



Human Resources Excellence in Research

Action Plan 2025 – 2027

Warsaw, January 2025

1. INTRODUCTION

The new Action Plan for 2025-2027 was prepared based on a 2005 document entitled: "Commission recommendation of March 11, 2005 on the European charter for researchers and on a code." As IIMCB has held the distinction of the HR Excellence in Research logo since 2013, the Action Plan has been evolving over the years, taking into consideration the ongoing needs of the IIMCB community. The current document was prepared based on surveys of staff and postdoctoral fellows and consultations within working groups including: the Administrative Staff Working Group, the Working Group on Gender Equality Opportunities, the HR Logo Working Group, and consultations with individuals from research groups at IIMCB. Surveys included an analysis of needs in the areas of training and support for foreign employees, and employees' opinions of the IIMCB as a place to work and overall satisfaction were examined. The plan was prepared in coherence with other IIMCB documents such as the Human Resources Strategy 2025 - 2030, all of which aim to strengthen the IIMCB as an attractive place to work for top-quality research, to increase job satisfaction among employees and PhD students, and to reduce the administrative burden on the IIMCB's scientific community as much as possible so they can focus on their scientific work.

We have identified a number of areas that are crucial for development in the coming years and these are: professional development of IIMCB staff and PhD students, scientific support for early-career employees, access to scientific advice, opportunities to participate in training and courses, involvement of researchers at IIMCB in teaching at the Doctoral School, strengthening and rebuilding of the staff evaluation system, and further development of ethical principles and activities related to gender equality opportunities.

By focusing on these areas, we aim to create a workplace where every employee feels respected and motivated to achieve high results.

2. ORGANIZATIONAL INFORMATION

The main research directions at the IIMCB are RNA biology and cell biology, both aimed at understanding the fundamentals of human diseases, which are the basis for creating innovative therapeutic and diagnostic methods. The scientific excellence which we pursue involves the implementation of ambitious research projects and scientific initiatives, and forming partnerships with leading research centres in Poland and abroad. To ensure that the results of this research are translated into clinical applications, the IIMCB is open to cooperation with the pharmaceutical and biotechnological industries, including sharing the resources and expertise of our core facilities. The IIMCB is involved in educating PhD students as one of the nine founders of the Warsaw PhD School in Natural and BioMedical Sciences (Warsaw-4-PhD). The School offers international doctoral students

an interdisciplinary educational and research program in physics, chemistry, biology, and medicine. The well-being of the members of our community is paramount to us, thus the IIMCB follows the rules put forward by the European Commission in the HR Excellence in Research programme, which the IIMCB joined in 2013. The HR Excellence in Research logo is an accreditation that identifies institutions with a stimulating and favourable working environment. Adopted Gender Equality Plan includes measures to take it a step further: providing an assuring and conducive work culture based on the respect for the principles of equality and diversity. In doing so, we enable all employees to freely develop their scientific and personal skills.

STAFF AND STUDENTS AS OF (31.12.2024)	FTE
The total researchers=staff, fellowship holders, bursary holders, PhD students, students either full-time or part-time involved in research*	125,5
Of whom are international (i.e. foreign nationality)*	49
Of whom are externally funded (i.e. for whom the organisation is host organisation)*	89
Of whom are women*	73
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy typically holding the status of Principal Investigator or Professor*	18,7
Of whom are stage R2 = in most organisations corresponding with postdoctoral level*	45,5
Of whom are stage R1 = in most organisations corresponding with doctoral level*	31
Total number of students (if relevant)*	3
Total number of staff (including management, administrative, teaching and research staff)*	216,1

3. Self-assessment and Action Plan for 2022 – 2024:

As reporting and the Action Plan have been prepared since 2013, the documents are becoming blurred, which was also highlighted by the auditors. As a result, a new document was compiled which summarizes the years 2022-2024 and includes a new Action Plan for 2025-2027.

No	Description	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status/remarks
1	<p>Improvements implemented according to the latest Action Plan:</p> <p>15.05.2023 - Webinar on mobbing and sexual harassment, for employees and PhD students, conducted in Polish and English version (84 participants)</p> <p>14.09.2022 - Active Bystander training for all laboratory and Core Facilities members (37 participants)</p> <p>20.09.2022 - "Observer of abusive behaviour" training for administrative Staff (26 participants)</p> <p>Improvements planned:</p> <ol style="list-style-type: none"> Organize follow-up trainings on: <ul style="list-style-type: none"> anti-discrimination anti-mobbing and harassment Promoting an in-house mediator's programme by creating a tab on the intranet site "Conflict Resolution" to introduce the procedure and profiles of mediators, in addition, information about mediators and conflict resolution will appear in the Institute's newsletter. Mediators will continue to work towards becoming more and more professional in their function by participating in training courses. 	34. Complains/appeals	31.12.2027	HR Logo working group, HR Unit, Working Group on Gender Equality Opportunities (established in 2021)	<p>Target: R1-R and non-scientific staff</p> <p>Indicators: documents on the Intranet and the IIMCB website, number of people trained, number of trainings</p>	<p>EXTENDED</p> <p>The proposed trainings will contribute to creating a more fair, safe and inclusive work environment.</p> <p>As an organization grows and changes, new challenges arise that can lead to disagreements. Properly preparing employees and promoting a culture of mediation enhances their ability to adapt and proactively solve problems.</p> <p>We recognize the need to strengthen the visibility and role of mediators at IIMCB.</p>
2	<p>Improvements implemented according to the latest Action Plan:</p> <p>Order No. 11/2022 dated July 8, 2022 on periodic evaluation of heads of organizational units and their deputies.</p>	11. Evaluation/appraisal systems	31.12.2027	HR Unit, Board of Directors, IAB, Heads of Organizational Units	<p>Target: R1-R3 researchers, Heads and Deputy Heads of</p>	<p>EXTENDED</p> <p>As of 2019, the Institute has an annual evaluation process for all scientific employees, with the exception of lab leaders (who are evaluated by the International</p>

	<p>Order No. 13/2023 dated September 20, 2023 on the amendment of the Recruitment Process for Non-Scientific Positions.</p> <p>Improvements planned:</p> <ol style="list-style-type: none"> 1. Introduce the extension of the process of periodic evaluations of Heads in administration and core facilities to receive feedback also from other groups working with a given manager (360-degree evaluation). 2. Verification of the Order on periodic evaluation of scientific Staff. 				<p>Organizational Units Indicators: ordinance on the evaluation system, evaluation form available on the Intranet</p>	<p>Advisory Board every 2 years). Listening to the voices of scientists, we have come to the conclusion that this system needs to be updated. A working group will be set up to design a new system of employee evaluations in order to use it as much as possible for managerial purposes, but also to provide effective feedback to employees. 360-degree evaluation aims gaining comprehensive knowledge of competencies and work efficiency. Such an evaluation provides a more complete picture of strengths, areas for development and the overall impact of the manager on the team and the institution.</p>
3	<p>Some of the activities listed below were included for implementation in the previous Action Plan:</p> <ol style="list-style-type: none"> 1. Offering PhD students and postdocs opportunities to attend dedicated courses on integrating gender equality into research. 2. Organizing events and conferences to promote equal opportunities for scientific careers. 3. Soft skills training for women at the outset of their careers. 4. Offering research staff an opportunity to participate in training "The Sex and Gender 	27. Gender balance	31.12.2027	HR Unit, Working Group on Gender Equality Opportunities, HR Logo Working Group, Grants Office, Communications Office	<p>Target: R1-R4, administrative staff</p> <p>Indicators: no of workshops/open days on gender balance, no of participants of</p>	<p>EXTENDED</p> <p>Working Group on Gender Equality Opportunities prepares yearly a report to present the actions and solutions introduced in given year, as well as statistics on various aspects of IIMCB's gender equality activities implemented on the basis of the Gender Equality Plan.</p>

	<p>Dimension of Biomedical Research”.</p> <p>5. Promotion of women who have had a successful career in social media and other documents such as Annual Report https://www.iimcb.gov.pl/en/about-us/annual-reports-2/26-24-annual-report-2023 (page 24)</p> <p>6. Organization of events to promote gender equality: as a part of internal seminars, during the Career Days event</p> <p>The activities listed below were included for implementation in the previous Action Plan. Unfortunately, due to the organization of other training courses or events and the preparation of changes related to the functioning of the units, these tasks will be moved to the next years.</p>				workshops/open days on gender balance, no of introduced IIMCB regulations involving gender balance policies/aspects	<p>Among other things, the report includes statistics on gender division of:</p> <ul style="list-style-type: none"> • the entire IIMCB community • positions group • management • project proposals submitted • projects awarded • committees, councils, delegations, advisory bodies • candidates to Doctoral School • candidates in recruitment processes
4	<p>Improvements introduced:</p> <p>Order No. 6/2024 dated on May 10, 2024 on introducing changes to Order No. 16/2022 dated on November 24, 2022, on the improvement of professional qualification by employees and PhD students</p> <p>Order No. 6/2022 dated 6 May 2022 on the introduction of Graduate Internship Regulations</p> <p>Possibility to employ the best senior researchers in the Core Facilities and use their knowledge and experience in conducting various types of in-house training for junior researchers and engage them in advisory bodies or as auxiliary supervisors of PhD students.</p> <p>Standardized definition of every official post, e.g. "postdoctoral researchers" "researchers", "senior researchers", "research assistant".</p>	28. Career development	30.06.2023	HR Unit, Board of Directors, Lab Leaders	<p>Target: R1-R4, including Lab Leaders</p> <p>Indicators: ordinances available on the Intranet</p>	COMPLETED

	Other activities completed and planned relating to scientific development and scientific advice are listed in the pillars: Access to career advice and Access to research training and continuous development in the current Action Plan.					
5	Improvements implemented according to the latest Action Plan: <ol style="list-style-type: none"> 1. IIMCB distributes (via the Internet, on the hallway information board, newsletter) information about available posts/fellowships/ training and workshops on career development. 2. IIMCB held an Industry Day for the institute's scientific community on October 8, 2024. The event was held on site. The Industry Day was attended by about 80 people. Representatives from 5 pharmaceutical companies were invited: Scope Fluidics BacterOMIC, Adamed Pharma, Selvita S.A., ExploRNA Therapeutics, Celon Pharma S.A. The event was aimed at presenting the profiles of companies in the pharmaceutical industry and presenting IIMCB scientists with career opportunities outside of science, it was also an excellent opportunity to get in touch with industry experts and to learn about the latest trends and innovations in the pharmaceutical industry. 3. In connection with joining EU-Life, a series of Career Truck Webinars https://eu-life.eu/newsroom/news/career-track-webinars is being organized online as part of the 	30. Access to career advice	31.12.2027	Different groups and Units dedicated to each event	Target: R1-R4, core facilities staff Indicators: no of actions carried out no of persons participating in each event	EXTENDED IIMCB makes every effort to showcase professional development opportunities for researchers both within and outside the academia. Events are organized on the basis of a needs analysis conducted both through discussions with representatives of scientific groups and a survey investigating training and development needs.

	<p>Recruitment and Training working group's activities, where scientists from EU-Life member institutions present their career path in science-related activities. Access is free to the EU-Life community. Dr. Kornelia Mikula of IIMCB was one of the speakers.</p> <p>4. Two mentorship programme was implemented (in 2022 and 2024) one from IIMCB (available on the intranet website) and one within the EU-Life initiative https://eu-life.eu/women-postdoc-mentoring</p> <p>In 2024, 30 women researchers benefited from the EU-LIFE Pathfinder Mentorship Programme, including two from IIMCB. In addition, two female lab leaders supported the program with their experience as mentors. Till the end of 2024 5 young researchers benefited from IIMCB mentorship programme. This programme is constantly active.</p> <p>5. In 2024 IIMCB introduced: Carrer Paths for Core Facilities employees. The IIMCB recognizes the essential role core facilities play in supporting research. To provide clear professional development opportunities for Core Facilities Staff, we have established dedicated career paths. These tailored career tracks offer long-term growth prospects, recognize the specialized skills of each employee, and provide clear goals that need to be reached in order to change grades or career paths, empowering staff to thrive as integral contributors to cutting-edge research.</p>					
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	<p>6. Order No. 8/2023 dated on May 23, 2023 on the valuation of job positions in administration: Valuation aims to: objectively establish an internal hierarchy of job positions and grade them into specific pay bands; systematize the remuneration structure; analyse training needs and plan development activities</p> <p>Improvements planned:</p> <ol style="list-style-type: none"> 1. Organization of training “Technology Transfer Mind Set” combined with Career Days. 2. Promoting the mentoring program. In 2022 the Institute has announced a mentoring program for early-career scientists. Unfortunately, this program is not used extensively. In cooperation with representatives of young scientists, we want to promote the benefits of mentoring, such as strengthening competencies and understanding career opportunities in different workplaces. 3. Promoting effective use of the EURAXESS platform. We recognize the need to strengthen the knowledge of researchers about the benefits of both having the HR Logo distinction and using the resources prepared by the European Commission in the form of the online platform https://euraxess.ec.europa.eu/ The platform aims to support the mobility of researchers in Europe and facilitate collaboration between scientists, research institutions and industry. The Euraxess website offers a variety of information and services, including job opportunities in research, advice on relocation, including visa, insurance and tax 					
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	<p>issues, instructions on how to join a network of contacts, offers to access training and events. We plan to make information about the platform and the HR Logo distinction available in the institute's documents, appear in the newsletter, in addition, a dedicated employee of the HR Unit will promote this information by preparing a presentation, e-mail information, and in the future also through short meetings with employees (including foreigners) about the benefits of registering on the platform.</p> <p>4. Establish an in-house training system using the expertise of the people employed "Train the trainer programme" Training will be dedicated to different groups of employees. The expertise of administrative unit's employees will be used first, regarding technology transfer, skills in creating grant proposals, communication through social media, ethical aspects in research etc.</p>					
6	<p>IIMCB implements training and supports the activities and development undertaken for all groups as funds are available. We are making every effort to apply for external projects that support IIMCB's potential development.</p> <p>Improvements implemented according to the latest Action Plan:</p> <p>1. Leader Karate training was provided (February 2024) to all IIMCB management staff (unit heads, core facility heads, and lab leaders). The training included a comprehensive study of management principles, focusing on the</p>	39. Access to research training and continuous development	31.12.2027	Different groups and Units dedicated to each events	<p>Target: R1-R4, including Lab Leaders, core facilities Staff, administration Staff</p> <p>Indicators: number of events number of persons</p>	<p>EXTENDED</p> <p>On September 1, 2023 the International Institute of Molecular and Cell Biology in Warsaw (IIMCB) officially started the project entitled 'RNA and Cell Biology - from Fundamental Research to Therapies' (acronym RACE) https://www.iimcb.gov.pl/en/race</p>

	<p>definition and basic responsibilities of management in organizations. It delved into the intricacies of persuasive leadership, analyzing the strengths and tactics used by effective leaders to influence others. Participants studied various leadership theories, including situational theories, to understand how leadership effectiveness can vary depending on situational factors and adaptability—setting boundaries. The training also covered feedback mechanisms, emphasizing the importance of constructive feedback in professional development. 25 people were trained. The training was combined with integration activities.</p> <p>2. PhD students' Annual Retreat Session - during the sessions, PhD students present posters and presentations on their scientific research, it is also an opportunity to exchange scientific experiences:</p> <ul style="list-style-type: none"> • 2022 (45 PhD students participated) • 2023 (36 PhD students participated) • 2024 (33 PhD students participated) <p>3. Second edition of R&stats statistic workshops for all scientific staff (April – June 2022), 38 participants, 8 workshops, 90 minutes each, the topics of the statistics course. Advanced Statistics course for PhD students and all scientific staff delivered by an external expert dr. Maksymilian Bielecki.</p> <p>4. Project Management Training (September 2023) – for women scientists in the early stages of their careers (PhD Students, Research</p>				<p>participating in the events</p> <p>future survey of satisfaction</p> <p>increased number of researchers participating in lectures/ seminars/ trainings/ courses</p>	
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	<p>Assistants, Postdoctoral Researchers), 44 participants</p> <p>5. Career Development Training (October 2023) – for women scientists in the early stages of their careers (PhD Students, Research Assistants, Postdoctoral Researchers), 44 participants</p> <p>6. In 2024 IIMCB purchased one-year access to a training platform with unlimited managerial training for administrative managers. Management training equips managers with the skills and knowledge necessary to effectively lead and supervise teams, projects, and processes within an organization.</p> <p>Improvements planned:</p> <ul style="list-style-type: none"> As part of the RACE project, we are planning training for IIMCB researchers with advanced partners from Belgium and Edinburgh. The trainings will be conducted for the IIMCB scientific community as well as available to partners. Training topics will be determined based on a survey that was conducted among researchers. The first training is scheduled for 2025 and will be focused on: use of AI in science IIMCB also plan to organize soft skills development training for employees and managers on effective communication, assertiveness and active listening. 					
7	<p>Improvements introduced:</p> <p>Beginning in 2019, the Institute had Buddy Institution to facilitate the induction of a new employee. Given the current challenges in finding good employees, it is</p>	37. Supervision and	31.12.2024	HR Unit, HR Logo Working Group, different	Target: Lab Leaders, Directors, R1 - R4	<p>COMPLETED</p> <p>Order No. 3/2024 dated March 14, 2024 regarding the operating</p>

	<p>even more important to ensure a warm welcome and smooth integration of our new employees. In our experience, the implementation process with Buddy doesn't work well because the designated people don't always know how to facilitate the implementation of new employees. In addition, there is a lack of synthesized knowledge regarding the work of the administration. The Human Resources Department has planned an extensive onboarding system to best introduce the employee to his or her responsibilities and work culture. The onboarding process introduced as of 2025 consists, among other things, of a presentation that will be updated on a regular basis - the presentation contains basic information about both the IIMCB's administrative and scientific functioning, the labs and all administrative units with a division of tasks are presented. In addition, the intranet site will be upgraded to make it more clear and intuitive for the entire IIMCB community. In addition to administrative onboarding, there is also mentoring guidance within laboratories and core facilities. New Lab Leaders have two scientific mentors/advisors among the senior Lab Leaders. New scientific staff also have designated individuals who provide merit supervision during the initial stages of employment. PhD students have promoters and auxiliary promoters, as well as a Thesis Advisory Committee. At the end of 2024, the Communications Office introduced</p>	managerial duties		administration units	Indicators: future surveys of satisfaction	<p>rules of the Thesis Advisory Committees (TAC) The functions of the TAC are as follows:</p> <ul style="list-style-type: none"> a) To monitor and periodically evaluate the progress of the doctoral candidate's research; b) To formulate opinions on further research directions. c) To recommend the continuation or discontinuation of the project by the doctoral candidate.
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	a newsletter, the newsletter plays a very important role in internal communication for new employees as well. It collects important information in a nutshell, so that all employees receive systematized messages going out to the entire community about important changes, projects, successes, events, and information coming from the administration.					
8	Improvements implemented according to the latest Action Plan: <ul style="list-style-type: none"> Course title: Methodological advances in molecular and structural biology Academic year: 2022/2023 Course coordinators: Profs. Janusz M. Bujnicki, Andrzej Dziembowski, Gracjan Michlewski Language: English Winter semester + summer semester Hours: winter semester 22,5 hours + summer semester 22,5 hours (total 45 hours), where 1h=60min Lecturers: 16 researchers from IIMCB (including Lab Leaders, researchers, senior researchers) Number of participants (PhD students): winter semester=63, summer semester=47 (total=110) <ul style="list-style-type: none"> Course title: Methodological advances in molecular and structural biology Academic year: 2024/2025 Course coordinators: Profs. Janusz M. Bujnicki, Andrzej Dziembowski, Gracjan Michlewski Language: English Winter semester Hours: 15 hours	33. Teaching	31.12.2027	PhD Office	Target: R1 Indicators: no of lectures no of participants	EXTENDED The lecturers present scientific methodology and give introduction to a series of advanced techniques used in the International Institute of Molecular and Cell Biology in Warsaw in the fields of: <ul style="list-style-type: none"> - molecular biology (genetic engineering, sequencing, data analysis in genomics and transcriptomics); - protein and RNA biochemistry as well as macromolecular interactions; - structural biology and biophysics of proteins and nucleic acids and structural bioinformatics.

	<p>Lecturers: 9 researchers from IIMCB (including Lab Leaders, researchers, senior researchers and Core Facilities Heads)</p> <p>Number of participants (PhD students from W-4-PhD School): 46</p> <p>New order for awarding doctoral degrees was prepared: Order no. 9/2024 dated on July 19, 2024 on adopting regulations for carrying out the procedure for awarding the degree of doktor at the International Institute of Molecular and Cell Biology in Warsaw.</p> <p>The training of PhD students is an important part of the Institute's scientific activity, contributing to its development, strengthening its research potential, and promotion in the scientific and social environment. PhD students often bring with them fresh insights and new ideas, which can stimulate innovation within a scientific unit and lead to the discovery of new research directions. The IIMCB has been co-leader the Doctoral School since 2018, but it will not be until 2025 that the first doctoral students will come to defend their PhDs.</p> <p>Improvements planned:</p> <p>Course title: Methodological advances in molecular and structural biology</p> <p>Academic year: 2026/2027</p> <p>Course coordinators: Profs. Janusz M. Bujnicki, Andrzej Dziembowski, Gracjan Michlewski</p> <p>Language: English</p> <p>The course is aimed at PhD students of the Doctoral School. The courses have been listed on the Doctoral</p>					
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	<p>School's curriculum https://warsaw4phd.eu/yleerdad/2023/06/Curriculum-of-studies-2023_EN_RP-ok-1.pdf and will be conducted regularly every two years. Ph.D. students receive ECTS credits for participating in the courses, which end with an exam.</p>					
9	<p>Improvements implemented according to the latest Action Plan:</p> <p>1. Research Data Management</p> <p>Order 18/2023 dated October 27, 2023, on introduction of Data Research Management Policy at the International Institute of Molecular and Cell Biology in Warsaw supplemented with detailed Principles of Good practice in Research Data Management at the IIMCB</p> <p>2. Research Integrity</p> <p>Order 21/2023 dated October 30, 2023, on introducing Policy on Research Integrity of the International Institute of Molecular and Cell Biology in Warsaw</p> <p>with appointment of Scientific Integrity Officer: Decision No. 17 /2023 dated on December 8, 2023, on the appointment of a Scientific Integrity Officer at the International Institute of Molecular and Cell Biology in Warsaw</p> <p>plus additional document on rules of authorship: Order 20/2023 dated October 30, 2023, on the introduction of the Policy on Authorship of Scientific</p>	2. Ethical principles	31.05.2023	Scientific Coordination Unit	<p>Target: R1-R4, Core Facilities staff</p> <p>Indicators: no of orders number of trainings number of persons participating in the trainings</p>	COMPLETED

<p>Publications of the International Institute of Molecular and Cellular Biology in Warsaw</p> <p>3. Communicating Animal Research</p> <p>A page https://www.iimcb.gov.pl/en/animal-research on the Institute's webpage has been dedicated to animal research and includes:</p> <p>Selected research findings obtained using animals in the IIMCB,</p> <p>Participation of different animals in scientific research at the IIMCB,</p> <p>Most common procedures using animals,</p> <p>Ongoing Research,</p> <p>Legal Regulations,</p> <p>3Rs Principle.</p> <p>The webpage is updated yearly.</p> <p>Since 2023 the IIMCB has been a member of the European Animal Research Organization (EARA) dedicated to openness in communicating the use of animals in scientific research.</p> <p>Several administrative and scientific employees underwent courses and workshops by EARA (Media training toolkit, non-technical summaries (NTS) writing, Animal research for science communicators).</p>						
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4. OTM-R principles:

Recruitment processes at IIMCB are continuously improved and adapted to the standards provided by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Internal procedures are based on the above documents and are implemented by the Recruitment Committees and the HR Unit at all stages of the recruitment process. We strive to continuously improve recruitment processes through internal documents, awareness raising of the Recruitment Committees and support from the administrative side. In accordance with the IIMCB's founding documents and the distinguished HR Logo in Research, the Institute conducts an equal opportunity policy both in recruitment processes and at all stages of employees' careers. The OTM-R checklist is continuously updated and constitutes an integral part of the Action Plan. The document is available on the IIMCB website <https://www.iimcb.gov.pl/en/career-education/hr-excellence-in-research>

5. Monitoring and implementation:

The activities entered for the coming years are coherent with the HRS4R guidelines, as well as internal the IIMCB documents such as the HR strategy and the Gender Equality Plan.

All actions included in Action Plan have been proposed taking into account IIMCB financial, human and organizational capacities. They tackle different scope of activities, so they will be implemented by different responsible personnel. The overall supervision and monitoring of all activities will be done by the HR Logo Working Group and the Board of Directors.

Monitoring meetings will be held:

- every six months to check the progress of the Action Plan implementation, if necessary more often to analyse current needs; persons or representatives of units responsible for implementation of the actions will also be invited to participate in the meetings and to present the reports on the current status of the actions; appropriate changes to the Action Plan will be introduced after every meeting of the HR Logo Working Group (if needed)
- at the completion of particular implementation task.

It is our internal rule that when creating key internal documents and organizing training courses, we conduct internal surveys. In addition, we verify the introduced internal regulations one year after their introduction, on the basis of feedback from different groups. The HR Logo Working Group and the Board of Directors will assess the whole process and will propose necessary corrections for the future. Final report will be prepared.