

No.	Action	Related Principle(s) (with rating)	Timeline	Responsible Unit	Indicator(s) / Targets
1	Publish and implement an AI Ethics Policy; clearly define ownership & coordination between AI Policy Committee and Research Ethics Committee; integrate AI ethics checks into all ethics approvals, staff contracts, codes of conduct; deliver mandatory targeted AI ethics training (initial + refresher every 2–3 years) for researchers, lecturers & professional services (incl. induction); launch dedicated Orchard AI Ethics & Integrity webpage (policy, FAQs, case studies, contacts); publish & communicate clarifications on leave entitlements, career progression & promotion impacts; conduct & publish annual review of promotion data to identify/mitigate any unintended bias from AI or other factors.	Ethics and Research Integrity (-/+)	Q1 2026 – Q4 2026	AI Policy Committee / Research Ethics Committee	AI Ethics Policy published (Q2 2026); Orchard page live (Q3 2026); ≥ 80% staff trained initially (Q4 2026), ≥ 90% refresher uptake from 2027; annual promotion data review report published with action log; staff survey ≥ +20 pts on ethics/leave/promotion clarity.
2	Adjust academic calendar to guarantee protected research days/blocks; implement & monitor research workload model that recognises supervision, outputs & non-linear careers; develop & disseminate remote collaboration guides/templates & continuity protocols for staff on leave/maternity/etc.; launch internal portal for research engagement during leave; create structured return-to-work guidance, phased	Freedom of Scientific Research (-/+)	Q1 2026 – Q3 2027	Academic HoD / HoR	Workload model formally adopted & monitored quarterly; ≥ 20% protected research time per FTE; portal live (Q2 2026); guides/templates published; ≥ 75% returnees reporting positive reintegration in annual survey.

	reintegration plans & mandatory return meetings.				
3	Ensure 100% of research vacancies advertised internationally via EURAXESS & other portals; expand institutional participation in Open Science networks/fora; develop & publish comprehensive data management guidelines/templates (aligned to FAIR); integrate periodic Open Science training into induction & ongoing CPD; publish annual institutional Open Access/FAIR compliance metrics & progress report.	Open Science (+/-)	Q1 2026 – Q4 2026	HR / Research Office	100% vacancies on EURAXESS; guidelines live (Q3 2026); ≥ 4 training sessions/year with ≥ 60% researcher attendance; annual Open Science report issued (starting Q4 2026) with % OA/FAIR metrics.
4	Fully implement & monitor EDI Action Plan 2022–2027; systematically embed gender dimension analysis in research content & decision-making processes; launch & scale mentorship programmes for under-represented genders (Aurora/SDN schemes); deliver mandatory EDI & gender-in-research training for all staff & recruitment/promotion panels; monitor & publish annual diversity data (staff, leadership, applicants).	Gender Equality (-/+)	Q1 2026 – Q4 2027	HR / EDI Office	All EDI Plan KPIs achieved on schedule; ≥ 40 mentoring participants/year; ≥ 6 training sessions/year; annual diversity report published with ≥ +10% progress in key metrics.
5	Establish & roll out inclusive support systems for staff with diverse needs (intellectual, physical, sensory, neurodiverse); update & publish all diversity/inclusion policies; deliver regular mandatory diversity/disability awareness training for managers & panels; embed diversity considerations in performance reviews,	Embracing Diversity (-/+)	Q1 2026 – Q3 2027	HR	Inclusive support framework approved & communicated (Q2 2027); ≥ 85% managers trained; updated policies online; staff survey ≥ +25 pts on perceived inclusivity.

	recruitment & promotion criteria.				
6	Launch researcher-specific peer mentoring programme; guarantee equal access to CPD opportunities before/during/after leave; introduce annual recognition awards for outstanding research contributions; clarify & publish career pathways aligned to national/EU frameworks; revise & publish updated researcher job profiles & transparent grading/promotion criteria.	The Research Profession (-/+)	Q3 2026 – Q2 2027	HR	≥ 5 mentoring pairs/year; career framework live (Q4 2026); awards scheme implemented with ≥ 10 recipients/year; survey ≥ +30 pts on career clarity & progression fairness.
7	Extend contract durations where funding allows (target: reduce <2-year contracts); clarify contract types, mobility & career implications in all candidate information packs; implement structured reintegration support (phased return plans, reduced teaching load first 6 months, dedicated mentor) after any leave with written policy & guidance.	Free Circulation of Researchers (-/+)	Q3 2026 – Q4 2028	HR	≥ 30% increase in contracts >2 years; mobility & reintegration guidance published (Q3 2026); reintegration policy approved & ≥ 90% returnees using structured support; survey ≥ +20 pts on mobility/return support.
8	Develop & approve institutional Sustainability Statement for Research; integrate green & sustainable practices into research policies, ethics reviews & grant applications; increase internal funding calls for sustainable projects; deliver training on sustainable research methods; track & publish annual carbon footprint & sustainability metrics for research activities.	Sustainability of Research (+/-)	Q3 2026 – Q2 2027	Sustainability Officer	Statement approved (Q1 2027); training delivered to ≥ 70% researchers; ≥ 15% projects incorporating sustainability criteria; annual sustainability report issued with metrics.

9	Implement qualitative & narrative performance assessment framework for R1–R3 researchers (moving away from metrics-only); create visibility/recognition mechanisms (awards, public profiles); increase research staff representation on key governance bodies; conduct annual review of assessment effectiveness & fairness.	Researchers' Assessment (-/+)	Q3 2026 – Q2 2027	Academic Council	Framework approved by Academic Council (Q4 2026); research staff representation ≥ +15%; annual assessment review report completed with action plan.
10	Develop & publish internal OTM-R Guide for all research posts (aligned to EC toolkit); monitor & analyse recruitment data (applicants, shortlists, appointments, diversity); develop succession planning for key research roles; publish aggregated annual recruitment metrics; train all panels in OTM-R & EDI principles.	Recruitment (+/-)	Q1 2026 – Q3 2027	HR	OTM-R Guide published (Q2 2026); panel training coverage > 90%; succession plan endorsed; recruitment data dashboard public & updated annually.
11	Develop & standardise structured selection framework linking evaluation criteria to career development & research/societal impact; harmonise criteria across departments; train all selection panels; collect & analyse anonymous candidate feedback annually for continuous quality improvement.	Selection (-/+)	Q3 2026 – Q2 2027	Governing Body Recruitment & Selection Committee (with HR operational support)	Selection framework published (Q1 2027); 100% panel training; annual candidate feedback report with ≥ 80% satisfaction & improvement actions.
12	Develop & implement Comprehensive Career Development Strategy for all research staff; formalise mentoring & supervision structures (incl. practice-based); integrate career guidance & CPD planning; clarify & publish teaching/research balance	Career Progression (--)	Q3 2026 – Q4 2028	HR	Strategy approved (Q4 2026); supervision policy published; CPD/mentoring engagement ≥ 80%; teaching/research balance guidelines live; survey ≥ +25 pts

	expectations per role/stage; establish & monitor PhD/Master's supervision policy & impact.				on career clarity & balance.
13	Conduct full research & office space audit; allocate & ring-fence dedicated research areas; publish comprehensive facilities & working conditions policy manual on Orchard; introduce & monitor protected research time; develop protocols for travel illness/emergencies; review & enhance flexible/hybrid work policies; continue advocacy on pension equity.	Working Conditions, Funding, and Salaries (-/+)	Q1 2026 – Q4 2027	HR / Facilities	Space audit completed (Q4 2026); policy manual online; protected time implemented & monitored; survey ≥ +20 pts on workspace, flexibility & conditions.
14	Analyse all research contract types for consistency, renewal practices & fairness; define & publish Researcher Role Framework (roles, expectations, clear pathways); actively pursue longer-term/open-ended contracts to boost retention & engagement.	Stability of Employment (--)	Q3 2026 – Q4 2028	HR	Contract review completed (Q2 2027); Framework approved & published; ≥ 40% increase in contracts >2 years; survey ≥ +25 pts on job security & stability.
15	Harmonise & simplify Complaints & Dignity at Work policies; produce plain-language summaries, process maps & flowcharts; deliver mandatory training for managers on consistent application; communicate strong confidentiality safeguards & appeal routes clearly.	Contractual and Legal Obligations (+/-)	Q1 2026 – Q4 2026	HR	Harmonised policies live (Q3 2026); 100% manager training; annual complaints process review; staff confidence survey ≥ +20 pts.
16	Deliver structured IP, knowledge-transfer & commercialisation training tailored to creative/practice-based research; explicitly cover authorship agreements,	Dissemination and Exploitation of Results (+/-)	Q1 2026 – Q3 2027	Research Office	≥ 75% staff trained; revised IP framework published; ≥ 85% positive training feedback; authorship/partnershi

	industry partnerships & open science implications; embed IP/data security guidance in all mentoring, supervision & project kick-offs.				p guidance integrated in ≥ 90% supervisions.
17	Implement structured peer-mentoring & cross-disciplinary networking system; explicitly clarify & publish policy supports for non-linear careers (breaks, part-time, mobility); update role titles/descriptions to better reflect diverse responsibilities; increase visibility & communication of all research supports.	Valuing Diverse Research Careers (-/+)	Q3 2026 – Q2 2027	HR	Mentoring/network operational (Q2 2027); non-linear career policy published; new role titles approved; annual report on research support visibility & uptake.
18	Develop & roll out structured induction programmes tailored to all career stages (R1–R4); offer focused CPD modules (methods, funding, leadership, industry); launch searchable Research Staff CPD & Policy Portal on Orchard/website with analytics.	Career Development and Advice (-/+)	Q1 2026 – Q3 2027	HR	Induction programmes launched (Q2 2027); ≥ 85% new staff attendance; portal live with ≥ 1,000 annual accesses; survey ≥ +25 pts on awareness of supports.
19	Integrate CPD modules into academic calendar & workload models; develop clear career-stage CPD pathways; introduce mandatory Individual Development Plans (IDPs) linked to objectives; monitor protected CPD time & participation rates.	Continuous Professional Development (+/-)	Q3 2026 – Q2 2027	HR / Academic Office	CPD calendar approved (Q1 2027); ≥ 85% staff with active IDPs; protected CPD time monitored; survey ≥ +20 pts on training access & relevance.
20	Formalise mentoring & supervision frameworks (incl. practice-based disciplines); embed career guidance, IP, data security & responsible conduct training within supervision; establish dedicate	Supervision and Mentoring (-/+)	Q3 2026 – Q4 2028	HR / Research Office / Researcher Support Office	Framework approved (Q3 2027); Support Office launched (Q1 2028); ≥ 75% staff trained in IP/data/responsible conduct within 1 year;

d Researcher Support Office to coordinate mentoring, training & career services.				annual uptake & satisfaction reports.
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