involved in the decisions that may affect their working environment and to facilitate communication between the direction and the employees.	Scientific Director + Group Leaders + PhD committee	year 2026	1 PhD Workshop organised per year
Training and development	28	24, 30	Outplacement service	nanoGUNE offers the chance to all employees to have one-to-one meetings with the Technology Transfer Director to discuss about job opportunities in Industry	Tech Transfer Director	year 2026	Number of transferred researchers to Industry
Working Conditions	23		Christmas celebration	nanoGUNE promotes social events within the research environment and celebrates every Christmas with a lunch and group games.	HR	year 2026	1 event organized per year
Working Conditions	27	35, 23, 10, 37	Emakumeak Zientzian Network activities	Participation in a several number of Emakumeak Zientzian Network activities to highlights the work of women in science, breaks stereotypes, and encourages girls and adolescents to choose a career in science. Design of a program for women in science to receive mentoring and career advice.	GEP WG	year 2026	Number of activities
Working Conditions	23	24	Offboarding interviews	Offboarding interviews are conducted with all employees whose contracts are about to end or have already ended, to analyze strengths and weaknesses of the center and guarantee a constant effort for the improvement of the working conditions of nanoGUNE employees	HR	year 2026	Nº of interviews
Working Conditions	23	2, 4, 7	International lunch	nanoGUNE promotes networking events within the research environment and celebrates year an international lunch.	HR + Outreach	year 2026	1 lunch per year
Working Conditions	23	2, 4, 7	Viva PhD Celebration (every time there is a defense)	nanoGUNE promotes networking events within the research environment and celebrates every PhD thesis defense.	HR + Group Leaders + Director	year 2026	Number of events per year



d. Implementation & Follow-Up

The development and implementation of the Action Plan will be monitored both internally and externally to ensure full alignment with the HRS4R principles.

An external progress assessment will be carried out in the period 2026-2027 by an external agency or professionals designed and authorized by the European Commission. In addition, a self-assessment will be conducted in 2027, which will serve as the basis for updating the Action Plan for the subsequent period. This cyclical review process ensures that the strategy remains dynamic, evidence-based, and responsive to emerging needs within the center.

Internally, the monitoring procedure includes regular meetings of the C&C Committee to evaluate the progress of each action, identify potential challenges, and propose corrective measures when necessary. These meetings also provide a space for open cross-departmental dialogue, including research staff at different career stages. This will further contribute to ensuring that the plan accurately reflects the needs and expectations of the research community.

To guarantee the effective implementation of the Action Plan, each action has an assigned lead and/or dedicated working group, a timeline, and specific indicators designed to track progress in an evidence-based way.

This structure supports accountability and transparency while facilitating the collection of quantitative and qualitative evidence on the impact of the measures adopted. Altogether, this monitoring framework enables continuous improvement and reinforces the center's commitment to fostering an attractive, inclusive, and sustainable research environment.

e. Conclusions

With this renewed Action Plan, nanoGUNE reaffirms its commitment to continuous improvement, its dedication to attracting, developing and retaining talent, and to promoting a research culture based on fairness, openness, and excellence.

The center will maintain a collaborative approach to ensure that the measures are implemented successfully and have a real impact on our research community.