

GAP Analysis (Charter and Code Checklist)

Abbreviations:

Eratosthenes Centre of Excellence (“Eratosthenes CoE”)

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (“EU Charter and Code”)

Process

The HRS4R process has been carried out using an inclusive and participatory approach, involving members from all relevant research staff and governing bodies, all management departments and administrative and services staff. The following committees and working group were appointed for the process:

- **Steering Committee** (responsible for leading the process) comprised by:

- Mr. Theofilos ANTONIOU - HR Officer (Chairperson)
- Dr. Silas MICHAELIDES - Chief Operating Manager
- Dr. Kyriacos THEMISTOCLEOUS - External Affairs & Business Development Director
- Dr. Thomaida POLYDOROU - Researcher
- Dr. Christiana PAPOUTSA - Researcher / Deputy Coordinator

And the **HRS4R Advisory and Working Group** which was responsible for providing advice and support in the implementation of the process comprised of the following persons:

- Mr. Theofilos ANTONIOU - HR Officer
- Mr. Andreas CHRISTOFE - Administration Manager

- Prof. Andreas ANAYIOTOS - Functional Areas Manager
- Dr. Kyriacos NEOCLEOUS - Quality Assurance Manager
- Dr. Rodanthi Elisavet MAMOURI - Researcher / Team Leader
- Dr. Christiana PAPOUTSA - Researcher / Deputy Coordinator
- Dr. Christodoulos METTAS - Researcher / Deputy Coordinator
- Dr. Michalis MAVROVOUNIOTIS - Researcher / Team Leader / Deputy Coordinator
- Dr. Argyro NISANTZI - Researcher
- Dr. Maria ANASTASIADOU - Researcher
- Mrs. Despina MAKRI - Researcher

Above all, inclusion of the whole research community was a top priority from the start, regardless of position or seniority, with the objective to perform a fully comprehensive analysis and to better identify areas for improvement. The analysis has been based on: - The European Charter for Researchers and Eratosthenes CoE Code of Conduct for the Recruitment of Researchers (C&C). – the Eratosthenes CoE Code of Conduct and Disciplinary Process. The various groups as well as the entire staff of Eratosthenes CoE undertook this process through both meetings and electronic communications and via an online survey. With these actions, the research community became aware that HRS4R is a strategic commitment that involves all stakeholders that take part in the research activities of the Eratosthenes CoE. The results of the meetings and survey made it possible to develop the Gap Analysis, as well as to propose the actions included in the Action Plan and prioritize these actions according to both the analysis and internal discussions. The process included three phases (Preliminary phase, Gap Analysis phase, and Action Plan phase).

	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	+/- almost but not fully implemented	<p>Researchers at the Eratosthenes Center of Excellence (ECoE) enjoy a significant degree of research freedom without restrictions on their research development and activities. The Eratosthenes CoE researchers are expected to acknowledge the boundaries to their research autonomy by seeking guidance and oversight from management, particularly when operational constraints related to budgetary and infrastructure considerations come into play, such as within research proposals, industry projects, and intellectual property protection measures. Although there exists a regulatory framework to safeguard this research autonomy, including the Eratosthenes CoE Code of Conduct and disciplinary procedures, the EU Charter and Code, and Cyprus Constitution, it is essential to recognize that some researchers may remain</p>	<p>We will develop and widely disseminate clear and transparent framework for research freedom within Eratosthenes CoE. This framework should encompass both the extent of research autonomy researchers have and the instances where management oversight is required.</p> <p>Additionally, we will create a dedicated Research Ethics Committee with its primary role being to independently appraise research proposals, industry projects, and, in addition to ethics, identify any potential conflicts related to intellectual property protection. This committee will ensure that ethical standards are maintained and that any management interventions in research projects are</p>

			<p>unaware of this framework. To further facilitate their research endeavors, Eratosthenes CoE employs mechanisms such as sending notifications of new research calls and actively encouraging researchers to assess the impact of various topics on their research areas, thereby fostering the generation of novel research ideas and proposals.</p>	<p>justified and in line with the organization's mission and values. This committee can act as a safeguard to protect researchers' autonomy while upholding ethical principles. Additionally, the committee can serve as a channel for researchers to seek guidance and resolution when they believe their research freedom is unduly restricted.</p>
2	Ethical principles	+/- almost but not fully implemented	<p>Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics. At Eratosthenes CoE, we take this commitment seriously, as outlined in our Code of Conduct and Disciplinary Procedures, readily available on our website as well as intranet. We understand that the ethical conduct of research is paramount, and that's why we have a dedicated section within</p>	<p>In order to raise awareness, a mandatory training will be organized on the Code of Conduct and Ethical Principles for all researchers, and this training is also included in the induction period for newly hired researchers. Additionally, regular discussions on this matter will be promoted where researchers can openly discuss ethical challenges they face in their work if required or randomly. The Research Ethics Committee will conduct</p>

			<p>our Code of Conduct that addresses this very aspect. However, the survey results have revealed a concerning trend: a significant portion of researchers appear to be unaware of these ethical principles. We believe it's imperative to bridge this knowledge gap and promote a culture of ethical research to ensure the integrity and credibility of our work in the field of research and innovation.</p>	<p>periodic audits of research projects to ensure adherence to ethical standards and provide feedback and recommendations for improvements.</p>
3	Professional responsibility	+/- almost but not fully implemented	<p>At Eratosthenes CoE, we prioritize the ethical pillars of research, giving systematic attention to issues such as plagiarism, authorship, joint data ownership and intellectual property as well as Artificial use of Intelligence in research. We understand the significance of these aspects in maintaining the integrity of our research endeavors. To ensure our researchers are well-informed from the start, we incorporate education on intellectual property protection and</p>	<p>Proactive steps are being taken to enhance awareness and foster best practices in plagiarism and intellectual property protection as well as use of Artificial Intelligence in research. We are in the process of creating and disseminating a comprehensive "Plagiarism and Intellectual Property Rights Policy." This policy will serve as a guiding document to underscore our commitment to ethical research conduct.</p>

			<p>plagiarism awareness into their induction process.</p> <p>Also, the regulations about intellectual property are included in the Code of Conduct which is uploaded on our website. However, it needs to be updated with more details. Regarding the use of Artificial Intelligence in space-based RTD activities, our researchers have already received training on this topic and on relevant regulations; however, these need to be incorporated in our Ethics regulations. Additionally, we've suggested the use of ChatGPT as a valuable tool to assist our researchers in avoiding plagiarism.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Law 59/1976 on Intellectual Property Right and Related Rights. • Law 125(I)/2018 on the Protection of Natural Persons Against the Processing of Personal Data and the Free Movement of 	<p>We will introduce a plagiarism detection tool, which will aid researchers in ensuring the originality and integrity of their work. As well, training will take place on intellectual property and research results ownership. Furthermore, to empower our researchers, we will provide training that focus on the effective utilization of ChatGPT, a valuable resource for generating original content and minimizing the risk of unintentional plagiarism.</p> <p>Although the use of AI at the Eratosthenes CoE is not considered an issue in the research community at this time, we will apply the provision of the 'EU AI Act' when it is published by the EC.</p>
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			such Data.	
4	Professional attitude	+/- almost but not fully implemented	Eratosthenes CoE is firmly rooted in a strategic framework that guides our endeavors, encompassing both overarching institutional goals and specific objectives in research and innovation. To ensure alignment and accountability, we've developed Key Performance Indicators (KPIs), which have been shared with all employees. Additionally, during our researchers' induction period, we emphasize the importance of obtaining necessary approvals from team leaders or designated managers and maintaining open communication regarding project status.	We recognize the importance of clarity in the methodology of implementing research and innovation projects. As part of our ongoing improvements, we will establish a mechanism that will provide detailed explanations of how projects are to be conducted. It is recommended that a manual be created that ensures a comprehensive understanding of our project implementation processes. Moreover, effective communication is fundamental, and we are diligently working on developing a robust mechanism for researchers, supervisors, and our management team to stay informed about the status and progress of our research projects.
5	Contractual and legal obligations	+/- almost but	Researchers at Eratosthenes	In order to ensure that our

		not fully implemented	<p>CoE are expected to uphold their contractual and legal obligations, which are outlined in their employment contracts. These contracts provide a foundation for understanding the basic responsibilities and expectations.</p> <p>Additionally, our regulations concerning intellectual property are included in the Code of Conduct, a document accessible on our website. However, recognizing the evolving nature of intellectual property rights, we are actively working on updating this section to include more comprehensive and detailed guidance, so researchers will have clear and up-to-date information on their legal and ethical responsibilities.</p>	<p>researchers are well-informed about their contractual and legal obligations from the very beginning, during the induction period, our researchers will receive thorough education on these obligations, providing them with a solid foundation for ethical research practices. Moreover, they will be introduced to the relevant documents and internal standards, which are regularly updated in accordance with applicable higher legislation to keep our research environment current and compliant. As contractual and legal obligations differ according to the position of the researchers and the existing project, not all members of staff are required to be aware of contractual and legal obligations.</p>
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6	Accountability	++ fully implemented	<p>At Eratosthenes CoE, accountability is a fundamental principle governing our research and innovation activities. We operate in strict compliance with both external and internal legislation, ensuring that every aspect of our work aligns with established legal and ethical standards.</p> <p>We maintain detailed records for all our projects, encompassing research data, financial accounts, documents, and other outputs. These records are made readily accessible to both internal and external audits, reflecting our commitment to transparency.</p>	<p>To enhance the accountability of our researchers, we can take several strategic actions.</p> <ol style="list-style-type: none"> 1. It is essential to set specific goals and milestones for researcher, thereby aligning their objectives with the organization's overall mission. This clear direction ensures that everyone understands their role and responsibilities. 2. Providing researchers with access to the necessary resources, tools, and training is pivotal for their success. This empowerment enables them to excel in their roles and meet their objectives effectively. 3. Eratosthenes CoE fosters a culture of regular feedback and communication. Establishing channels for ongoing dialogue between researchers and their supervisors promotes transparency, identifies
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				<p>areas for improvement, and celebrates achievements. These actions collectively reinforce our commitment to accountability and contribute to a more productive and responsible research environment.</p>
7	Good practice in research	+/- almost but not fully implemented	<p>Eratosthenes CoE prioritizes and upholds good practices in research, particularly in the handling of data and scientific information, data protection and information loss. We provide systematic support through our dedicated IT/Big-Data Department, offering information and guidance on best practices. Our commitment extends to the publication of valuable resources and information on our employee intranet, ensuring that our researchers have access to the latest guidance. Moreover, to safeguard research data, we diligently store and regularly back up data from ongoing projects at the individual research team level.</p>	<p>To strengthen our commitment to good research practices, we will implement several strategic actions. We are in the process of developing a comprehensive GDPR policy and procedure, which will be readily accessible on our website. This will ensure that our researchers and staff have clear guidelines for handling personal data in accordance with regulations. We recognize the importance of continuous training, and have conducted training on health and safety, first aid, GDPR compliance, and data security, which are fully</p>

			<p>We have implemented a structured access rights system to govern the wider usage of research data, ensuring data security and integrity while promoting responsible data sharing within our organization. We strictly adhere to the Regulation (EU) 2016/679, commonly known as GDPR, since its enforcement on May 25, 2018, and the accompanying Law 125(I)/2018, which addresses the protection of personal data and the free movement of such data in 2018. These regulations guide our practices in safeguarding individuals' personal information.</p> <p>Reference:</p> <ul style="list-style-type: none">• Code of Conduct and Disciplinary Procedures• Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (GDPR) applies	<p>subsidized by the Cyprus Human Resources Development Authority.</p>
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			<p>as of 25 May 2018</p> <ul style="list-style-type: none"> • Law 125(I)/2018 on the Protection of Natural Persons Against the Processing of Personal Data and the Free Movement of such Data. 	
8	Dissemination, exploitation of results	+/- almost but not fully implemented	<p>Eratosthenes CoE promotes the importance of publishing and disseminating research and innovation results in the scientific community. Senior researchers, especially, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially and/or made accessible to the public. Eratosthenes CoE employs various tools (i.e. all research results are disseminated via the KTISIS platform, which is an Open Access tool) and procedures, supported by the Library of the Cyprus University of Technology (CUT), to manage all publications.</p> <p>Reference:</p>	<p>Eratosthenes CoE plans to establish a framework for the dissemination and use of research and innovation results in line with the principles of "open science." This includes increasing awareness among researchers about open access and open science. However, the effectiveness of these efforts may depend on the publishing policies of individual publishers or book publishers and associated costs. Additionally, the approach to this issue varies among clusters due to differences in research and innovation outputs within various fields.</p>

			<ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff • Code of Conduct and Disciplinary Procedures 	
9	Public engagement	+/- almost but not fully implemented	<p>Eratosthenes CoE considers it vital that research activities are made known to the public in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public assists researchers to better understand public interest in priorities for science and technology</p> <p>The popularization efforts are carried out by individual clusters and are backed by the department of External Affairs, with support from various funding sources and the Eratosthenes CoE's development programmes. These efforts target diverse audiences, including schools, the general public, and</p>	<p>Eratosthenes CoE aims to enhance the promotion of its significant research and innovation outcomes, particularly towards the public, by effectively utilizing available media resources. This will involve the development of a framework for communication and dissemination regarding various research activities, while clearly defining the target audience and the media tools to be employed. Popularization activities will be integrated into individual career plans, though the primary focus will remain on basic or applied research.</p>

			<p>governmental authorities and take various forms such as professional and popular science events, public conferences, school presentations, regional, national, or international initiatives, media outreach, and lifelong learning activities. However, there is a need for improved coordination of information flow and incentives to encourage researchers to actively participate in popularizing their research and innovation results with the public.</p>	
10	Non- discrimination	-/+ partially implemented	<p>Eratosthenes CoE has a robust legal framework to prevent discrimination in all its forms. This commitment to non-discrimination is embedded in the Center's foundational documents. Eratosthenes CoE strictly adheres to Cyprus Republic and EU laws, rejecting and not tolerating unequal treatment, harassment (including sexual harassment), persecution, or any conduct</p>	<p>Eratosthenes will focus on increasing awareness of the values it upholds as a Center of Excellence, highlighting tools and procedures available to address potential discrimination, and providing assistance to individuals who may feel insecure or vulnerable in this regard. We will develop a non-discrimination policy, a</p>

		<p>conflicting with anti-discrimination laws. The Centre states very clearly on its website and vacancy announcements that it does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation. Employees facing workplace issues regarding discrimination or harassment can seek assistance from the HR department.</p> <p>Reference:</p> <ul style="list-style-type: none">• Code of Conduct and Disciplinary Procedures• Article 28 of the Cypriot Constitution of 1960.• Law 58(I)/2004 on Equal Treatment in Employment and Occupation.• Law 59(I)/2004 on Equal Treatment of Persons (racial or ethnic origin).• Law 205(I)/2002 on Equal Treatment for Men and	<p>complaints policy and procedure and forms for submitting a complaint.</p>
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			<p>Women in Employment and Vocational Training.</p> <ul style="list-style-type: none"> • Law 35(I)/2007 on Protection of Wages. • Law 177(I)/2002 on Equal Pay for Men and Women for the Same Work or Work of Equal Value. • Law 42(I)/2004 on Anti-Racial and Certain Other Discrimination (Commissioner) 	
11	Evaluation/ appraisal systems	++ fully implemented	<p>The current evaluation system at Eratosthenes CoE is functional and considers individual researchers' performance in their primary activities. Employee evaluation is a crucial component of quality assurance. Evaluation is conducted by the Deputy Coordinators for each department (Environment & Climate, Resilient Society, Big Earth Data Analytics) and is conducted on a yearly basis. Each researcher is required to complete a report with respect to his/her research activity</p>	<p>No further actions are suggested. We will continue implementing the evaluation process and make sure that this process is transparent.</p> <p>In addition to the above, Eratosthenes CoE has already purchased a HR software and currently we are testing a new module, embedded with that software, to proceed in order to manage the evaluation process as well and keep records with</p>

			<p>throughout the relevant year and send this report prior to the evaluation meeting for review. Following, the evaluation meeting is scheduled with the person under review and the relevant Deputy Coordinator. For researchers, there are specific metrics/KPIs that need be met. The process, the KPIs and the relevant policy is circulated to all researchers and is available on the website of the Eratosthenes. Following the completion of the meeting the completed evaluation form is presented to the relevant researcher and is signed by both the management and the reviewer.</p> <p>In addition, we have compiled a Performance Improvement Plan which states clearly any actions that are needed for improvement in the area where is needed. Both forms are filed with HR.</p> <p>Reference:</p> <ul style="list-style-type: none">• Performance Evaluation	<p>progress tracking (i.e. automated statistical analyses - graphs and charts).</p>
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			Policy and Procedure for Research and Administrative Staff	
Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment (OTMR) included in a separate section, which focuses on the operationalisation of these principles.				
12	Recruitment	+/- almost but not fully implemented	<p>Eratosthenes CoE has developed a recruitment procedure that is uploaded on our website that clearly defines the recruitment process in accordance with the applicable legislation and the Code of Conduct for the Recruitment of Researchers. Most of our researchers are from Cyprus and Greece, and we recognize that there is an urgent need to attract qualified researchers from other countries as well.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Recruitment Procedure 	We will make sure that the recruitment adverts will be advertised more extensively, such as EURAXESS, EURES, 6 liaison offices in Universities in Greece, jobs.ac.uk, etc., to reach additional potential applicants internationally.
13	Recruitment (Code)	+/- almost but not fully implemented	The recruitment process commences with the identification of the need for a specific placement and the approval of the opening by the	We provide updates to candidates about the status of their application upon request.

			<p>Executive Committee. Once the job is approved the relevant opening is posted on the website of Eratosthenes CoE, social media, Euraxess, EURES, 6 liaison offices in Universities in Greece, Ergodotisi, Carierista and other local websites and/or newspapers. The job announcement is very detailed and includes:</p> <ul style="list-style-type: none"> • General information describing the job position and the title; • The purpose of the job position in the organisation; • The duties, responsibilities, and authority of the job position; • The essential requirements of the job position (i.e. level of education, special qualifications, work experience, languages etc.); • The specifications for the position, such as the definition of the critical competencies of each job position based on a scientifically proven valid competency framework; • Information about reporting and supervision responsibility; • 	<p>Additionally, since February 2024, the recruitment process is being done via the HR software that has been acquired where: a) all applications are collected through an online application form; b) the candidates receive a notification whenever their application status changes and c) automated responses for interviews, approval or rejection are being sent.</p>
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			<p>Information for substitution by another employee within the organisational chart, if needed. Adverts give a broad description of knowledge and competencies required. Time frames for application are realistic and all documents regarding the application are sent online so that the positions are available globally.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Recruitment Procedure 	
14	Selection (Code)	+/- almost but not fully implemented	<p>The Executive Committee appoints an Evaluation Committee (5 members in which the Chairman is nominated by the Executive Committee) consisting of at least one member of the Executive Committee and at least one senior member of Eratosthenes CoE staff at the position of Manager, Director or Coordinator, or/and the Deputy Coordinator of the specific department (i.e. Environment and Climate, Resilient Society,</p>	<p>We will also include a notation regarding gender balance of the Evaluation Committee in the Rules of the Selection Procedure. However, the selection will be based on the best qualified candidate, rather than gender.</p>

			<p>Big Eart Data Analytics), or/and external advisors, or/and Principal Investigators of the Excelsior H2020 Consortium, or/and Advisory Board members of the Excelsior & Eratosthenes CoE, to select/interview and suggest the hiring of Eratosthenes CoE staff. If any of the members of the Evaluation Committee has a personal relation with any of the candidates to be interviewed, then it should be raised to the Evaluation Committee and in this case he/she shall be replaced with another Evaluation Team member. The Evaluation Committee, after having studied the candidate's dossier, shall decide whether the candidate will be invited for an interview, for evaluation purposes. The decision shall be taken by majority vote. If the Evaluation Committee decides to evaluate the candidates, the evaluation committee shall invite the candidates for an interview. The interview is</p>	
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			<p>carried out by the Evaluation Committee. The objective of the interview is to obtain the necessary information from candidates, so that the interviewers can evaluate the personality and the basic skills and characteristics that are relevant to the job position. The initial interview can take any form the interviewers deem appropriate e.g. questions and answers, technical tests, etc., and can be with physical presence or remotely as considered appropriate at the time. The Evaluation Committee should decide as to which of the candidates is the most suitable based on the CVs, application documents (dossier) and interview. This recommendation to the Executive Committee should be clearly documented, and the criteria based on which the selection was made clearly explained. This recommendation will be sent to the Executive Committee for the final decision.</p>	
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			<p>Reference:</p> <ul style="list-style-type: none"> Recruitment Procedure 	
15	Transparency (Code)	+/- almost but not fully implemented	<p>Candidates are not informed of the reasons behind the fact that they were not selected due to limited time however there is an appeal procedure whereby an appeal Committee is set up and includes at least one Executive Committee member that was not part of the Evaluation Committee (and was not excluded due to conflict of interest) and the HR Manager or any other Eratosthenes CoE staff at the position of manager, coordinator, or director. Applicants who consider that their interests have been prejudiced by any decision related to the selection procedure may submit a request for review in writing to the Managing Director or Human Resource Manager, stating the reasons for the request quoting the reference of the recruitment procedure.</p>	<p>The candidates receive notifications whenever their application status changes, via the HR tool.</p> <p>The following additional actions are suggested:</p> <ol style="list-style-type: none"> Candidates will be informed at least 4 days prior to the interview. Candidates will be informed about the next steps in the process and an indicative timeline. Candidates will be updated no later than one month after the completion of the selection process with an email through the HR software.

16	Judging merit (Code)	++ fully implemented	<p>In addition to academic qualifications, bibliometric indices (i.e., number of publications and citations, h-index and g-index) are included within a wider range of evaluation criteria, such as supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. Further we adopt the European Commission's Framework for research careers (R1-R4) which describes four broad profiles that apply to all researchers:</p> <p>First Stage Researcher (R1) (Up to the point of PhD)</p> <p>Recognised Researcher (R2) (PhD holders or equivalent who are not yet fully independent)</p> <p>R3 - Established Researcher (Researchers who</p>	<p>No actions required</p> <p>The interview and assessment are conducted focusing on merit-based evaluation, using standardized and based on the job requirements questions and assessment criteria. Also, competency-based questions are being used to assess candidates' skills and expertise.</p> <p>Adherence to this principle of the Code will continue through ongoing monitoring and operational efforts. The members of the Evaluation Committee will continue receiving legislative, administrative, and informational support.</p>
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			<p>have developed a level of independence)</p> <p>R4 - Leading Researcher (Researchers leading their research area or field)</p> <p>Reference:</p> <ul style="list-style-type: none"> • Recruitment Procedure 	
17	Variations in the chronological order of CVs (Code)	++ fully implemented	Evaluation Committees set up do not consider any career interruptions or chronological variations in the candidates' curriculum vitae as negative or disadvantageous during their evaluation. Additionally, candidates are requested to submit a curriculum vitae and other documented information such as a brief overview of research work, a list of publications, and representative publications, as well as evidence of their qualifications, etc.	<p>No actions required</p> <p>Adherence to this principle of the Code will continue through ongoing monitoring and operational efforts. The members of the Evaluation Committee will continue receiving legislative, administrative, and informational support.</p>
18	Recognition of mobility experience (Code)	+/+ fully implemented	Mobility experience of applicants is recognized and multi-disciplinary experience is encouraged, especially from diverse countries and settings.	<p>No actions required</p> <p>The recognition of mobility experience is included in the assessment criteria for</p>

			<p>In the recruitment process, mobility and international experience is considered an advantage.</p> <p>Additionally, under a number of programs in our organisation, mobility is encouraged mainly through secondments for capacity building and skills development.</p>	<p>selection of candidates.</p> <p>Adherence to this principle of the Code will continue through ongoing monitoring and operational efforts. The members of the Evaluation Committee will continue receiving legislative, administrative, and informational support to ensure a fair, transparent, and efficient recruitment process, aligned with the established principles and regulations.</p>
19	Recognition of qualifications (Code)	++ fully implemented	<p>Academic and professional qualifications are considered as an integral part of professional mobility and recognition of such qualifications are explored using existing national standards. KY.S.A.T.S. is the competent authority of the Republic of Cyprus for the recognition of diplomas awarded by recognized higher education institutions whose courses have been evaluated/accredited by the competent authorities of the country in which they are</p>	<p>No actions required</p> <p>Adherence to this principle of the Code will continue through ongoing monitoring and operational efforts. The members of the Evaluation Committee will continue receiving legislative, administrative, and informational support.</p>

			<p>offered. It also acts as the National Information Centre for Education and operates in accordance with the Recognition of Higher Education Qualifications and Provision of Relevant Information Laws.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Recruitment Procedure • The 1996 Law on the Recognition of Higher and Tertiary Education Degrees and Provision of Relevant Information (68(I)/1996) 	
20	Seniority (Code)	+/+ fully implemented	<p>This parameter places emphasis on assessing candidates based on qualifications acquired at any career stage. Such qualifications include, but are not limited to: writing research proposals, disseminating research findings through publications, actively participating in conferences, etc. The primary criterion remains alignment with job position requirements, ensuring a fair and comprehensive evaluation of candidates' capabilities.</p>	<p>No actions required</p> <p>Adherence to this principle of the Code will continue through ongoing monitoring and operational efforts. The members of the Evaluation Committees will continue receiving legislative, administrative, and informational support.</p>

			Reference: <ul style="list-style-type: none"> Recruitment Procedure 	
21	Postdoctoral appointments (Code)	-- insufficiently implemented	<p>Rules and guidelines need to be established for the recruitment of postdoctoral researchers, including a list of objectives for their contracts. We have hired post-doctoral researchers in the Centre; however, we have no clear rules and guidelines as to their career development and professional opportunities. Post docs are subjected to short-term contracts with no provision as to whether they will become full time researcher. This leads to a very unstable employment choice.</p>	<p>Clear rules and guidelines should be established for the recruitment and appointment of post-doc researchers, as well as the duration of the postdoctoral status as transitional, with the provision that it should provide professional development opportunities for their research career.</p>
	Working Conditions & Social Security			
22	Recognition of the profession	+/- almost but not fully implemented	<p>At Eratosthenes CoE, all employees, regardless of their level or position, are given equal recognition and respect. Ensuring equal status and access to professional opportunities within the realm of research, including newly hired researchers and research assistants, aligns with the</p>	<p>We will proceed with professional career development plans for each employee focusing on enhancing their skills, competences and career development through targeted workshops, seminars, and training sessions. This plan will also</p>

			<p>Center's vision and mission. These principles are upheld through adherence to both external and internal standards. Additionally, we foster an inclusive and collaborative research culture where all researchers are encouraged to share ideas, collaborate, and participate in interdisciplinary research projects. We also encourage researchers to engage with the local community through outreach programs, science communication, and lectures, enhancing their visibility and impact.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Recruitment Procedure 	<p>include a transparent and well-defined career pathways for researchers, outlining short-term and long-term objectives and expectations, responsibilities, and opportunities for advancement. Resources and guidance on career progression will be provided, including information on potential roles and positions within the organization. We have already begun implementing performance evaluations, thereby providing constructive feedback and recognizing their accomplishments. Also, these evaluations will be used as a “platform” to discuss career goals and development plans. We have established open lines of communication between researchers and supervisors/team leaders, allowing for the exchange of ideas and concerns. In this</p>
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				way, researchers are encouraged to provide feedback on organizational policies and practices related to research recognition.
23	Research environment	+/- almost but not fully implemented	<p>As a newly established Centre, a great deal of effort has been applied to provide an adequate research environment for all researchers to ensure a stimulating environment that offers the appropriate equipment, facilities, opportunities and capacity building.</p> <p>Relevant regulations: The Occupational Safety and Health Law of the Republic of Cyprus applies.</p>	<p>A new state-of-the-art research facility is currently under design and will soon be under construction, which will consist of an enhanced research environment. We will establish an Equipment and Facilities Request Form designed to systematically reinforce the growth of our scientific infrastructure and gather feedback on the practical implementation of this Charter principle via operational, managerial, and oversight mechanisms.</p>
24	Working conditions	++ fully implemented	<p>Eratosthenes CoE has comprehensive coverage of various aspects related to working conditions and labor relations. This coverage includes the establishment of a fundamental framework governing working conditions</p>	<p>Eratosthenes CoE will persist in its commitment to improve and actively strengthen the working conditions of its staff members. This will be achieved through its operational, managerial, and</p>

			<p>and employment agreements with employees. The framework addresses matters such as flexible working hours, part-time employment, as well as provisions to work from home or flexible hours if necessary due to family issues, pregnancy or maternity / paternity leave. These conditions allow all employees to combine professional and family life.</p> <p>Furthermore, Eratosthenes CoE offers a range of services and benefits to its employees, ensuring equal access to these resources for all staff members, tailored to individual needs.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Code of Conduct and Disciplinary Procedures 	<p>oversight mechanisms while also seeking feedback from employees to ensure the fulfillment of this Charter. A Working Conditions Survey will be created to get feedback including a section for suggestions for further improvements and/or updates where necessary.</p>
25	Stability and permanence of employment	-/+ partially implemented	As decided by the Board of Directors, all contracts are to be for a fixed duration of one to two years, subject to renewal for the same period as the original contract. The contracts	We will establish a system for individual employee professional career development plans, enhancing the effectiveness and motivational aspects of

			<p>are not provided on a project basis and all employees are hired on the same terms and conditions with no discrimination. This arrangement provides uncertainty and instability for long-term employment to researchers, especially when they have to relocate from another country.</p>	<p>fixed-term employment contracts. This will primarily benefit individuals in the early stages of their scientific careers by supporting their professional growth. During the adaptation phase, researchers will receive clear information regarding the rationale behind entering into a fixed-term employment agreement.</p>
26	Funding and salaries	+/- almost but not fully implemented	<p>All researchers are paid above the national average monthly remuneration and receive social insurance coverage according to the Social Insurance (SI) Law of 2010. The contributions to the SI funds are paid partly by the Employee and partly by the Employer, as defined by national legislation. These contributions fund various social insurance programs, such as pensions, healthcare services, sickness benefits, maternity benefits, unemployment benefits.</p> <p>Nevertheless, the Center</p>	<p>The Center will raise awareness of the salary structure, remuneration criteria, and incentive mechanisms. Utilizing existing resources, the Center will systematically elevate wage levels, with a strong focus on qualitative remuneration standards. This is intended to foster competitiveness among researchers from both the EU and economically advanced non-European countries. Additionally, the Center will enhance the financial evaluation system</p>

			<p>recognizes that it is not as competitive in terms of compensation when compared to foreign institutions in the EU region. This disparity is noticeable in the context of recently established research centers in Cyprus, where salaries have seen substantial increases. This primarily impacts new researchers and their prospects for building a sustainable long-term research career within research centers.</p> <p>References:</p> <ul style="list-style-type: none"> • Law 59(I)/2010 on Social Insurance. • Law 100(I)/1997 on Maternity Protection. • Law 117(I)/2017 on Protection of Paternity. • Law 47(I)/2012 on Parental Leave and Force Majeure Leave. • Law 8/1967 on Annual Leave with Benefits 	<p>for highly productive young researchers, based on quantifiable data, such as publication metrics, grant acquisition, conference participation, research output, research collaborations and networking, teaching activities, professional development, recognition and awards, knowledge transfer and outreach, publication quality, time management and project completion.</p>
27	Gender balance	+/- almost but not fully	The Eratosthenes CoE places considerable emphasis on	The findings from this evaluation survey will be

		implemented	<p>maintaining a gender-balanced environment. Through its Gender Watch System, the CoE routinely monitors and assesses the representation of both women and men across all employment levels and management structures. In certain departments and their organizational units, gender representation naturally varies, with some departments having a predominance of men (e.g., the Department of Big Earth Data Analytics and the Management Team) across all levels.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Gender Equality Plan • Gender Watch System 	<p>considered for the update of our Gender Equality Plan to sustain gender balance across all departments, units, and hierarchical levels.</p> <p>Data on gender balance trends within the Center and its departments (through the CoE's dedicated Gender Watch System) will be consistently tracked and analyzed annually as part of the overall evaluation of activities and annual reports.</p>
28	Career development	+/- almost but not fully implemented	<p>Promoting career advancement and elevating the professional expertise of our employees stands as a primary focus in the Center's development of research and innovation activities.</p> <p>At present, the identification of additional vocational education</p>	<p>Establishing a system of professional career development for our employees which will incorporate short and long term objectives for each employee of the CoE will enhance the effectiveness and motivation of fixed-term</p>

			<p>needs for researchers takes place within each cluster, lacking a standardized individual approach. Continual capacity building activities promote the career development of researchers.</p> <p>However, the absence of a comprehensive methodological framework leaves employees of all levels without adequate guidance and support. Recently, the Center developed a Performance Evaluation Policy and Procedure for Research and Administrative Staff that includes the development of individual plans or needs for special training/professional development.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff 	<p>employment contracts, particularly during the early stages of research career. This will provide researchers with clear insights into the reasons for their fixed-term contracts during the initial adaptation period.</p> <p>Additionally, there will be a heightened focus on aligning the education system with the training topics for staff in key competencies, in accordance with their individual career development plans.</p>
29	Value of mobility	+/- almost but not fully	Within the Eratosthenes CoE, geographical, intersectoral,	A mobility plan will be developed based on the

		implemented	<p>inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector are valued as enhancing scientific knowledge and professional development in a researcher's career.</p> <p>While the analysis in this area does not show significant weakness, the Center believes it's crucial to considerably emphasize international scientific mobilities, particularly those that are for longer-time frames. This represents a significant component of the individual development plans for staff.</p>	<p>needs of each cluster, as well as on individual needs, with the aim of developing new skills and competences. Additionally, we will develop mobility procedures and more appropriate administrative tools for this purpose.</p> <p>Additionally, the CoE will promote participation in externally funded mobility programs such as Erasmus+ vocational programs and Marie Skłodowska-Curie staff exchanges program.</p>
30	Access to career advice	-- insufficiently implemented	<p>As a new organization, the Centre of Excellence needs to develop a program to offer profession guidance, career advice for researchers at various stages of their career on a formal basis. Currently, career guidance is provided on an informal basis.</p>	<p>A career guidance program will be developed that will provide professional guidance and career advice to researchers at all stages of their careers, in conjunction with the professional career development system. We will share awareness about career counseling services offered to its employees. Additionally, we</p>

				<p>will expand the availability of career counseling and support provided to potential applicants and early-stage researchers.</p> <p>We recognize the significance of informed decision-making in shaping successful career paths. Thus, we will proceed with collaboration with external career counseling centers (such as Europe Direct and Youth Board of Cyprus), through which our researchers can gain privileged access to expert career counselors who can guide them through various stages of their professional career. By connecting our researchers with these professionals, we aim to empower them with the knowledge and guidance needed to make informed career choices, navigate challenges, and maximize their potential for success.</p>
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				<p>These centers provide services such as: 1) individual guidance by career counselors upon appointment, 2) information and assistance on employment, internship and funding opportunities; 3) tools designed to boost individuals' self-awareness and assist them in making well-informed and appropriate decisions regarding their career paths; 4) workshops for the development of soft skills designed to enhance the professional growth of participants.</p>
31	Intellectual Property Rights	+/- almost but not fully implemented	<p>Eratosthenes CoE has a longstanding commitment to safeguarding intellectual property rights. An Innovation and Technology Transfer Policy is being developed regarding IP rights.</p> <p>The Office of Innovation and Technology Transfer is responsible for matters pertaining to the protection of</p>	<p>A specific policy about Intellectual Property Rights and copyrights will be developed. The Center will enhance awareness among all staff, with a particular focus on research assistants and newly hired researchers, regarding research ethics and legal safeguards. Furthermore, the Center will</p>

			<p>IP rights to guarantee the appropriate protection of the intellectual rights of research and development results. This office offers services and education related to intellectual property protection and technology transfer to address specific needs identified by the Center.</p> <p>Even though the Center recognizes the significance of this topic, the results showed that further attention should be given on this matter.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Code of Conduct and Disciplinary Procedures • Office of Innovation ECoE (InECoE) 	<p>reinforce fundamental values and ethical principles within the realm of research and innovation, encompassing the protection of intellectual property rights and copyrights. These efforts will be complemented by ongoing support and advisory services from the Office of Innovation and Technology Transfer for researchers in this domain.</p>
32	Co-authorship	+/- almost but not fully implemented	<p>Proper and suitable co-authorship practices are inherently encouraged by Eratosthenes CoE at all levels, in alignment with the scholarly norms of publishing and presenting findings, taking into account the unique characteristics of the specific</p>	<p>Eratosthenes CoE will update the Code of Conduct and include a section about co-authorship practices. We will enhance the understanding and expertise of researchers, with a particular focus on research assistants and new</p>

			<p>scientific field. Researchers receive guidance from their supervisor/team leader to actively publish their work. However, the survey results showed a weakness in this topic and further attention should be given.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff • Code of Conduct and Disciplinary Procedures 	<p>researchers, regarding research ethics and co-authorship norms. This will also be incorporated into the orientation process for newly hired researchers.</p>
33	Teaching	+/- almost but not fully implemented	<p>Eratosthenes CoE encourages researchers to teach classes relative to their area of expertise at the Cyprus University of Technology. It is very important for them to achieve a balance between research and teaching activities, and this is also essential for both job performance and professional career development. It is the role of their supervisor/team leader to</p>	<p>The Center will increase its effort to maintain a balance in the researchers' teaching and research activities based on their individual roles. Additionally, newly hired researchers will receive training to develop necessary skills as part of their adaptation process.</p>

			<p>assist them and ensure there is a proper balance between teaching and research activities. Teaching activities also factor into employee evaluations and compensation, supporting their acquisition of additional knowledge, experience, and skills. However, an excessive focus on teaching responsibilities can hinder research development, particularly for newly hired researchers.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff 	
34	Complains/ appeals	-/+ partially implemented	The Centre needs to establish a channel for addressing different types of complaints and assist researchers to resolve conflicts and complaints between each other or between supervisor(s) and researchers and establish clear procedures in this respect.	The Center will establish a Complaints Policy and Procedure for the submission and management of complaints and endeavor to promote employee awareness regarding these processes and the designated channels

			Gender related complaints are heard by the Gender Equality Committee which is appointed according to the Gender Equality Plan on an annual basis. Any breach of the Code of Conduct of Eratosthenes CoE, depending on the kind of breach, instigates a formal investigation for which an investigation board is appointed.	for complaint submission.
35	Participation in decision-making bodies	+/- almost but not fully implemented	All researchers are encouraged to participate and be represented at all relevant information, consultation and decision-making working groups. This practice is designed to promote their research interest and actively contribute to the Centre. The Executive Committee frequently invites researchers to state their opinion and give their professional advice.	Eratosthenes CoE will invest in further improvement of the internal communication and implementing tools that will inform and encourage employees to provide feedback and actively participate in the management and development of the Center's activities and practices.
	Training and Development			
36	Relation with supervisors	+/- almost but not fully implemented	Regular communication and professional feedback within Eratosthenes CoE are currently informal and vary depending on	Eratosthenes CoE has established structured methodological support for regular communication

			<p>specific teams and workplaces. Researchers and Research Assistants are primarily supervised by their Cluster Leaders, with their professional development monitored in accordance with our regulations and standards. However, there hasn't been a formal mentoring system in place to support them systematically.</p> <p>In the adaptation process for new employees, evaluations are conducted to enhance communication between employees and their supervisors. This process aims to improve the quality of onboarding new staff and provides a mechanism for addressing any issues that may arise before the end of the probationary period.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff 	<p>between manager-supervisors and employees. Additionally, it will introduce a mentoring system specifically for Research Assistants and postdoctoral staff to provide them with guidance and support.</p> <p>Furthermore, Eratosthenes CoE aims to involve and support the Professional Career and Personal Development significantly in adaptation processes and career planning. Their involvement will assist manager-supervisors and employees in navigating these areas effectively.</p>
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			<ul style="list-style-type: none"> • Code of Conduct and Disciplinary Procedures 	
37	Supervision and managerial duties	-/+ partially implemented	<p>The foundational structure governing the dynamics of relationships, rights, responsibilities, and communication among employees and their supervisors is detailed within the Performance Evaluation Policy and Procedure for Research and Administrative Staff.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff • Code of Conduct and Disciplinary Procedures 	<p>We will offer support for supervisors, including additional training in managerial and supervisory skills and team leadership competencies.</p> <p>We will introduce a mentoring system specifically for Research Assistants and postdoctoral staff to provide them with guidance and support.</p>
38	Continuing Professional Development	+/- almost but not fully implemented	<p>Eratosthenes CoE is committed to enhancing systematic conditions for the professional development and qualification growth of its employees. Additionally, it aims to continually enhance the qualifications and competencies</p>	<p>Eratosthenes CoE is planning to establish a systematic approach for Professional Career Development in order to promote the development of essential competencies among its employees, aligning this with individual</p>

			<p>of all other employees, including those involved in supervisory, managerial, and administrative roles. While training for employees is provided, it is noted that there is room for improvement in terms of organizing training in alignment with career planning.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff • Code of Conduct and Disciplinary Procedures 	<p>employee short and long-term development plans, and focusing on providing greater support for new researchers. It also intends to devise a plan for enhancing supervisory skills among those taking on leadership roles, considering the unique requirements at various management and supervisory levels within the Center.</p> <p>Furthermore, Eratosthenes CoE aims to provide individual development opportunities for managers and employees who have supervisory roles. These programs will be tailored to the individuals' existing skills and abilities and will account for the specific demands of their professional roles.</p>
39	Access to research training and continuous development	+/- almost but not fully implemented	Eratosthenes CoE is dedicated to facilitating the career advancement and professional growth of its employees. This is achieved by enhancing their	An individual professional career development plan will be developed for each employee identifying and providing education and

			<p>professional expertise, skill development, and capabilities that are valuable both in the broader science market and in their specific roles. Employees have opportunities to enhance their professional skills and knowledge through participation in training programs formally offered in collaboration with the Strategic Partners of the CoE. A Capacity Building Gantt Chart is created including the training courses that will be delivered by the Strategic Partners of the Eratosthenes CoE and is announced to the employees via email, as well as through our public company's calendar in MS Teams, which is accessible by everyone.</p> <p>Additionally, Eratosthenes CoE offers professional courses on-site and supports on-the-job learning and internships as part of its commitment to employee development.</p> <p>Also, Eratosthenes CoE</p>	<p>training in areas essential for professional growth. This initiative will also accommodate their specific developmental needs as recommended by their supervisors/cluster leaders. Furthermore, Eratosthenes CoE will offer relevant training programs for supervisors and cluster leaders to equip them with the necessary skills for supporting their staff effectively.</p> <p>In the onboarding process for new employees, introductory activities will be included to help them quickly integrate into the work environment. These activities will be tailored to the specific needs of each role and will be completed during the probationary period. The progress of these activities will be assessed in consultation with the immediate supervisor overseeing the adaptation</p>
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			<p>encourages employees to participate in vocational courses for professional development as well as digital skills development offered by the Cyprus Human Resources Development Authority. These courses are announced to employees via email as well as through our public company's calendar in MS Teams.</p> <p>Reference:</p> <ul style="list-style-type: none"> • Performance Evaluation Policy and Procedure for Research and Administrative Staff • Code of Conduct and Disciplinary Procedures 	process.
40	Supervision	+/- almost but not fully implemented	<p>In the context of work duties, each employee at Eratosthenes CoE has a designated supervisor or cluster leader, based on the organizational structure or cluster/department within it. Research Assistants are overseen by their supervisor. These supervisors/cluster leaders are experienced</p>	<p>Eratosthenes CoE will introduce a mentoring system specifically for Research Assistants and postdoctoral staff to provide them with guidance and support. Eratosthenes CoE is committed to enhancing support for cluster leaders in</p>

			<p>members competent in supervision. The supervision duties are integrated into the evaluation processes for individuals as well.</p> <p>Furthermore, the transfer of knowledge and mentoring relationships occur naturally among experienced members, including scientific cluster leaders, and young researchers. These interactions take into account the specific needs and characteristics of individual faculties and fields of study.</p> <p>Reference:</p> <ul style="list-style-type: none">• Performance Evaluation Policy and Procedure for Research and Administrative Staff• Code of Conduct and Disciplinary Procedures	<p>fulfilling their supervisory responsibilities. We will devise a comprehensive plan aimed at developing their supervisory skills, encompassing effective leadership of scientific teams and proficient departmental management.</p>
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