Case number: 2025PL321307

Name Organisation under review:

Sano – Centre for Computational Personalised Medicine International Research Foundation

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SUBMISSION DATE: 30.05.2025

ENDORSEMENT DATE: 27.02.2025

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory. (at the moment of reporting in the e-Tool)

STAFF & STUDENTS	FTE (30.05.2025)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	52
Of whom are international (i.e. foreign nationality)	8
Of whom are externally funded (i.e. for whom the organisation is host organisation)	9
Of whom are women	14
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	10
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	17
Of whom are stage R1 = in most organisations corresponding with doctoral level	22
Total number of students (if relevant)	3

Total number of staff (including management, administrative, teaching and research staff)	*74*

RESEARCH FUNDING (figures for most recent fiscal year)	€ (31.12.2024)
Total annual organisational budget	*3 908 731,44*
Annual organisational direct government funding (designated for research)	*1 664 838,55*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*2 142 828,22*
Annual funding from private, non-government sources, designated for research	*101 064,65*

ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*
Sano Centre for Computational Personalised Medicine – International Research Foundation, is a newly established organization dedicated to the advancement of computational medicine, developing sophisticated engineering methods for the prevention, diagnosis and treatment of disease, to meet the overarching worldwide need for efficient, effective and radically streamlined healthcare. Sano brings together creators of promising IT solutions in the area of medical science with clinicians and industrialists who have the ability to transform them into exploitable tools and services, accessible to medical practitioners.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES

Ethical and professional aspects	Sano presents a strong commitment to ethical and professional principles, particularly in areas such as **Open Science, Gender Equality, and Embracing Diversity**. With Open Science receiving the highest rating (4.61), respondents of an internal survey acknowledge that transparency, accessibility, and knowledge-sharing are well-integrated into research practices. Similarly, the high scores for Gender Equality (4.47) and Embracing Diversity (4.53) reflect on an inclusive environment that values different perspectives and backgrounds. Even though the survey scores were relatively high, Sano acknowledges that measures need to be taken in order to bring gender balance and introduce more diversity in the organization. The **Freedom of Scientific Research** (4.42) as well as **Ethics and Research Integrity** (4.39) show positive results, indicating that researchers recognize a level of freedom in their research and see the high ethical standards that Sano aspires to hold, which enhances credibility and trust in the institution. Despite the strengths, there are some areas that require attention. The **Researcher** category received the lowest rating (3.84), suggesting concerns regarding the communication of strategic goals, accountability, which warrant addressing. Additionally, the **Free Circulation of Researchers** (4.13) score, while still positive, indicates potential for improvement when it comes to both recognition of mobility and presenting sufficient mobility opportunities to researchers. The **Sustainability of Research** score (4.05) indicates a generally positive but improvable approach in terms of the implementation of European agenda for sustainable development. These areas, if not addressed, could impact the ability of researchers to collaborate internationally and hinder organisational development. Overall, the organization has built a solid foundation in ethical and professional aspects of research, but further improvements in researcher support and mobility are needed to achieve and sustain long-term success. Addressing these areas proactively will strengthen Sano's position to become a leading scientific institute, which very strongly adheres to the European Charter of Researchers.
Recruitment and selection	The survey results indicate that implementation of the **recruitment, selection, assessment, and career progression** principles within the framework of the European Charter for Researchers is received well, however with a significant room for improvement.

	One of the key **strengths within the second pillar is recruitment**, which scored **4.13/5**. This suggests that the Sano has a relatively fair and transparent process for attracting talent, ensuring that research positions are open to qualified candidates and accessible to a diverse pool of candidates. Additionally, **career progression**, rated at **4.00/5**, reflects a moderate level of support for professional development, indicating that opportunities for growth and advancement exist, though there is room for improvement. These results suggest that Sano has established structured pathways for career development and maintains fairness in hiring practices.

However, two areas scored below 4, which warrants addressing by the organization. Both **researchers' assessment** and **selection processes** received a **3.97/5**, indicating suboptimal performance. This suggests potential issues in the perception of how researchers are evaluated during the recruitment process, which directs the attention at potential improvements in terms of criteria, potential inconsistencies, or feedback mechanisms. A similar challenge may exist in the **selection process**, which could benefit from increased transparency or improved communication with candidates. These lower scores suggest that while hiring and career progression are perfectly functional, Sano will strongly benefit from improving how it assesses candidates and researchers' performance.

To improve, Sano can **enhance assessment methods** by introducing clearer evaluation standards, strengthening selection criteria and ensuring a consistent, unbiased approach to hiring which could also improve perceptions of fairness. Additionally, while career progression is rated at 4.00, further investment in mentorship programs, professional development initiatives, and structured promotion pathways could lead to stronger long-term career satisfaction.

Overall, while Sano has a **solid foundation in recruitment and career progression**, it will focus on improving the assessment and selection processes to ensure greater fairness, transparency, and researcher satisfaction. Addressing these areas will help create a more supportive and fair research environment. |
| Working conditions | The survey results for **Working Conditions** indicate that the Sano provides a supportive environment for researchers but has areas that require improvement and action.

A key **strength** is the **dissemination and exploitation of results**, which received the highest score (**4.42/5**) and ties back to the high Open Science score. This suggests that Sano is able to effectively promote the sharing, exploitation and application of research findings, ensuring that scientific advancements have a societal impact. Additionally, **working conditions, funding, and** |

	salaries and **contractual and legal obligations** both scored **4.32/5**, indicating a well-structured framework that supports researchers with adequate funding, fair compensation, and clear legal guidelines, including on intellectual property rights relevant to commercialization of science. These results reflect a stable and organized research environment where researchers can focus on their work without major administrative or financial concerns. However, **stability of employment**, rated at **3.82/5**, is a notable **weakness**. This score suggests that researchers may feel a sense of job insecurity, potentially due to short-term contracts, limited permanent positions, or funding uncertainties. This stems from the character and constraints imposed by the rules Sano's funding and the organization's strategy to promote the mobility of researchers. To improve, the Sano could focus on enhancing job stability by exploring longer-term contracts, securing more consistent funding sources, or providing clearer career pathways that reduce uncertainty. While working conditions and financial support are strong, ensuring long-term employment security will further strengthen the research environment and improve overall researcher satisfaction. In summary, Sano's strengths relate to **disseminating research results, providing competitive salaries and working conditions, and maintaining clear legal structures and support**. However, addressing employment stability will be a key challenge to create a more secure and supportive workplace for researchers.
Training and development	The survey results for **Research Careers and Talent Development** indicate that the organization provides solid support for researchers' growth. A notable **strong point of Sano** is **Continuous Professional Development**, which received the highest score (**4.18/5**) of the pillar. This suggests that Sano is able to offer good opportunities for researchers to enhance their skill and network, through relevant trainings, workshops, and international conference attendances. Additionally, **Valuing Diverse Research Careers** and

	Supervision and Mentoring, both scoring **4.08/5**, indicate that different career paths are recognized and supported, and that researcher's rate highly the access to guidance and mentorship. These results reflect a research environment that encourages professional growth through intersectoral mobility and recognizes the benefits of bringing together researchers with diverse career trajectories. However, **Career Development and Advice**, rated at **3.92/5**, is an area that requires improvement. This suggests that researchers may feel that they do not have sufficient access to a structured career guidance, long-term planning support, or advisory resources. A lack of clear career progression frameworks or mentorship opportunities tailored to career transitions could be contributing factors. Sano can address that easily, as the organization brings together a diverse group of professionals, who collected diverse experiences from academia, industry and granting institutions. To strengthen this pillar, the Sano can improve its **career development support** by offering more structured advisory, mentorship programs, and clearer career progression pathways. Ensuring that researchers receive personalized guidance and opportunities to navigate both academic and non-academic career options will be key to improving in the pillar. Overall, the organization does well in **supporting professional development, valuing diverse research careers, and providing supervision**, but improvements in the principle of **career guidance and structured advice** can be improved to give Sano researchers clearer paths for development both within and outside Sano.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: https://sano.science/hrs4r/

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Implementation of two new relevant additional SOPs - Research Results Publishing Guidelines and Software Development - Good Practices in 2025.	OPEN SCIENCE	By the end of Q4 2025	Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOPs.
Introduction of a framework for the recognition of co-authorship in SOP - Research Results Publishing Guidelines.	CAREER PROGRESSION	By the end of Q4 2025	Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP.
Implementation of SOP - Research Results Publishing Guidelines. Implementation of Open Science Policy within the SOP.	DISSEMINATION AND EXPLOITATION OF RESULTS	By the end of Q4 2025	Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP.
Review the idea of Sano Seminars to include lectures (from external guests; from academia, industry, innovation, government), collaboration updates (current collaborations with external institutions and possibilities to extend these collaborations or form new) and brainstorming sessions (where scientists can discuss particular scientific issues outside their groups).	OPEN SCIENCE	By the end of Q4 2025	Scientific Affairs Director and Research Team Leaders	Number of conducted seminars in different categories by the deadline.
Introduce an explanatory training on Research Ethics, further communicate Sano Code of Ethics and ensure its adoption.	ETHICS AND RESEARCH INTEGRITY	By the end of Q4 2026	Human Talent team, Research Leadership	Number of relevant trainings organized for all members of the organization.
Introduce a scholarship program for female STEM researchers.	GENDER EQUALITY	By the end of Q2 2025	Human Talent team, Sano Management	Number of scholars joining Sano by the end of Q4 2025.

		(introduction)	Board, Research Leadership	
Introduce a Foreign Clinical/Research Advisory Fellowship to attract medical professionals to advise Sano teams.	EMBRACING DIVERSITY	By the end of Q2 2025 (introduction)	Human Talent team, Sano Management Board, Research Leadership	Number of advisors joining Sano by the end of Q4 2025.
Prepare, implement and present policy on research fund management.	THE RESEARCHER	By the end of Q4 2025	Human Talent Team, Project Management Team, Finance Team, Legal Team	Presentation of research fund management policy across the organization.
Establishing a Staff Representation Council composed of Sano scientists (and support staff) of all levels. The Staff Representation Council would be invited and represent the researchers at strategic meetings to ensure transparency at the leadership level.	THE RESEARCHER	Launch by end of Q3 2025	Sano Management Board	Council established and having representation of scientists on all levels.
Introduce a support program for double affiliation (in the framework of existing agreements) for Sano scientists (especially for senior researchers) with local universities to build more connections inside the academic ecosystem.	FREE CIRCULATION OF RESEARCHERS	By the end of Q2 2026	Sano Management Board, Human Talent team	First scientists with double affiliation with local universities, acquired as a result of the initiative.
Introduction of acknowledgement of mobility experience in appraisal system as a part of the new SOP – Performance Review, Appraisal, Progression	FREE CIRCULATION OF RESEARCHERS	By the end of Q3 2025	Human Talent Team, Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP. Update the internal Periodic Consultation Form.

Implementation of policy on research exchange programme in an update of SOP – Training.	FREE CIRCULATION OF RESEARCHERS	By the end of Q4 2025	Human Talent Team, Sano Management Board	Adoption of a resolution of Sano Management Board to update existing SOP.
Review of internally available skills and expertise relevant to the 'MSCA Green Charter'. Establishment of a Sustainability Working Group.	SUSTAINABILITY OF RESEARCH	By the end of Q3 2026	Human Talent Team, General Manager	Establishment of a Sustainability Working Group composed of Sano employees best trained in research sustainability (composed of researchers, HR and legal professionals).
Development of internal regulations based on EC's 'MSCA Green Charter'.	SUSTAINABILITY OF RESEARCH	By the end of Q1 2027	Sustainability Working Group, Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP.
Review and adjustment of assessment system. Considering potentially a numeric system or benchmark. To update the recruitment assessment procedures so that it promotes Candidates' professional mobility and considers it as an asset.	RESEARCHERS' ASSESSMENT	By the end of Q3 2025	Human Talent Team	New assessment regulation connected with new Periodic Consultation Form at the start of Q4 2025.
Introduction of a new SOP – Performance Review, Appraisal, Progression. Training for all supervisors on employee assessment.	RESEARCHERS' ASSESSMENT	By the end of Q4 2025	Human Talent Team, Legal Team, Sano Management Board	Adoption of a resolution of Sano Management Board to introduce a new SOP.
Revision and Update of SOP – Recruitment	RECRUITMENT	By the end of Q2 2025	Human Talent Team, Legal Team, Sano Management Board	Adoption of a resolution of Sano Management Board to update existing SOP.

Introduce a policy of transparency of remuneration, providing public information about median salaries on research positions at Sano.	RECRUITMENT	By the end of Q2 2025	Human Talent Team	Publication on the website in the career section, posting in job advertisements.
Organise training for members of Recruitment Committees on minimising biases and non-discrimination in selection and introduce changes in updated SOP – Recruitment	SELECTION	By the end of Q4 2025	Human Talent Team	Number of conducted trainings with Hiring Managers.
Introduction of a progression system supporting the mobility of researchers as a part of a new SOP – Performance Review, Appraisal, Progression	CAREER PROGRESSION	By the end of Q3 2025	Human Talent Team, Legal Team, Sano Management Board	Adoption of a resolution of Sano Management Board to introduce a new SOP.
Establishing a career advisory and mentoring program to present diverse opportunities for career development. Preparing a Career Progression Pathway with clearly communicated criteria to be promoted for a particular role on particular level. Strongly tie the periodic annual consultation to progression.	CAREER PROGRESSION	End of Q3 2025.	Human Talent Team, Project Management Team, researchers from levels R3 and R4	Kick off of the internal advisory and mentoring program with Advance Partners' possible involvement
Establishing a career advisory and mentoring program using the network of external contacts in the international environment of Sano. Creating a mentorship program with external experts, connecting with industry, and compiling international funding lists supporting non-academic career path. Prepare, communicate and establish	VALUING DIVERSE RESEARCH CAREERS, CAREER DEVELOPMENT AND ADVICE	By the end of Q3 2025	Business Development Team, Communication, Human Talent Team, Sano Management Board	Kick off of the internal advisory and mentoring program

an interaction with Foundations that finance and organize international scientific internships and tenures. To update the assessment procedures so that it promotes Candidates' professional mobility and considers it as an asset.				
Adjust the PhD programme after the first doctoral defences and a review of the first PhD cohort.	CAREER DEVELOPMENT AND ADVICE	End of Q2 2026.	Human Talent Team, Scientific Affairs Director, researchers from levels R3 and R4	Kick off an update of the PhD program.
Introducing a "one day a week at the office for all" initiative. Preparing, revising and sharing monthly an organogram to all Sano employees.	WORKING CONDITIONS, FUNDING AND SALARIES	End of Q2 2025	Human Talent Team, General Manager	Attendance during weekly office days, systematic emails with organogram
Revision of fundraising strategy and operations to improve performance in acquiring grants for funding extensions of research positions. Reinforcing a dedicated grant office or support unit for competitive funding acquisition	STABILITY OF EMPLOYMENT	End of Q3 2025	General Manager, Business Development Team, Senior Fundraising Expert	Improvement in survey regarding the perception of stability and support in getting funding for own positions.
Clear communication about fundraising plans and regular update. Clearly update individuals about their future possibilities (career paths, funding possibilities)	STABILITY OF EMPLOYMENT	End of Q3 2025	Human Talent Team, Business Development Team	Improvement in survey regarding the perception of stability and support in getting funding for own positions.
Organization of trainings, lectures and workshops in grant acquisition	STABILITY OF EMPLOYMENT	End of Q4 2026	Human Talent Team, Business Development Team	Number of organized trainings, lectures and workshops.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

Since it's inception and the overall start of all recruitment efforts in early 2021, Sano has been implementing the principles of Open, Transparent and Merit-Based Recruitment Toolkit.

As the research work of Sano has been funded from International Research Agendas Programme from the Foundation for Polish Science, the entirety of Sano operating procedures when it comes to recruiting, has been conceived based on the rules imposed by the grant documentation. The grant documentation specifies a set of clear guidelines and rules governing the recruitment of researchers from different levels (R1 – R4) and for different positions within the research structure.

The grant documentation, which is itself based on the European Charter for Researchers and the principles listed in the Code of Conduct for Recruitment of Researchers, has been a base for all internal documents relevant to recruitment, namely the Standard Operating Procedure – Recruitment, the published Sano Recruitment Policy.

Conducting the self-assessment for the OTM-R checklist, Sano has identified several aspects which need improvement and taking additional measures.

By the end of Q2 2025, Sano plans to revise and update it's Standard Operating Procedure – Recruitment, to address the identified issues, which relate to:

- *Preparing and introducing a quality control system for OTM-R*
- *Providing clear guidelines for the appointment of selection committees*
- *Automation of feedbacking process within the online Applicant Tracking System*
- *Introduction of a formal complaints mechanism*
- *Introduction of a assessment system which would make sure that OTM-R policy delivers on the objectives*

The revision and update of SOP – Recruitment is the most important action related to improving the state of implementation of the OTM-Recruitment at Sano.

Additionally, outside of policy updates, as Sano plans to take stronger measures to:

- *Introduce additional trainings for hiring managers on OTM-Recruitment*
- *Strengthen the employer branding activities to reach candidates from underrepresented groups*

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: https://sano.science/wp-content/uploads/2025/05/Recruitment-policy_May2025.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

> The process of implementing the HRS4R at Sano:
>
> Sano has submitted an endorsement letter to the e-tool, confirming the organization's dedication to introducing and upholding highest possible standards for HR Excellence in Research.
>
> The HRS4R process has started and the initial endorsement has been submitted in July 2024, however due to the transition to the new European Charter for Researchers, Sano has resubmitted the endorsement in February 2025 to operate with 20 principles of the new Charter.
>
> Since the start, the general sponsor of activities in the area of the HRS4R logo is the Sano Director, together with the Human Talent Team. GAP Analysis, OTM-R checklist as well as the Action Plan have been developed by the Support department, namely the Human Talent team, with the aid of legal team, finance team and other members of the Support Staff, including the General Manager.

The deadlines for the implementation of individual tasks in preparation for the application to obtain the Award were specified and updated on a weekly basis.

The GAP Analysis as well as the Action Plan were drafted by the Human Talent team, the Sano Management Board and and the R1-R4 Researchers at Sano to seek their ideas, opinions and consultations. Relevant corrections and suggestions in changing the draft of the Action Plan were introduced.

Obtaining the HR Excellence in Research award is a strategic objective of Sano and a requirement of the European Commission (as Sano is an organization funded by a Teaming for Excellence action).

To oversee the implementation of the plan, a working group will be established, composed of the General Manager and the representatives from HR, PM, the research community and the the legal team to oversee the progress in implementation.

The group will meet regularly (by default once a month) to monitor progress, track deadlines outlined in the action plan, and compare results against clearly defined KPIs and deadlines. Meetings will be documented, and the entire process will remain transparent, with assessment and decisions shared across the stakeholders throughout the organization.

An annual survey on the Charter principles is planned, to track results over time. The group will also prepare a final implementation report. HR activities are closely aligned with the goal of earning the award, which is treated as a strategic priority.
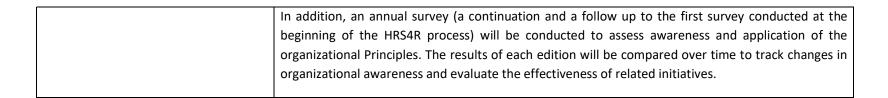
Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification

How will the implementation committee and/or steering group regularly oversee progress?	To effectively monitor progress and ensure proper oversight of the initiatives being implemented, a working group will be established. This group will include representatives from the Human Talent department, project managers, scientists from all levels of seniority (R1-R4), as well as members of the legal team. The working group will meet on a regular basis—once a month—with the flexibility to convene less or more frequently depending on current needs and the pace of ongoing activities.

One of the group's key responsibilities will be to define relevant performance indicators (KPIs) and develop additional methods for tracking the implementation of actions. This approach is intended not only to assess the effectiveness of ongoing efforts but also to enable early identification of challenges and the need to adjust strategies where necessary.

The entire process will be conducted in a transparent and open manner. All relevant documents, policies, and updates on the group's activities will be communicated to the entire organization. |
| How do you intend to involve the research community, your main stakeholders, in the implementation process? | Members of the research community (Sano Researchers representing all experience levels) will be a part of the working group and will take an active role, contributing their unique perspective and subject-matter expertise in scientific and R&D activities. Their participation will ensure that the specific needs, expectations, and work realities of researchers at all levels are taken into account, leading to more informed decisions and more effective implementation of proposed initiatives.

Additionally, during the group's work, real-life examples of organizations that have benefited from similar efforts—implementing the 20 principles of the Charter and HRS4R procedure —will be shared. The goal of referencing these cases is to inspire internal action as well as involvement and demonstrate the tangible impact that a well-designed and well-supported motivational system can deliver. |
| How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. | For Sano, commitment to the 20 principles of the Charter and obtaining the HR Excellence in Research award is both a goal in itself and a key element of the organization's strategic development. For Sano, this objective is also aligned with broader strategic commitments, including requirements set forth by the European Commission. Achieving such recognition carries both symbolic and practical |

| | significance—it strengthens the organization's position in the international landscape, enhances access to funding, and increases its attractiveness as an employer and research partner.

As a result, Human Talent activities are deliberately aligned with this strategic goal. The HT strategy—including motivational mechanisms, development initiatives, and support structures—is designed to actively contribute to achieving the award and reinforcing the organization's standing among key stakeholders. |
|---|---|
| How will you ensure that the proposed actions are implemented? | The action plan clearly identifies the organizational units responsible for executing specific tasks. The working group, following the definition of key performance indicators (KPIs), will oversee adherence to deadlines and monitor progress in implementing the planned activities, ensuring consistent oversight and accountability throughout the process.

As part of awareness-building efforts, presentations on the principles and importance of the Charter have been conducted across the organization. These sessions aimed to engage employees and foster a shared understanding of the goals and value of the initiative. |
| How will you monitor progress (timeline)? | The working group will meet as frequently as necessary, by default once a month, with flexibility to adjust the meeting schedule based on the pace and needs of ongoing initiatives. The purpose of these meetings will be to monitor progress, compare outcomes against predefined indicators and timelines, and, when necessary, prompt responsible teams to stay on track.

Each meeting will be documented through official minutes, which will serve as a reference point for tracking progress over time and will help ensure continuity and transparency in decision-making. |
| How will you measure progress (indicators) in view of the next assessment? | At the conclusion of the implementation phase, a comprehensive report will be prepared summarizing the entire process. The working group will assess what has been successfully achieved and what areas may require further improvement or adjustment. The aim of the report will be not only to reflect on progress but also to extract insights for future planning. |

	In addition, an annual survey (a continuation and a follow up to the first survey conducted at the beginning of the HRS4R process) will be conducted to assess awareness and application of the organizational Principles. The results of each edition will be compared over time to track changes in organizational awareness and evaluate the effectiveness of related initiatives.

Additional remarks/comments about the proposed implementation process:

At Sano, it is believed that high-quality research is built upon a solid foundation of support, transparency, and respect for researchers at every stage of their careers. For this reason, the organization has committed to aligning its internal policies and practices with the principles of research excellence established by the European Commission.

Obtaining the HR Excellence in Research Award is not only a form of recognition, but also a reflection of Sano's long-term vision. This distinction will enhance Sano's attractiveness as a workplace for top specialists, increase its competitiveness in international grant competitions, and strengthen its position as a modern, researcher-oriented research institute. At the same time, it sends a clear message to partners and collaborators that Sano is consistently working to create an environment where science, people, and progress can flourish together.

Receiving this distinction marks an important stage in Sano's journey to building a world-class research center—and this is only the beginning.