



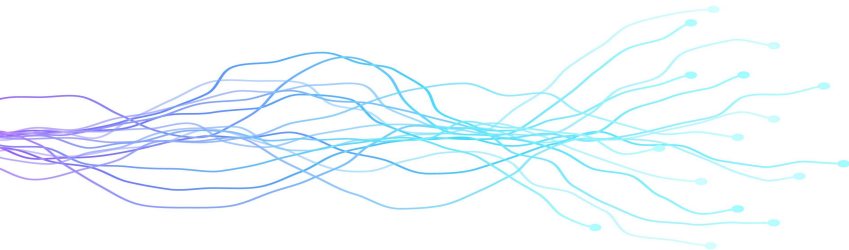
HRS4R REPORT

Human Resources Strategy for Researchers

STRUCTURE

- *Introduction and general information about Sano.*
- *Methodology applied to work on HRS4R*
- *GAP Analysis and survey results.*
- *Action Plan Implementation and Monitoring*
- *Conclusions*
- *Attachments*
 - *Process description*
 - *GAP analysis*
 - *OTM-R checklist*
 - *Action Plan*

Sano - Centre for Computational
Personalised Medicine - International
Research Foundation



Centre for Computational Personalised Medicine
International Research Foundation

1. Introduction and general information about Sano.

Sano is an international scientific centre established in 2019 in Kraków, Poland. Its establishment and initial operation were funded by a joint investment from the European Commission and the Foundation for Polish Science, and its purpose is to unite, in a single institution, all the skills required to develop advanced computational approaches for the prevention, diagnosis and treatment of disease, from concept to clinical practice. Sano will therefore be a major driver of European excellence in the rapidly growing field of Computational Medicine, helping to meet the worldwide need for systems that provide efficient, effective and radically-streamlined healthcare.

The Sano Centre combines state-of-the-art expertise in artificial intelligence and machine learning, computer vision, physiological modelling, large-scale high-performance computing with fundamental biomarker identification, using advanced simulation and data analysis methods in a fully integrated approach to clinical decision support. Offering open collaboration at all levels of the development pipeline, Sano will act not only as a core provider of conceptual and developmental expertise, but also as a partner to industrial and clinical users, fostering modernization, innovation and increased productivity.

Kraków provided an ideal setting for the establishment of the Centre: as a favored location for international investment it offers a wide range of local advantages in education and research infrastructure, a high concentration of research hospitals, and perhaps Poland's most dynamic entrepreneurial community in the life sciences. Many of the world's key players in advanced IT development have opened facilities in the city, creating a rich, competitive ecosystem with powerful opportunities for bidirectional skills transfer, and providing a commercial focus that will foster the rapid transfer of knowledge into deployed clinical solutions.

Financing

Operationally, Sano has already successfully combined one of the most competitive awards in the EU's H2020 programme – Teaming for Excellence – with the most prestigious scientific grant currently available in Poland, the International Research Agenda. Combined with additional Polish Ministry of Science guarantees, the Centre has secured significant investment, currently exceeding €30M, supporting an initial seven-year period of establishment and growth. With this scale of funding, and aided by an excellent European partnership network, Sano will build a self-sustained Centre in which a critical mass of skilled personnel will capitalize on the recognized benefits of computational approaches, to accelerate the translation of advanced techniques, revolutionizing clinical care.

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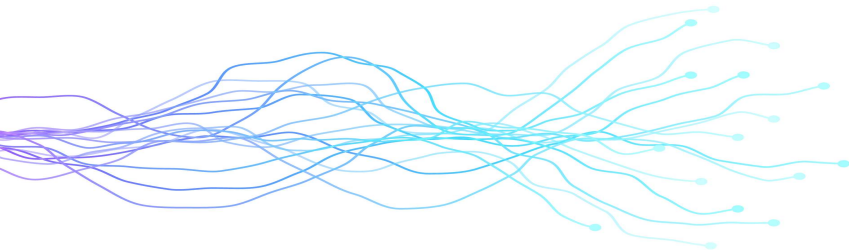
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Sano – Initial Financial Arrangements

Source #1: H2020-WIDESPREAD-2016-2017 Teaming Phase 2 program

- Duration: 7 years from 01-Aug-19
- Investment: €15M

**Source #2: International Research Agendas program of the Foundation for Polish Science
(European Regional Development Fund)**

- Duration: from 01-Oct-19 to 31-Dec-23
- Investment: €10M

Source #3: Guarantees of the Polish Ministry of Science and Higher Education

- Duration: 3 years from 01-Jan-24
- Investment: €5M

Security of funding, whilst bringing a degree of freedom for scientists, in reality provides a major challenge to the Centre's leadership, as the fundamental transition from supported operation to self-sustaining marketplace success must be skillfully and smoothly engineered, whilst the business of the Centre is growing.

As the R&D, business development and operational capabilities of the Centre mature, income will be delivered from commercial R&D contracts, consultancy, and commercial activities. These include:

- Industry-driven R&D projects
- Sales of services based on the Centre's know-how
- Licensing of the Centre's products, for commercial exploitation.

Building on its Partners' formidable track record, Sano will additionally develop highly-efficient grant acquisition capabilities, and will be continuously lobbying at senior governmental levels across Europe for the introduction of additional funding streams to support computational medicine initiatives.

Location

The Centre's personnel reside at AGH UST Centre of Energy, a state-of-the-art research centre, which facilitates collaboration of university with business, develop the most innovative research and development projects.

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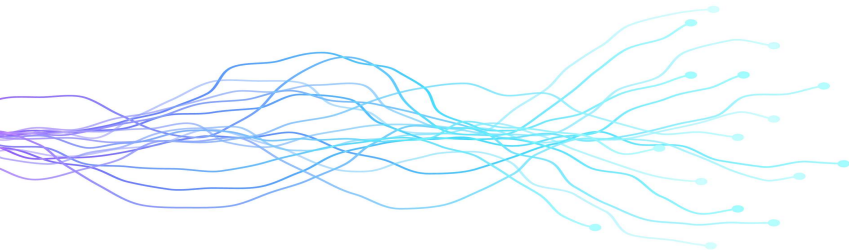
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Centre of Energy - premises for Sano's staff.

As one of the founding members, AGH hosts Sano's headquarters in the Centre of Energy, which greatly facilitates the collaboration between the university and business. The Centre is separated into two distinct parts: Educational and Research, where AGH UST students attend courses and Commercial and Research dedicated to entrepreneurs as a modern place to organize specialized R&D works in cooperation with academic researchers. Centre of Energy is located 10 minutes away (by car/public transport) from Jagiellonian University Hospital.

Partners and Partnerships

Several institutions constitute the establishing consortium of Sano:

- **AGH University of Science and Technology, PL** (*Foundation Council member*)
- **University of Sheffield and Insigneo Institute, UK** (*Foundation Council member*)
- **Forschungszentrum Jülich, DE** (*Foundation Council member*)
- **Fraunhofer Institute for Systems and Innovation Research ISI, DE** (*Foundation Council member*)
- **LifeScience Cluster Kraków – a Key National Cluster, PL** (*Foundation Council member*)
- **National Centre for Research and Development, PL**
- **RWTH Aachen University, DE**
- **Sheffield Teaching Hospitals, UK**
- **Collegium Medicum of Jagiellonian University, PL**
- **Professor Zbigniew Religa, Foundation of Cardiac Surgery Development, PL**

The first five organizations form the Sano's Foundation Council – the supervisory body that overlooks the strategic direction of Sano and acts in an advisory capacity to support the management of the Centre.

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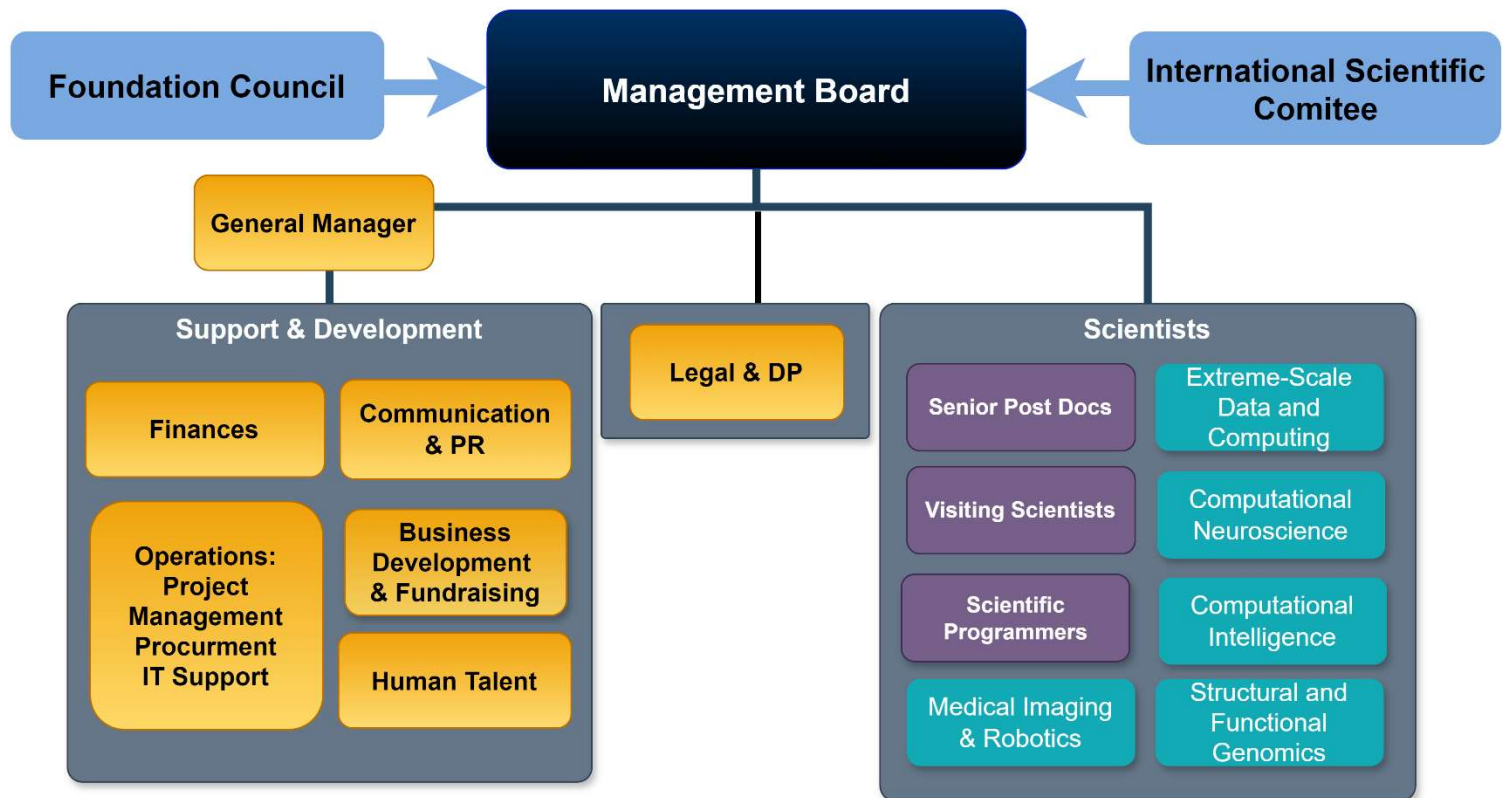
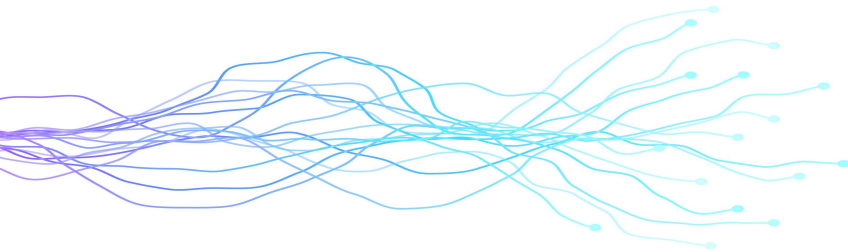
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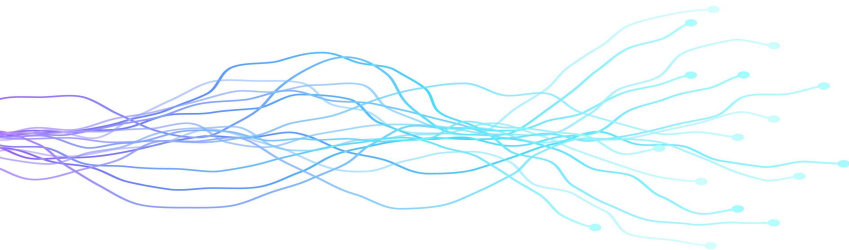


Table representing the number of FTEs at Sano:

STAFF & STUDENTS	FTE (30.05.2025)
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	52
<i>Of whom are international (i.e. foreign nationality)</i>	8
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	9
<i>Of whom are women</i>	14
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor</i>	10
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	17
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	22
<i>Total number of students (if relevant)</i>	3
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	74

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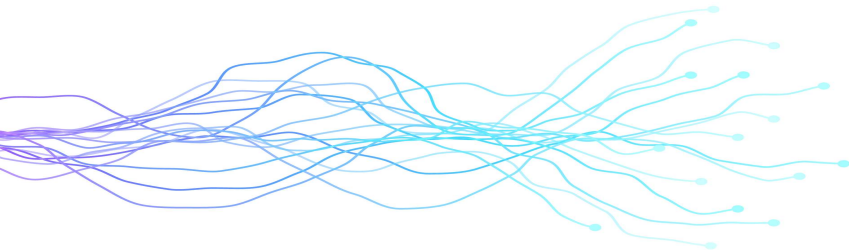
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2. Methodology applied to work on HRS4R

Sano has been built from the ground up, with no administrative or HR support from partnering organisations. At the start of the operations of Sano, professional teams responsible for various operational parts were established to aid Sano researchers and lessen their administrative burden. Such teams are a part of the Support and Development structure and operate in HR – Human Talent, Operations (Procurement, IT Support, Project Management), Business Development, Communication & PR and Legal with Data Protection matters.

These existing teams possess the necessary expertise to effectively implement and uphold the principles of the HR Excellence in Research initiative. By integrating these responsibilities into the ongoing work of established units, Sano ensures a coherent, responsive, and streamlined approach, avoiding unnecessary duplication of effort and enabling agile adaptation to evolving institutional needs.

The European Charter for Researchers and its principles have been the basis for all HR regulations and operations since the establishment of Sano. The preparations for the application for the prestigious HR Excellence in Research award have already started in 2023. The organisation officially submitted the letter endorsing the 20 principles of the revised Charter on 27.02.2025. The Sano Director delegated the Human Talent team (part of the Support and Development structure at Sano) to oversee the application process and directly engage with relevant stakeholders in the organisation.

Due to the size of the organisation (less than 100 people), Sano did not form an Overseeing Committee specifically for the HRS4R process. The process has been conducted in a transparent manner, inviting stakeholders from different departments to contribute and led by the Human Talent team and Sano Leadership. The progress in the HRS4R process has been communicated to the organisation during regular HR meetings with teams, during special meetings and presentations open for all Sano researchers and during quarterly updates provided by Sano Leadership to the entire organisation.

Sano, as a small and agile organisation, has elected not to establish a separate working group dedicated to HR Excellence in Research. This decision is grounded in Sano's organisational structure, which emphasises flexibility and efficiency through its professionally staffed teams, each focused on specific operational and strategic domains, including human resources and research management.

Human Talent Team, as a unit specifically dedicated to HR matters, has been designated by the Sano Director (General Sponsor) to lead and implement the entire HRS4R process from start to finish. In the process of the preparation of GAP Analysis, OTM-R checklist and Action Plan, the Human Talent Team consulted relevant stakeholders in dedicated departments of the organisation for input or in order to execute specific tasks as needed.

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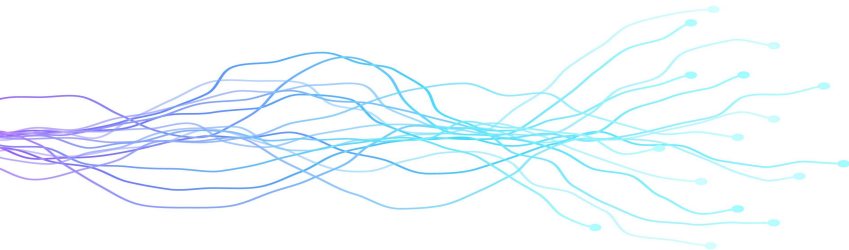


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Sano employees who participated in the HRS4R process:

General Sponsor:

Maciej Malawski – Sano Director and Extreme Scale Data and Computing Research Team Leader – R4

Name	Position	Management line/ Department
Michał Gołąbek	Senior Talent Acquisition Specialist	Human Talent Team (Support)
Małgorzata Majewska-Madura	Human Talent Manager	Human Talent Team (Support)
Magdalena Chrzanowska	General Manager	Sano Support
Marta Jarkiewicz	Finance Director	Finance Department (Support)
Anna Kajda-Twardowska	Legal Counsel	Legal Department
Wioletta Niwińska	Legal Counsel	Legal Department
Marian Bubak	Scientific Affairs Director – R4	Sano Management Board
Wiesław Nowiński	Senior Postdoctoral Researcher – R4	Individual Contributor
Jakub Barbasz	Senior Postdoctoral Researcher – R3	Individual Contributor
Jose Sousa	Research Team Leader – R3	Computational Intelligence Research Team
Paulina Tworek	Postdoctoral Researcher – R2	Computational Intelligence Research Team
Magdalena Otta	PhD Student – R1	Extreme Scale Data and Computing Research Team
Luca Gherardini	PhD Student – R1	Computational Intelligence Research Team
Anna Partyka-Argasińska	Social Media, Content and Analytics Specialist	Innovation and Communication, Business Development

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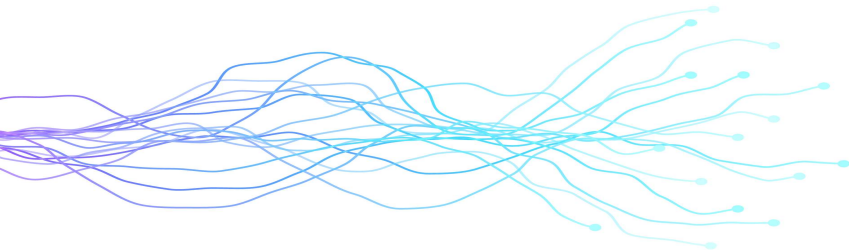


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Contribution by stakeholder groups:

*Stakeholder group	*Consultation format	Outcomes
Human Talent Team	n/a	Overseen the entire process and coordinated with all relevant stakeholders in the organization.
Legal Team	Meetings, online communication	Performed the legal review of internal policies and regulation at Sano, performed review of external legislations which impact the adoption of the Charter principles.
Finance Department	Meetings, online communication	Provided updated input on finances of Sano
Innovation, Communication, Business Development	Meetings, online communication	Coordinated activities on Sano website to ensure compliance with HR Excellence in Research process.
Sano Leadership	Meetings, online communication	Reviewed the progress and assisted the Human Talent team in preparation of the application.
R1-R4 Researchers	Meetings, online communication	Provided input in the survey (all researchers at Sano), in the preparation of GAP Analysis and in the conception of the Action Plan (Researchers involved in the process are mentioned in the table of contributors).

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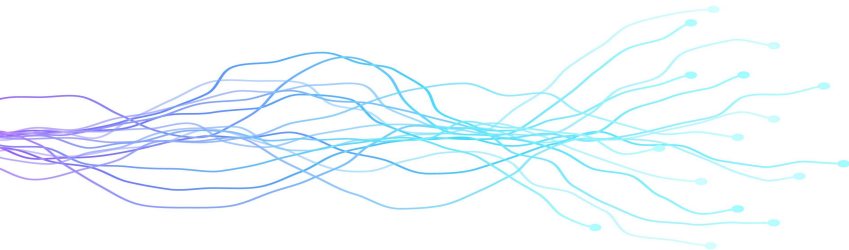
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3. GAP Analysis and survey results.

To evaluate the position of Sano in terms of the adoption of the 20 principles of the European Charter for Researchers, the main scope of activities was twofold:

- An analysis of internal documentation and external legislation was performed by Human Talent and Legal teams;
- A survey among all Sano researchers was conducted in the summer of 2024.

The methodology and results of the aforementioned activities are described in the following sub-chapters.

3.1 - Methodology

The survey regarding the level of compliance of internal practices used at Sano with the principles and recommendations of the European Charter for Researchers was addressed to all scientists at Sano at various stages of their professional development: R1/R2/R3/R4. The survey was sent using the Microsoft Teams application. The software allows users creating and publishing internal (and external) online surveys, collect responses, creating statistics, visualize results and export results to other applications for further analysis.

The survey included 20 statements and the respondents were asked to rate how much they agreed with the statements by assigning scores from 1 to 5 (where 1 - I strongly disagree, 5 - I strongly agree). The survey was anonymous, the response record did not contain any identifying information (unless such information was entered in the space reserved for free comments by respondents). The survey was announced and the link was shared during periodic HR meetings with all teams in June 2024 and later, at the beginning of July 2024, the link to the survey was sent by e-mail directly to all scientists working in Sano as a reminder and encouragement to participate. The survey was addressed to all employees conducting research activities. All questions in the survey were mandatory. The responses were collected in July 2024.

A total of 38 responses were collected, 26% of the responses were submitted by users identifying as female, 2% of respondents chose not to state their gender, and 2% answered with a response of 'other'.

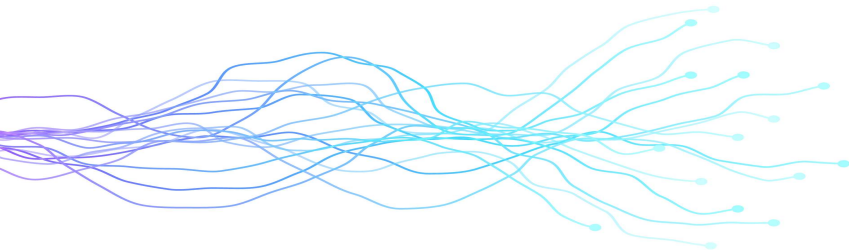
57% of responses were collected from R1-level researchers, 32% of respondents were R2-level researchers and R3 and R4 researchers submitted 5% of responses each.

The questions were divided into Pillars (same as in the Charter) and each section dedicated to a specific Pillar ended with a space for additional comments written by the respondents.

A vast majority of responses were submitted by researchers before the age of 40 (86%), 7% of respondents were in the 40-49 age bracket and 5% of responses came from researchers aged 60+.

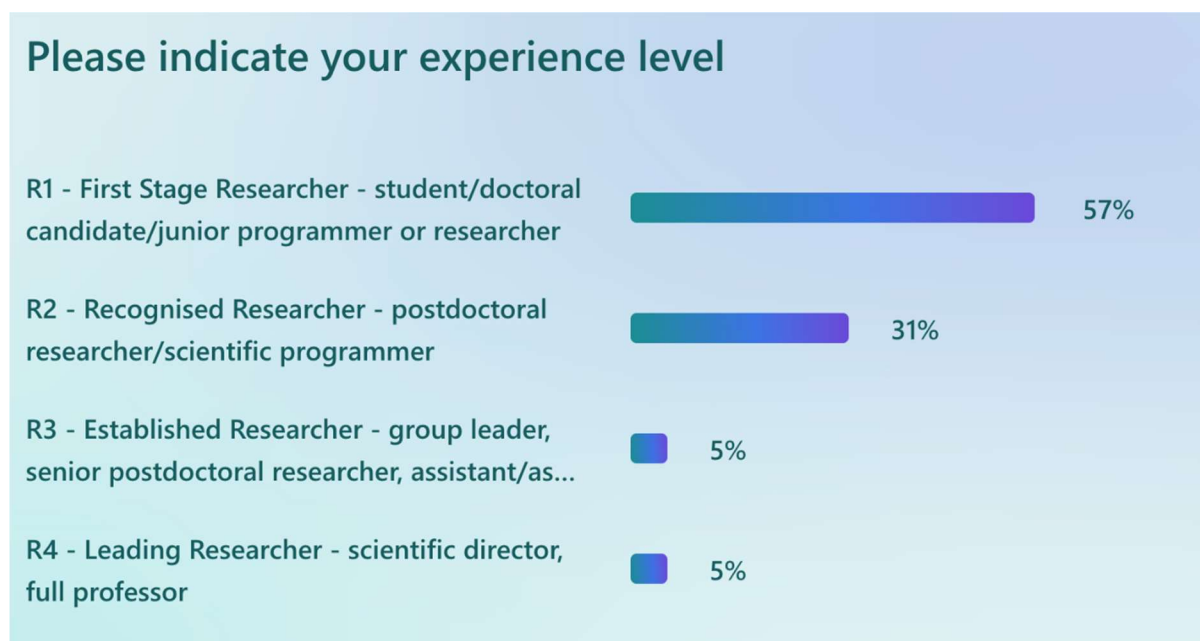
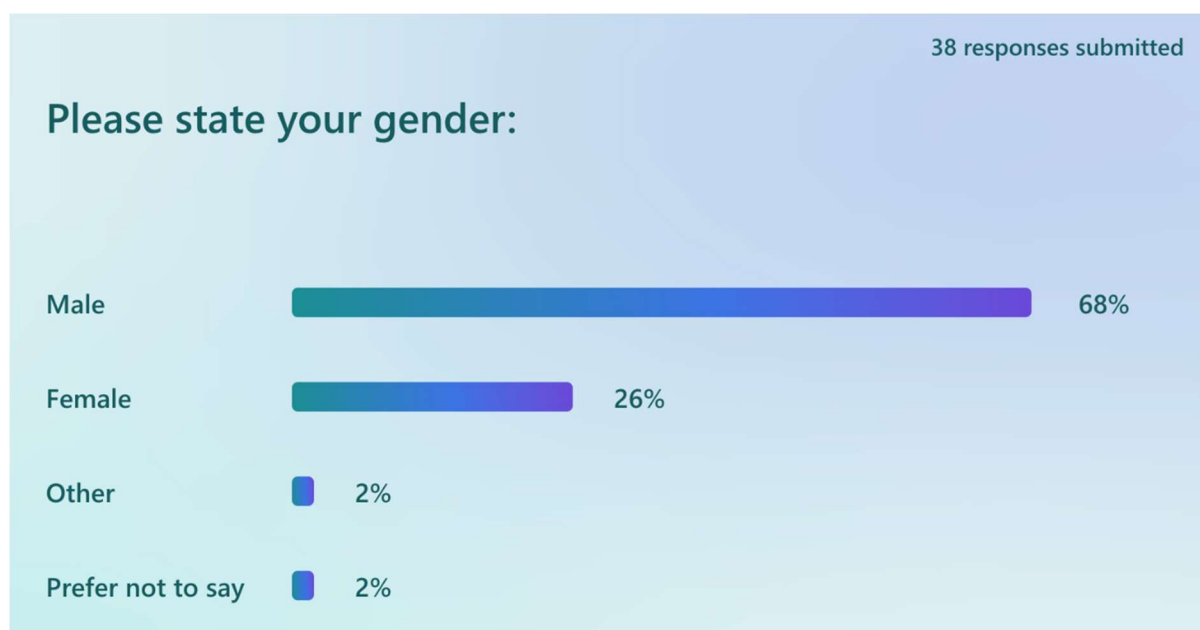
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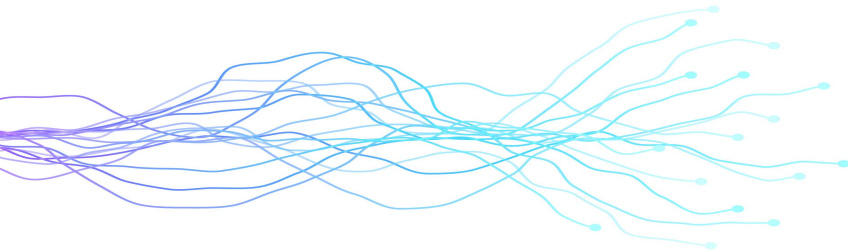
The results are presented in a numerical scale (from 1 to 5, where 1 – respondents strongly disagree with the statement and 5 – strongly agree with the statement) to reflect the scores submitted by respondents.

Survey was conducted after the publication of updated European Charter of Researchers (replacing Charter and Code from 2005), but at the same time, prior to the official endorsement of the Charter by Sano. Hence, the questions in the survey related to the updated Charter from 2023, rather than to original Charter and Code from 2005.

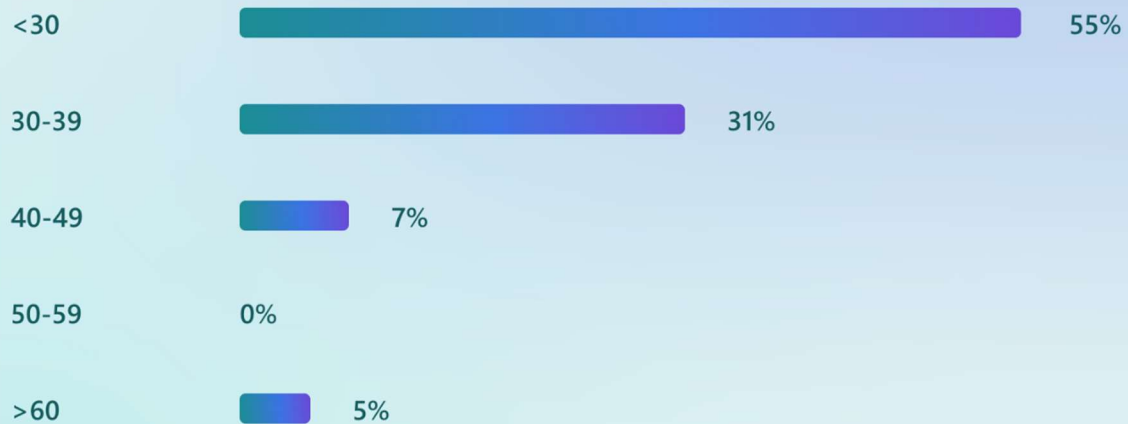


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Please indicate age bracket you are in:



The sample layout of the survey is presented below – each principle had a corresponding statement, for which the respondents were asked to evaluate how much they agree with on a scale from 1-5. The full text of the Charter was linked at the beginning of the survey for clarification of any principles and the statements.

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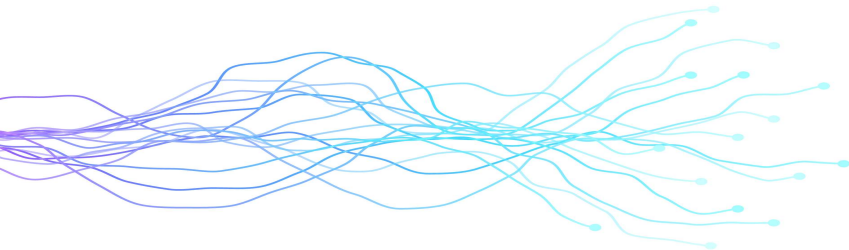
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PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

For the statements below, please rate the mentioned aspect by assigning a score from 1 to 5, where 1 - I strongly disagree, 5 - I strongly agree with the statement.

1. ETHICS AND RESEARCH INTEGRITY
2. FREEDOM OF SCIENTIFIC RESEARCH
3. OPEN SCIENCE
4. GENDER EQUALITY
5. EMBRACING DIVERSITY
6. THE RESEARCHER
7. FREE CIRCULATION OF RESEARCHERS
8. SUSTAINABILITY OF RESEARCH

A full description and explanation for each principle can be found in the Charter (linked at the top).

Ethics and Research Integrity *

Sano correctly distributes and spreads the Code of Ethics. At the same time, Sano supports institutional culture of research integrity.

1	2	3	4	5
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A thorough analysis of the legal provisions dealing with the implementation of the European Charter for Researchers at Sano, and the analysis of the internal regulations were performed together by Sano Human Talent and Legal teams in January and February 2025. The results of such legal GAP analysis are presented below, together with the results of the survey.

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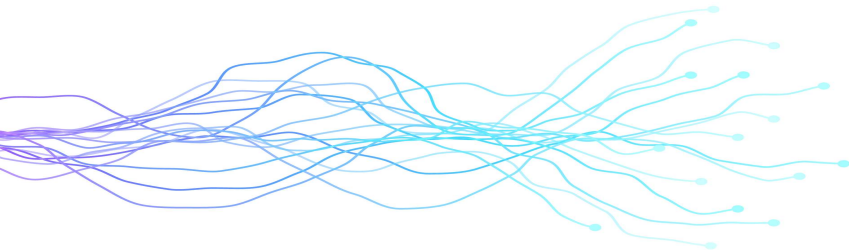
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3.2 – Results

I. Ethics and Research Integrity

GAP Analysis result:

Sano employees adhere to commonly recognized ethical principles related to the exact scientific disciplines they deal with. Specific regulations are described in documents such as the Code of Ethics, Principles of Good Science Practices (prepared with the aid from Sano's Advanced Partners and based, among others, on The European Code of Conduct for Research Integrity), and the Resolution No. 12/2024 of the Management Board of Sano on policies related to conflict of interest management are in place at Sano to facilitate building a culture of scientific integrity and responsibility. Sano Researchers can find additional guidance in SOP-RD - Internal IP regulations and SOP-RD - Reporting Research Misconduct. Integrity is identified as one of the four Core Values of Sano (Passion, Diversity, Integrity, and Innovation). Moreover, the Code of Ethics is presented and discussed with every new employee during induction procedure. Sano employees are also obliged to comply with codes of ethics for their projects established by their grantors, e.g. Resolution of the Council of the National Science Centre of 3 March 2016 No. 39/2016 on the adoption of the principles of research integrity.

Survey question:

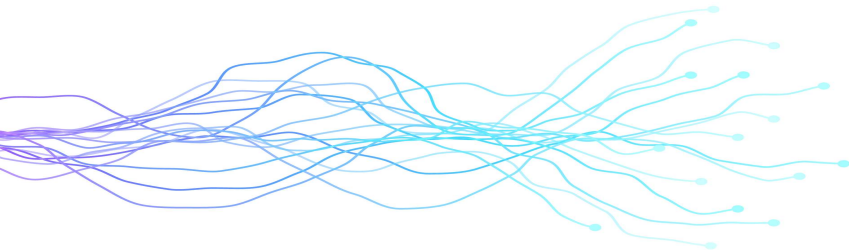
Sano correctly distributes and spreads the Code of Ethics. At the same time, Sano supports institutional culture of research integrity.

Survey result:



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57% of respondents strongly agreed with the statement, and no responses indicating strong disagreement were collected. 28% of the respondents rated their agreement with '4', 7% with '3' and 5% with a score of '2'.

The average score from the responses was calculated at 4,39 and indicated a high level of agreement with the statement.

II. Freedom of Scientific Research

GAP Analysis result:

Sano employees enjoy full freedom of thought, opinion and expression, as well as the freedom to define research questions, choose and develop theories and bring forward new innovative ideas, as Innovation is one of the four Core Values of Sano. Researchers have the influence on the choice of research areas to be explored by identifying new scientific problems - within the broad scope of Sano's Research Agenda and the selection of research methodologies. Sano has implemented the Principles of Good Science Practices and Internal IP Regulations. As Sano is a state-co-funded organisation, the Researchers must identify and be aware of regulations associated with spending public funds, which includes public procurement law. As Sano is a state-co-funded organisation, the Researchers must identify and be aware of regulations associated with spending public funds, which includes The Act on Liability for Breach of Public Finance Discipline, the Public Finance Act, the Public Procurement Law. Employees should also recognise the limitations on research freedom that arise from research conditions (including care, scientific/advisory/management) or operational constraints (budgetary or infrastructural) arising from the rules of the grants and due to the protection of intellectual property rights (e.g. the Copyright and Related Rights Act, the Anti-Unfair Competition Act, the Database Protection Act, the Industrial Property Act) and in accordance with personal data protection law. Employees are also obliged to comply with the rules under the Labour Code.

Survey question:

Sano provides adequate means for researchers to focus their research for the good of mankind and for expanding the frontiers of scientific knowledge while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized ethical principles and practices (always taking into account the limitations by budget or infrastructure reasons).

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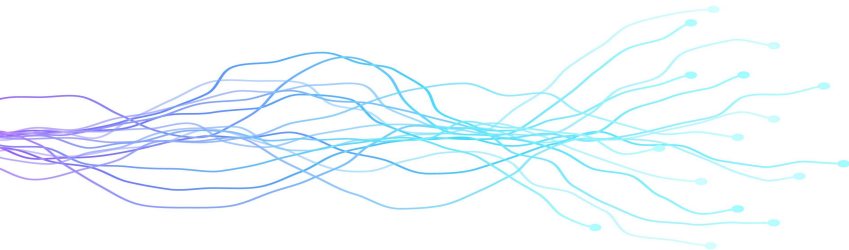


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Survey result:



65% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 21% of the respondents rated their agreement with '4', 5% with '3' and 5% with '2'.

The average score from the responses was calculated at 4,42 and indicated a high level of agreement with the statement.

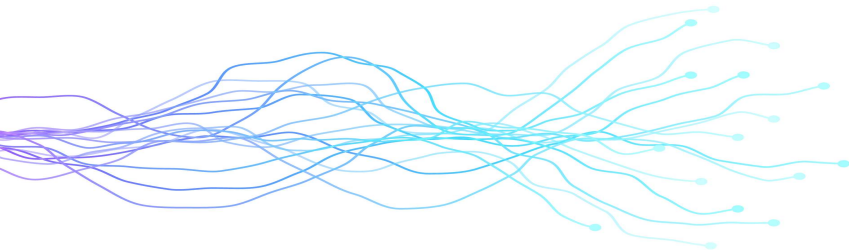
III. Open Science

GAP Analysis result:

The core values and the mission of Sano adhere to the idea of Open Science, following the philosophy of 'as open as possible, as closed as necessary'. Taking into account the 'academic startup' strategy that Sano is following, the commercialization of science and the creation of start-ups and spin-offs will not allow the sharing of all research results. Sano has introduced relevant internal regulations in: Principles of Good Science Practices, SOP-RD - Internal IP regulations, SOP-RD - Reporting Research Misconduct, SOP-RD - Research Data Management, SOP-RD - Ensuring Correctness of Research Data Processing, SOP-RD - Incoming Research Data Management. Open Access Guidelines for Sano Researchers were introduced and openly communicated internally in May 2024, based on good practices described in Horizon Europe and Horizon 2020 documentation.

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Survey question:

Sano engages in Open Science - sharing scientific results openly, e.g. through open and FAIR-Findable, Accessible, Interoperable and Reusable data, open access publications, and open software, models and algorithms.

Survey result:



71% of respondents strongly agreed with the statement, and no responses indicating strong disagreement were collected. 21% of the respondents rated their agreement with '4', 5% with '3' and 2% with a score of '2'.

The average score from the responses was calculated at 4,61 and indicated a very high level of agreement with the statement.

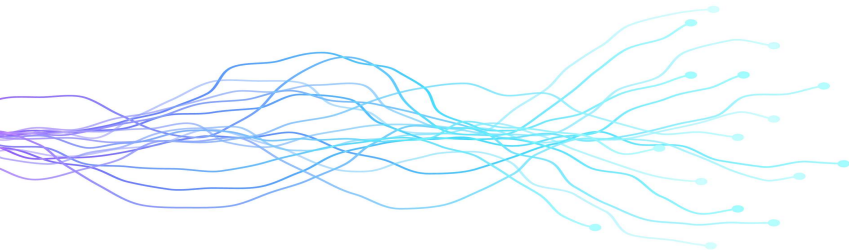
IV. Gender Equality

GAP Analysis result:

Sano focuses on fostering the principle of gender equity, equality and balance in research, which is reflected in the adoption of the Gender Equality Plan for the period between 2022 and 2025 and subsequent revision. Sano works with Advanced Partners to establish a framework to attract a bigger number of female candidates by reviewing and preparing job ads so they are gender-neutral and don't discourage any potential candidates from applying. Sano offers a variety of optional benefits for employees and their families (additional medical care, additional days of paid holidays, and possibilities for partially remote work) to support the researchers in improving their work-life balance.

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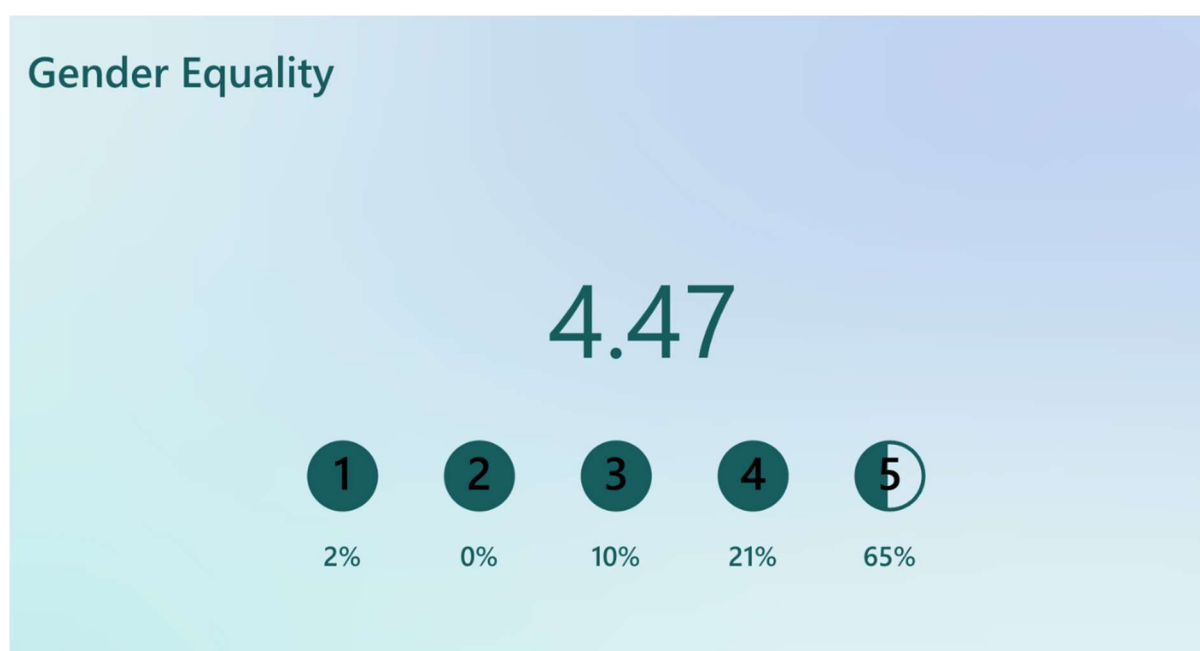


Sano ensures equal treatment in terms of recruitment, selection, establishment and termination of employment, employment conditions, career development and access to training, all regardless of gender. Computational Medicine and, more broadly, Computer Science remain heavily dominated by male employees in Poland, recent statistics indicate that female employees constitute 15% of the total workforce, similar situation can be observed at the universities. Sano in terms of equality, non-discrimination and work-life balance operates on the basis of the Labour Code.

Survey question:

Sano aims for a representative gender balance at all levels of staff, including at supervisory and managerial level, fostering the integration of the gender dimension in research, teaching and innovation content in order to improve the scientific quality, excellence, and societal relevance of the produced knowledge.

Survey result:

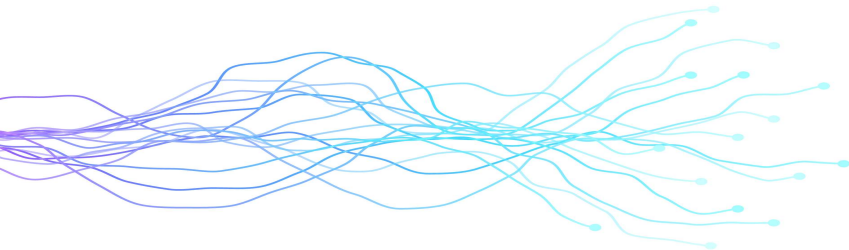


65% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 21% of the respondents rated their agreement with '4', 10 % with '3' and no respondents answered with a rating of '2'.

The average score from the responses was calculated at 4,47 and indicated a high level of agreement with the statement.

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V. Embracing Diversity

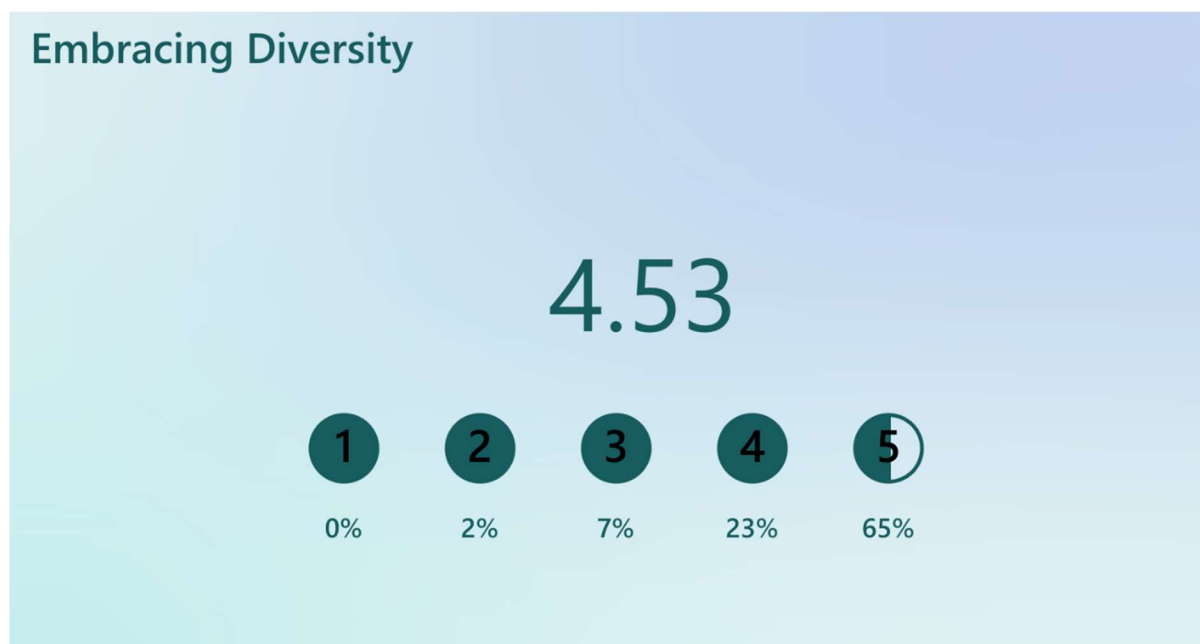
GAP Analysis result:

Sano ensures equal treatment in terms of recruitment, selection, establishing and termination of employment, employment and working conditions, promotions, and access to training regardless of gender, age, ethnicity, national or social origin, religion or belief, sexual orientation, language, disability, political views, social or economic condition, full or part-time employment as well as fixed-term or permanent employment. Relevant regulations are in place: Non-discrimination Policy, Anti-mobbing and Anti-discrimination policy, and Gender Equality Plan. Anti-mobbing and Anti-discrimination Committee operates at Sano and is composed of a Human Talent team member, a Sano Management Board representative and a representative of the employees, elected in a popular vote. The Committee identifies manifestations of bullying, discrimination or sexual harassment, and advises Sano Management Board on preventing and remedying the consequences of bullying, discrimination or sexual harassment. Sano has organized a training conducted by external experts on Diversity, Equity, Inclusion and Equality.

Survey question:

Sano embraces diversity in the broad sense, including, inter alia, gender, racial or ethnic origin, religion or belief, social diversity, disability, age, sexual orientation and combating discrimination on all grounds.

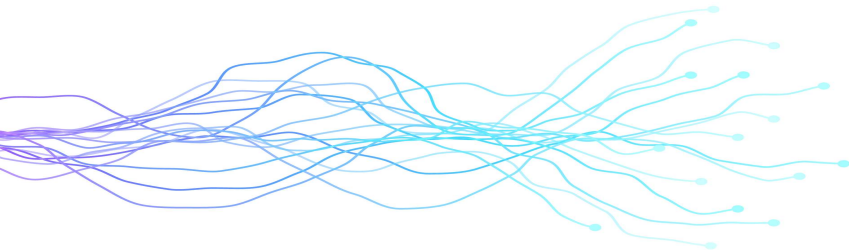
Survey result:



65% of respondents strongly agreed with the statement, and no responses stated strong disagreement. 23% of the respondents rated their agreement with '4', 7% with '3' and 2% with '2'.

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The average score from the responses was calculated at 4,53 and indicated a very high level of agreement with the statement.

VI. The Researcher

GAP Analysis result:

The strategic goals of Sano and the state of their achievement are reviewed and communicated by the Management Board during open meetings on a quarterly basis, where employees can attend, ask questions, and extend their feedback and input. Moreover, the Human Talent team meets with the Research Teams on a quarterly basis to communicate recent organizational news and address any issues. Sano has implemented the Code of Ethics and Principles of Good Science Practices as guidelines for professional attitude and accountability. All communications regarding the completion or delay of research projects are communicated in frequent team meetings, where Sano employees are made aware that they are accountable for transparent and efficient financial management and allocation of the public funding granted for the execution of research works. The Management Board organizes frequent meetings with Research Team Leaders to discuss ongoing projects and scientific progress. Researchers are responsible for respecting the principle of respect for intellectual property rights and shared ownership of data in the case of collaborative research with supervisor(s) and/or other researchers or entities. They are bound in this respect by, inter alia, legal acts such as the Civil Code, the Labour Code, the Act on Copyright and Related Rights, the Act on Combating Unfair Competition, the Industrial Property Law, the Act on Protection of Databases. Employees undergo training on confidentiality rules, principles of avoiding conflicts of interest, which allows them to strengthen their professional approach and responsibility. Sano also ensures that employees comply with personal data protection rules and measures against data loss and regularly familiarizes employees with them.

Survey question:

Sano ensures that researchers are familiar with the strategic goals governing their research environment and funding mechanisms.

Sano provides adequate means for researchers to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

Sano provides adequate means for researchers to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole.

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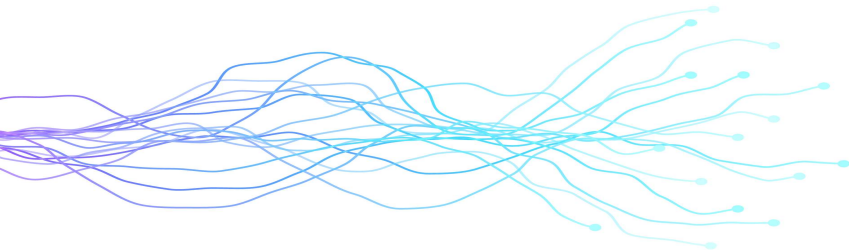
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Survey result:



36% of respondents strongly agreed with the statement, and 7% indicated their strong disagreement. 31% of the respondents rated their agreement with '4', 18% with '3' and 5% with '2'.

The average score from the responses was calculated at 3,84 and indicated a moderate level of agreement with the statement.

This result was one of the lowest collected overall. Questions were raised about whether the statement accurately reflected the contents of the principle from the Charter.

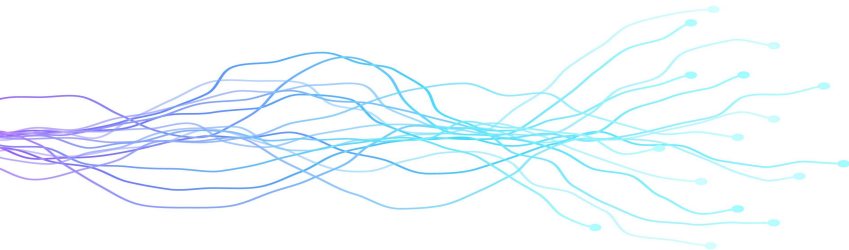
VII. Free circulation of researchers

GAP Analysis result:

Sano very highly values and encourages mobility experience. Researchers at Sano have secondment opportunities, which allow them to acquire diverse experiences for the benefit of their daily research work. As a part of the secondment, Sano Researchers visit organizations of their choice for several weeks or months to conduct research and learn best practices that can be translated to the research conducted at Sano. The Internship Regulations (which cover secondments) were introduced by Sano Management Board and are based on the provisions of the Labour Code and the Regulation of the Minister of Labour and Social Policy on the entitlements to be paid to an employee working in a state or local government unit of the budgetary sphere on account of a business trip. Sano also presents an opportunity for early-stage researchers to frequently visit the Advanced Partners and undergo onsite training with subject matter experts. Sano cannot award scientific degrees. Hence, all MSc and PhD

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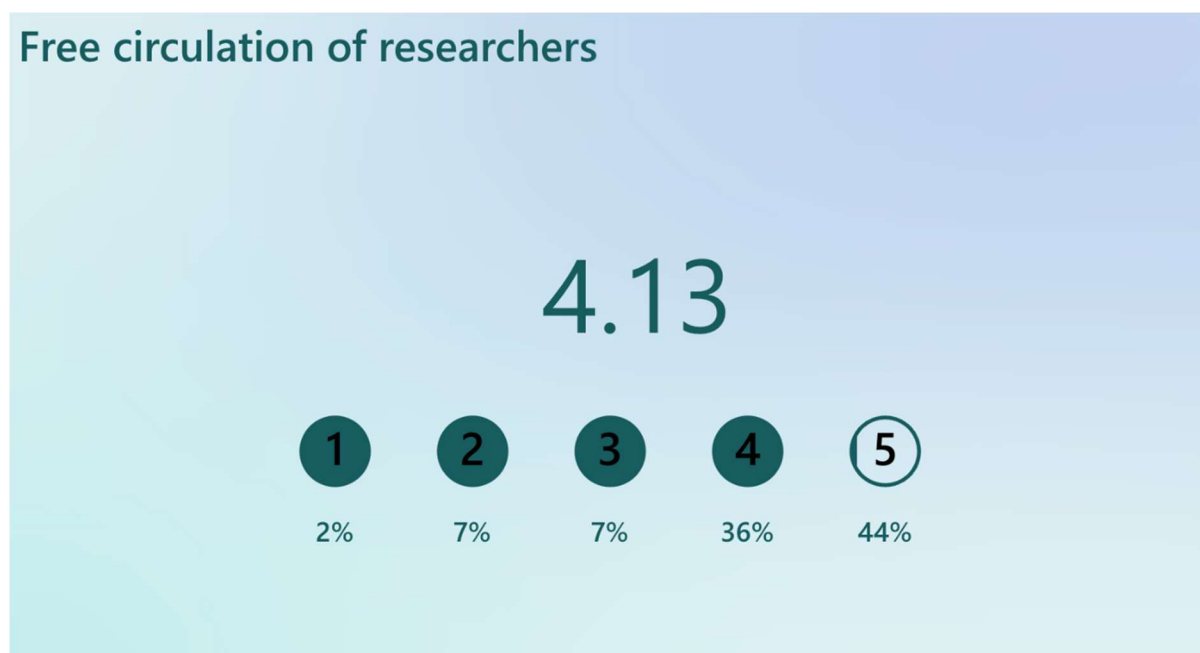
students must have external supervisors and defend their theses at different universities, which also presents an opportunity to gain mobility experience. The transferability of grants may result from the rules of the competitions and the rules set by the grantors. The provisions of the rules may impose restrictions on the transferability of grants.

Survey question:

Sano supports non-linear and multi-career paths, to be understood as paths characterised by geographical, disciplinary, inter-sectoral, and inter-organisational mobility – e.g. secondments.

Sano values geographical, inter-institutional, inter-sectoral, inter-disciplinary and trans-disciplinary mobility as important means of enhancing knowledge and professional development.

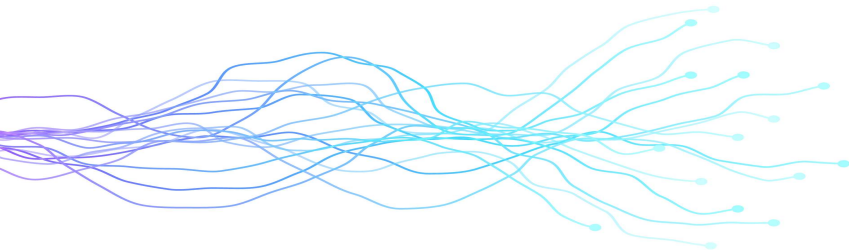
Survey result:



44% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 36% of the respondents rated their agreement with '4', 7% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,31 and indicated a high level of agreement with the statement.





VIII. Sustainability of research

GAP Analysis result:

Sano's mission is to create new solutions in computational medicine for the advancement of healthcare and for the benefit of society. Sano does not have any regulations which address the sustainability of computational medicine research in reference to future policy initiatives such as the European Green Deal, 2030 Agenda and the Sustainable Development Goals.

Survey question:

Sano promotes the sustainable implementation of research activities in line with current and future policy initiatives adopted to progress society such as the European Green Deal, the United Nation's 2030 Agenda and the Sustainable Development Goals.

Survey result:

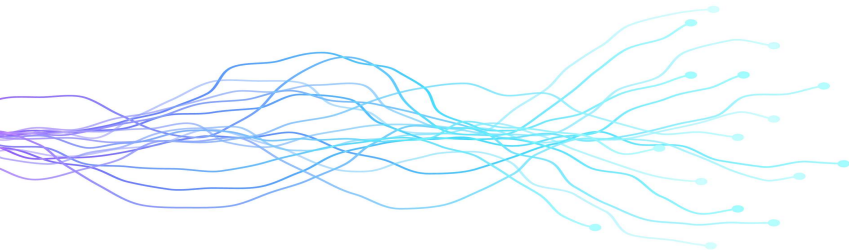


42% of respondents strongly agreed with the statement, and no responses indicated strong disagreement. 34% of the respondents rated their agreement with '4', 10% with '3' and 13% with '2'.

The average score from the responses was calculated at 4,05 and indicated a high level of agreement with the statement.

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IX. Researchers' assessment

GAP Analysis result:

Sano has implemented different systems for the assessment of Researchers working at Sano, as well as for the evaluation of candidates for research positions. Each year (or more frequently in particular cases), a Periodic Consultation Form is filled out by all employees (to evaluate the organization and their supervisors) and supervisors (to evaluate the employees). The form allows to collect and extend feedback regarding general satisfaction, and room for improvement (for the organization and for employees) in terms of publication record, grant acquiring, training, conference attendance, administrative burden, eagerness to collaborate, leadership skills, motivation, working conditions, needs for further development and plans for next development steps. Additionally, the senior research staff is the subject of a periodic scientific evaluation by the International Scientific Committee of Sano. For the evaluation of candidates for research positions, Sano uses forms described in sections relevant to the recruitment.

Survey question:

Sano enables evaluating the performance of researchers and research to achieve the highest quality and impact. This requires recognition of increasingly diverse activities, practices and research outputs.

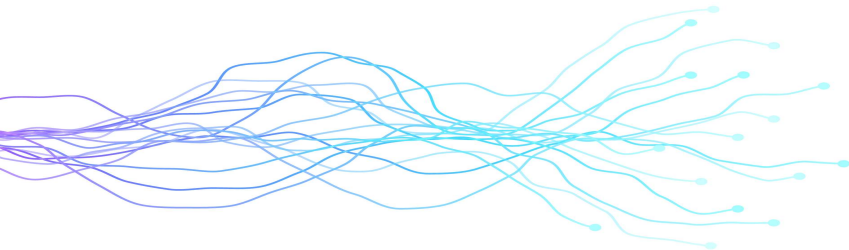
Survey result:



36% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 34% of the respondents rated their agreement with '4', 21% with '3' and 5% with '2'.

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The average score from the responses was calculated at 3,97 and indicated a moderate level of agreement with the statement.

X. Recruitment

GAP Analysis result:

Sano has implemented internal regulations in SOP - Recruitment based strictly on the International Research Agenda Programme Competition Documentation from the Foundation for Polish Science, which details the recruitment process for all research positions at Sano. The process is also described in the Sano Recruitment Policy, which is available on the Sano website. All recruitment processes for research positions are open, transparent, merit-based competitions conducted by Recruitment Committees of at least two members, preferably with PhD-level education, ensuring gender equality in the Committee if possible. Since starting the recruitment efforts for all research positions at Sano, the organization has employed a system of quantitative assessment drafted based on the input and best practices from the University of Sheffield. The assessment system has also been reviewed and endorsed by the Foundation for Polish Science. The basic assessment sheet allows Recruitment Committees at Sano to evaluate (on a scale from 1-5) the Candidate's skills against the specific requirements for a particular project. The assessment is based on five criteria relevant to the position - Motivation, Relevant skills, Soft skills, Describing previous experiences and Communication. In special cases, where employment is funded from a particular source, additional rules apply accordingly (some positions at Sano are funded by NCN grants and assessment of Candidates for positions was conducted in accordance with the regulations of a specific grant. All advertisements are posted on the Sano website, Euraxess and additional job boards relevant to the field. All posts for research jobs include a description of the working conditions (including contract length, salary, number of positions available), requirements, list of required documents including information on professional and research accomplishments. Moreover, Sano has implemented and uses an online Applicant Tracking System, which makes application easier and improves candidate experience. Recruitment is carried out in accordance with the provisions of the Labour Code (including the non-discrimination provisions) and the Personal Data Protection Act, as well as the guidelines and regulations on the eligibility of expenditure in individual projects.

Survey question:

Sano has established recruitment and selection procedures which are open, transparent and merit-based, without penalisation for career breaks or non-linear, multi-career and hybrid paths.

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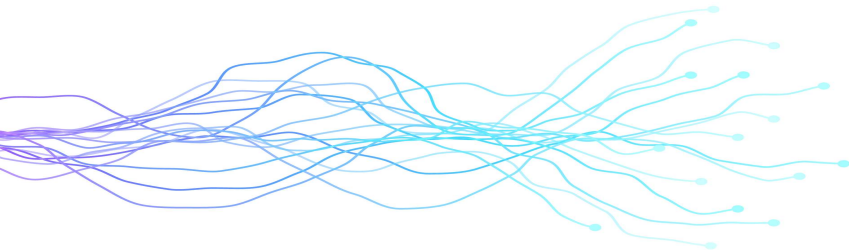
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Survey result:



47% of respondents strongly agreed with the statement, and 5% indicated their strong disagreement. 28% of the respondents rated their agreement with '4', 18% with '3' and no respondents answered with '2'.

The average score from the responses was calculated at 4,13 and indicated a high level of agreement with the statement.

XI. Selection

GAP Analysis result:

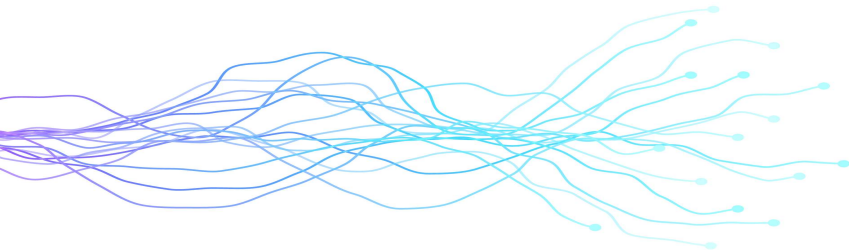
All recruitment efforts at Sano are conducted by Recruitment Committees of at least two members, preferably with PhD-level education, ensuring gender equality in the Committee if possible. The Committees always consist of the Hiring Manager and other senior research staff from Sano, preferably from a different Research Team. Recruitment Committees are supported by a professional Human Talent team consisting of experienced recruiters with business experience, and on a case-by-case basis, also by Project Managers. The recruitment process is explained in detail in SOP - Recruitment.

Survey question:

As part of recruitment, the selection process takes into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity – as assessed on the basis of their innovative research methods, approaches and outputs – and level of independence are all taken to consideration.

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Survey result:



42% of respondents strongly agreed with the statement, and 7% indicated their strong disagreement. 31% of the respondents rated their agreement with '4', 15% with '3' and 2% with '2'.

The average score from the responses was calculated at 3,97 and indicated a moderate level of agreement with the statement.

XII. Career progression

GAP Analysis results:

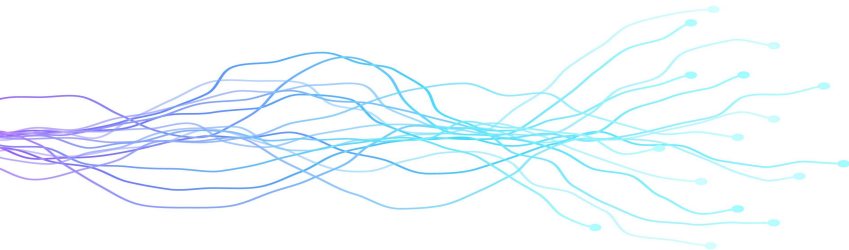
As a young and agile organization which already has an established and clear structure, Sano offers a progression path for early-stage researchers to work as PhD students or postdoctoral researchers (depending on the availability of funding) or to step into different (support, technical or leadership) roles, which are evaluated on a case-by-case basis and dependent on the availability of funding. The performance of employees is assessed periodically using a Periodic Assessment Form, in which employees and their supervisors exchange feedback and plans or recommendations for professional development. In assessing the contribution of employees when co-authoring work and publications, Sano applies the Civil Code, intellectual property law, industrial property law, among others.

Survey question:

A transparent, structured, inclusive and gender-equal career accession and progression system is available to reinforce careers in academia, up to the top positions.

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Survey result:



42% of respondents strongly agreed with the statement, and 5% indicated their strong disagreement. 34% of the respondents rated their agreement with '4', 10% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,00 and indicated a high level of agreement with the statement.

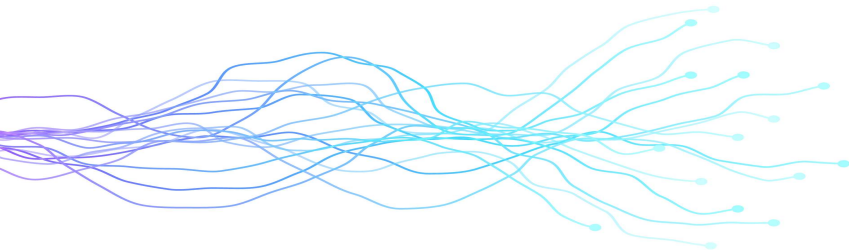
XIII. Working conditions, funding and salaries

GAP Analysis result:

The working conditions of Researchers at Sano are stipulated in Work Regulations and Pay Regulations documents, in line with Labour Law in Poland and the law on the social insurance system. Contracts of employment include full social security and access to the public healthcare system. Employees at Sano all have access to the Human Resource Management system, where they can access all regulations and documents relevant to employment. Work Regulations describe in detail the salary scheme and salary brackets for each position at Sano. Moreover, Sano employees are entitled to use a Social Fund for a co-financing of vacations for themselves and their families. The Researchers at Sano, when starting, are offered contracts of employment for a trial period of 3 months, an extension for up to one year after a positive evaluation and a further extension for an indefinite period (depending on the position and availability of funding). Sano offers flexible working hours, partly remote work, part-time work and additional benefits - co-financing of sports cards for employees and co-financing of private medical care for the employees and their immediate families. Employees with fixed-term or part-time contracts have access to training and nonwage benefits to the same extent as permanent employees. Sano provides the necessary equipment and partial reimbursement of costs

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arising from working from home. The trained and professional Human Talent team help Sano employees address their complaints and concerns and resolve any potential conflicts. At Sano, all activities and work are undertaken in accordance with national health and safety regulations, in particular the Labour Code and the relevant implementing regulations (e.g. on fire protection, on general health and safety regulations, on health and safety at work in workplaces equipped with screen monitors, on the list of onerous, dangerous or harmful work for the health of pregnant women and breastfeeding women, on determining the circumstances and causes of accidents at work). Sano has qualified support staff to ensure that researchers are adequately supported in carrying out their research and projects in relation to their grants. The terms and conditions of employment and remuneration are also affected by grant agreements and related regulations, including on the eligibility of expenditure.

Survey question:

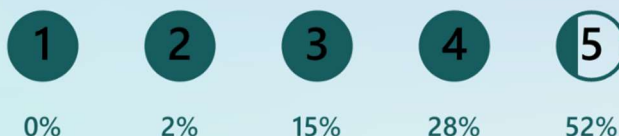
Sano ensures that researchers, irrespective of their status, enjoy fair and attractive remuneration conditions – funding and salaries – with adequate and equitable social security provisions.

Sano ensures that the working conditions for researchers, including those with disabilities, provide, where appropriate, the flexibility and accessibility deemed essential for successful research performance, in accordance with existing national legislation and circumstances. Sano provides stimulating research environment, which offers appropriate equipment, facilities and opportunities.

Survey result:

Working conditions, funding and salaries

4.32



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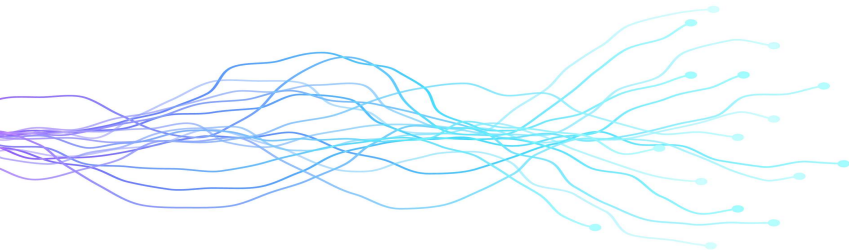
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52% of respondents strongly agreed with the statement, and no responses indicated strong disagreement. 28% of the respondents rated their agreement with '4', 15% with '3' and 2% with '2'.

The average score from the responses was calculated at 4,32 and indicated a high level of agreement with the statement.

XIV. Stability of employment

GAP Analysis result:

In line with the Labour Law in Poland, Sano, like every employer, can offer a maximum of three fixed-term contracts to an employee for a period not longer than 33 months (with exceptions reviewed on a case-by-case basis by the State Labour Inspection). By default, the Researchers at Sano, when starting, are offered contracts of employment for a trial period of 3 months, an extension for up to one year after a positive evaluation and a further extension for an indefinite period (depending on the position and availability of funding). To support the mobility of researchers and help them gather various experiences, by default the PhD Students at Sano are offered a period of four years for the completion of their research, and positions for postdoctoral researchers are funded by Sano for up to two years. The Postdoctoral Researchers who wish to continue their work with Sano are encouraged (with the assistance of their Research Team Leaders and relevant Sano Support employees) to apply for grants and external funding to support the continuation of their research at Sano. Employees under contracts for definite period (as well as part-time employees) have exactly the same access to social security, healthcare as well as internal, non-financial benefits.

Survey question:

Sano takes resolute actions to counter the phenomenon of precarity and to support job security and stability.

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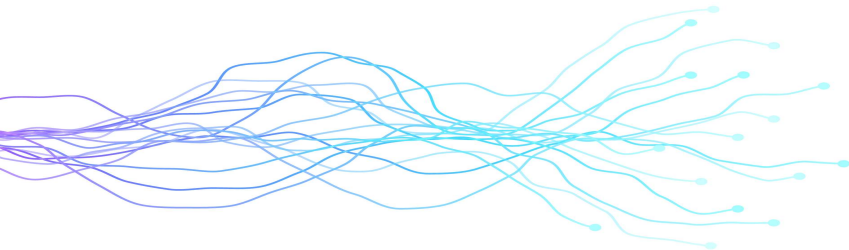
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Survey result:



39% of respondents strongly agreed with the statement, and 7% indicated their strong disagreement. 28% of the respondents rated their agreement with '4', 13% with '3' and 10% with '2'.

The average score from the responses was calculated at 82 and indicated a moderate level of agreement with the statement.

Taking the entire survey into account, the 'Stability of employment' was the lowest rated of the principles considered.

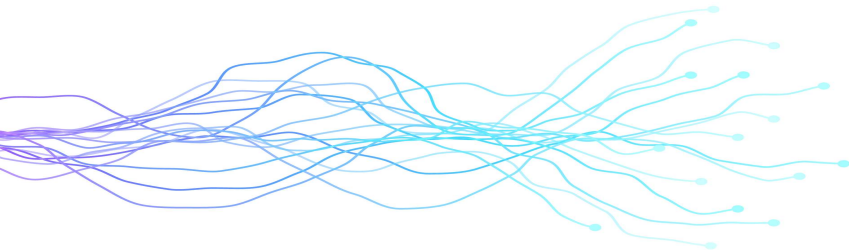
XV. Contractual and legal obligations

GAP Analysis result:

Sano employees adhere to regulations governing the working and training conditions stipulated by the Labour Law, Sano Statute, the Work Regulations, IP management regulations and any agreements with external funding institutions. In case of questions and doubts, Sano has an internal legal department, which organizes open training and advises the researchers on legal matters if needed and regular training in scope of confidentiality rules, conflicts of interest, rules on notification of infringements or possible infringements. Sano employs a professional and trained GDPR officer who advises on all GDPR-related issues, which is crucial in the field of computational medicine and working on human data. Given the nature of research performed at Sano, gathering and safety of research data is a highly important issue and Sano employees have access to frequent trainings on safety

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performed by internal GDPR Officer. Researchers are made aware of the agreements relating to their work, their conditions and limitations, and have access to them in English.

Survey question:

Researchers at Sano are familiar with the national, sectoral or institutional regulations governing training and working conditions. This includes intellectual property rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract.

Survey result:



52% of respondents strongly agreed with the statement, and no responses indicated strong disagreement. 34% of the respondents rated their agreement with '4', 5% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,32 and indicated a high level of agreement with the statement.

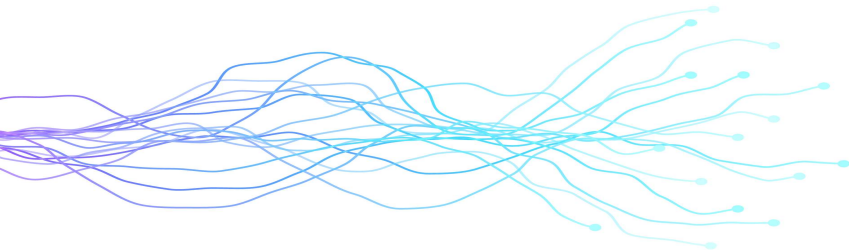
XVI. Dissemination and exploitation of results

GAP Analysis result:

Activities concerning the dissemination and exploitation of Sano research results include publishing in high-impact journals, presentations at weekly Sano Seminars, organization of events (like Sano Science Day) as well as participation in both national and international conferences, including preparing conference publications and posters. Sano has introduced guidelines for IP management in SOP-RD - Internal IP regulations, as well as a commercialization strategy - researchers have access and are encouraged to work closely with a Business Development team of two senior professionals

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experienced in the transfer of technology to business. Sano employs a professional innovation and marketing team to help ensure that the activities of Sano researchers are made known to society. Open Access Guidelines for Sano Researchers were introduced and openly communicated internally in May 2024, based on good practices described in Horizon Europe and Horizon 2020 documentation.

Survey question:

Sano ensures that the results of the research are disseminated, made openly available and exploited, e.g. communicated, transferred into other research settings and, if appropriate, commercialised. At the same time, Sano makes sure that the research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science.

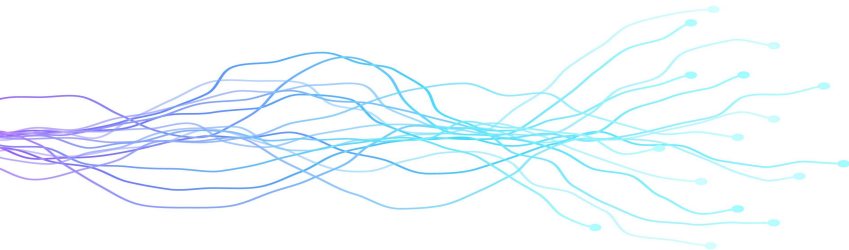
Survey result:



63% of respondents strongly agreed with the statement, and no responses indicated strong disagreement. 23% of the respondents rated their agreement with '4', 5% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,42 and indicated a high level of agreement with the statement.





XVII. Valuing Diverse Research Careers

GAP Analysis result:

Sano does recognize the value of diversity in the workplace in terms of inter/intranational, intersectoral, transdisciplinary and inter-institutional mobility and strives to build and enhance the teams to reflect that. Sano employs recognized senior specialists in their respective fields, coming with variety of backgrounds (computer scientists, biologists, biochemists, chemists, clinicians), working histories (academia, business, startup environment, VC), geographies. Sano organizes networking events (like Sano Science Day 2023 and 2024), which allow for cross-disciplinary networking with guests and across different Sano teams to encourage diverse contributions and collaborations.

Survey question:

Sano puts measures in place to make researchers, in particular early-career ones, aware of opportunities available in all relevant sectors and promote a culture of diversification of careers for better personal and professional development.

Survey result:

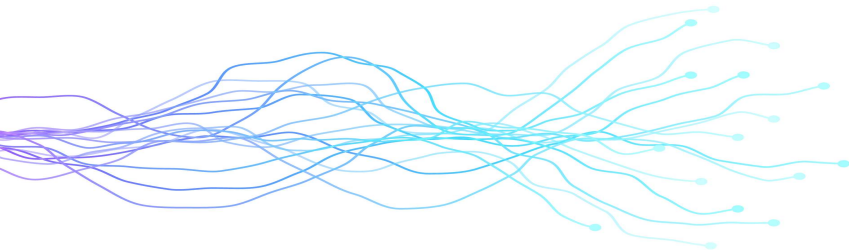


50% of respondents strongly agreed with the statement, and 7% indicated their strong disagreement. 31% of the respondents rated their agreement with '4', 2% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,08 and indicated a high level of agreement with the statement.

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XVIII. Career Development and Advice

GAP Analysis result:

Sano offers a progression route for early-stage researchers to work as PhD students or postdoctoral researchers (depending on the availability of funding) or to step into different roles, which are evaluated on a case-by-case basis. Contracts for PhD students and postdoctoral researchers at Sano are fixed-term by default, to foster a diverse, inter-institutional research environment and encourage mobility. Sano strives to help the employees develop a skillset which will make them top candidates on the market (through publishing high-quality research work, training, networking and conference attendance). If assistance in finding a next job is sought after by a leaving employee, support is offered by the Human Talent team (experienced recruiters) and the Business Development team. Sano offers access to a vast European network of scientists through its academic partners (including the University of Sheffield and Fraunhofer ISI), commercial partners, and the International Scientific Committee. Relevant processes are described in Deliverable 4.3 - Human Talent Management Policies.

Survey question:

Sano provides support to develop an individual career plan to identify the necessary training and research required to attain their career goals. Sano ensures accessible and up-to-date career guidance and job placement assistance providing information, guidance and support for career development both within and beyond the institution.

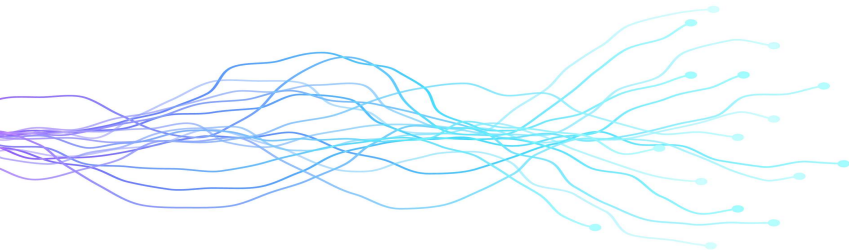
Survey result:



42% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 28% of the respondents rated their agreement with '4', 10% with '3' and 15% with '2'.

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The average score from the responses was calculated at 3,92 and indicated a moderate level of agreement with the statement.

XIX. Continuous Professional Development

GAP Analysis result:

Sano employees have an opportunity to attend a wealth of internal as well as external training and endeavors dedicated to the professional development of employees. All Sano employees are encouraged to find and apply for relevant training, which is reviewed and decided on by the supervisor (depending on the budget availability) and processed by Sano's Support department - the procedure is described and available for all employees in SOP - Training. Internal trainings are either organized by Sano Advanced Partners (University of Sheffield, Klaster Life Science Krakow) or conducted by Sano employees based on their expertise or skills acquired during previous individual courses. Sano employees can attend frequent trips to the University of Sheffield for organized training. Sano supports networking opportunities by organizing trips to scientific conferences worldwide, based on plans developed with their supervisors. Sano also organizes weekly Seminars given by Sano employees or external collaborators on scientific topics relevant to Sano's Research Agenda. Sano does not offer teaching opportunities by itself, although the organization encourages it among the researchers, taking advantage of a local university network. Additionally, relevant processes are described in Deliverable 4.3 - Human Talent Management Policies.

Survey question:

Sano offers all researchers at any stage of their career, regardless of their contractual situation, the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

Sano attributes adequate relevance to the need to foster entrepreneurial competencies in researchers.



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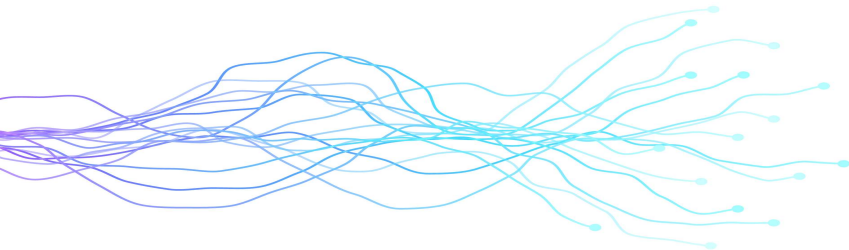
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Survey result:



42% of respondents strongly agreed with the statement, and no responses indicated strong disagreement. 42% of the respondents rated their agreement with '4', 7% with '3' and 7% with '2'.

The average score from the responses was calculated at 4,18 and indicated a high level of agreement with the statement.

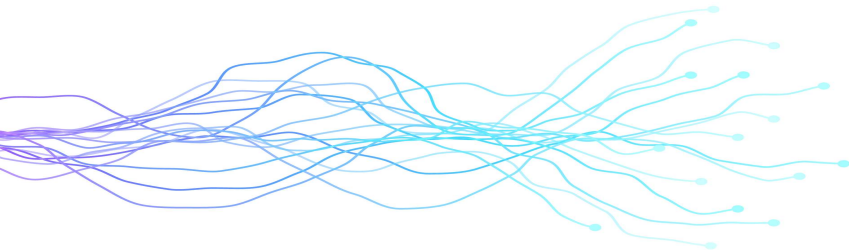
XX. Supervision and Mentoring

GAP Analysis result:

Sano's organizational structure is clearly defined and presented, and each role has an outlined direct line manager responsible for scientific as well as organizational supervision. The Leaders of Research Teams at Sano are responsible for the professional development of the group members, in addition to verifying the quality of research works carried out in their groups, reviewing the research works on a regular basis and overseeing the execution of the Research Agendas for all teams. Early-stage (R1 and R2) researchers have the possibility to discuss and communicate with their Sano supervisors on a daily basis. As Sano is not eligible to grant scientific titles, all PhD students and MSc/BSc students have external university supervisors/advisors at their respective title-awarding institutions. Sano supervisors collaborate closely with external supervisors and share the mentoring responsibilities so each student can benefit the most.

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Survey question:

Training, tools and evaluation mechanisms are in place to ensure that senior and leading researchers manage their staff and teams in a fair and non-discriminatory manner, free of gender bias and other types of biases.

Researchers have structured and regular relationships with their supervisors and take full advantage of their relationship with them.

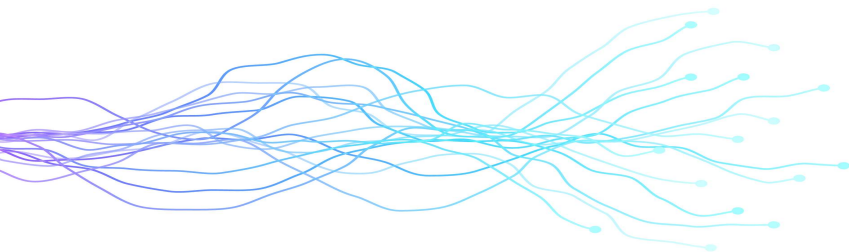
Survey result:



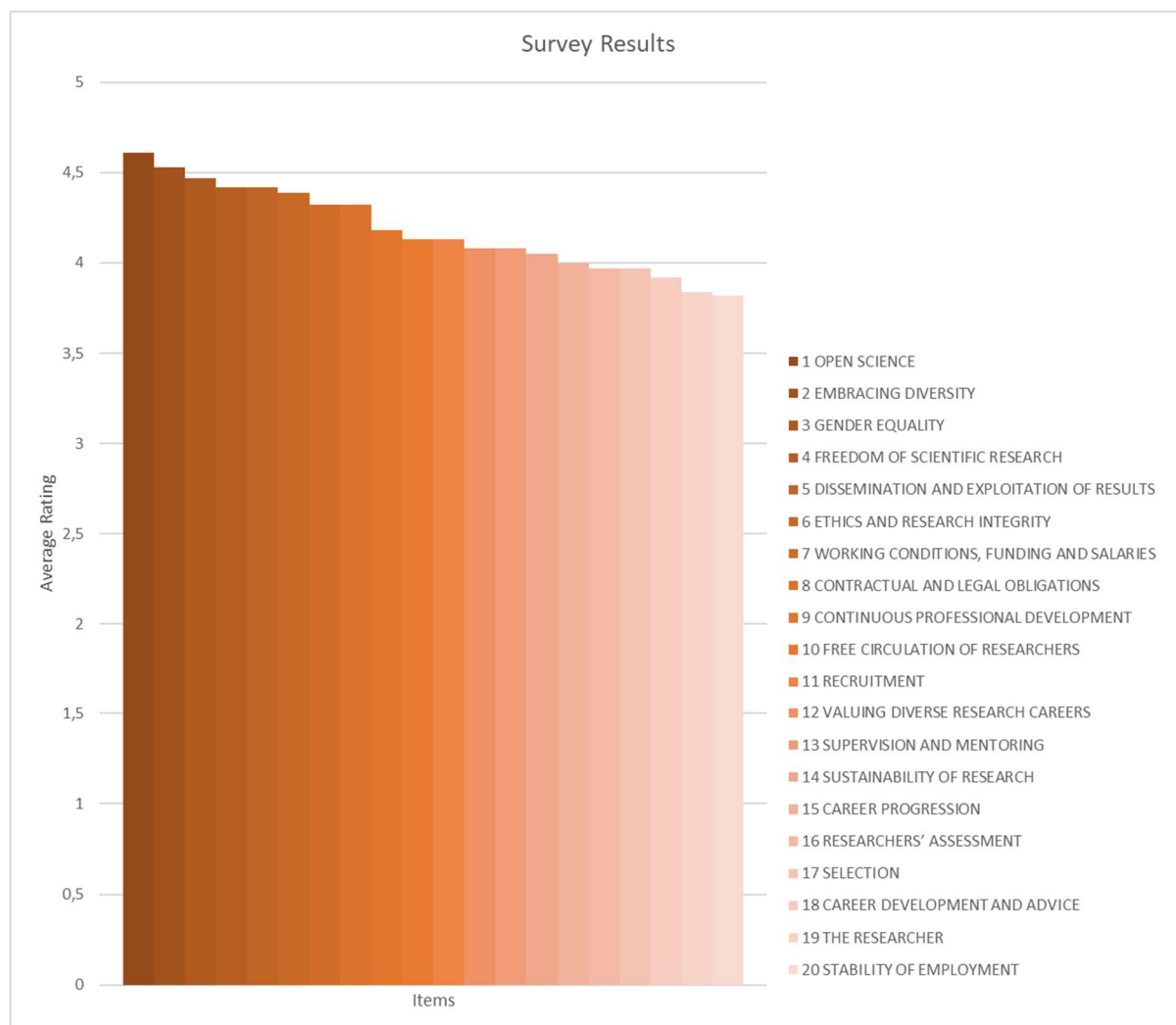
44% of respondents strongly agreed with the statement, and 2% indicated their strong disagreement. 34% of the respondents rated their agreement with '4', 7% with '3' and 10% with '2'.

The average score from the responses was calculated at 4,08 and indicated a high level of agreement with the statement.





Below presented are the overall results of the survey, ordered from highest scores to lowest:

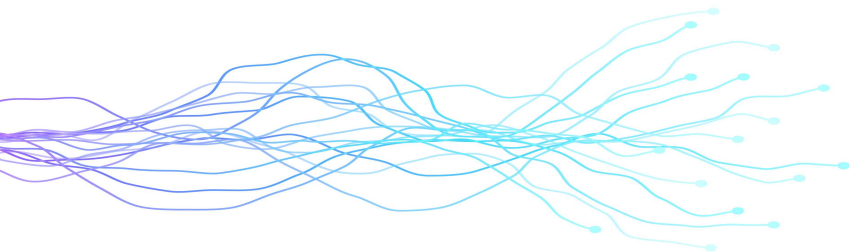


Additional free comments were made by the respondents in the survey:

- A need to enhance the visibility of highly relevant policies – the Code of Ethics, the programs promoting diversity and non-discrimination;
- Introduction of internal and external mobility programs for researchers;
- A notion to perform a more thorough selection process in terms of recruitment;
- A need to improve in terms of job stability and length of contracts offered to researchers
- A need to introduce more mentoring programs.

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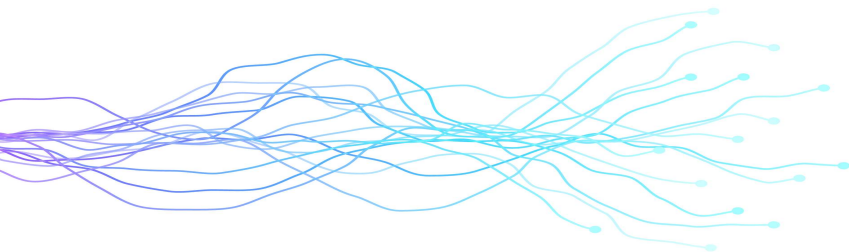


The numeric survey results have been summed up across the four thematic pillars to highlight the Strengths and Weaknesses of Sano practice:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>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.</p> <p>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.</p> <p>These areas, if not addressed, could impact the ability of researchers to collaborate internationally and hinder organisational development.</p> <p>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-</p>

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	<p>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.</p>
Recruitment and selection	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

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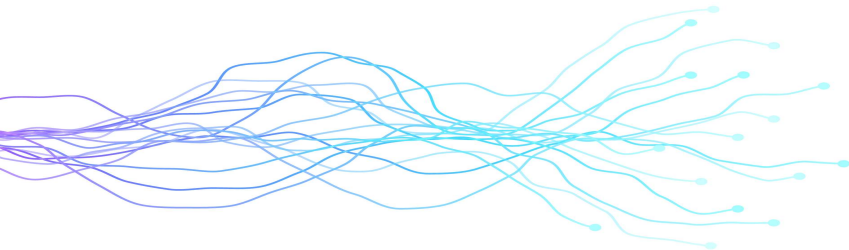
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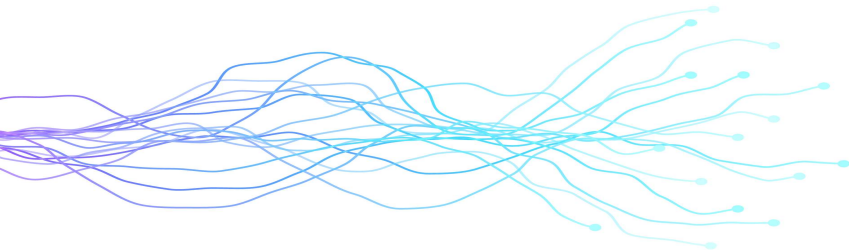
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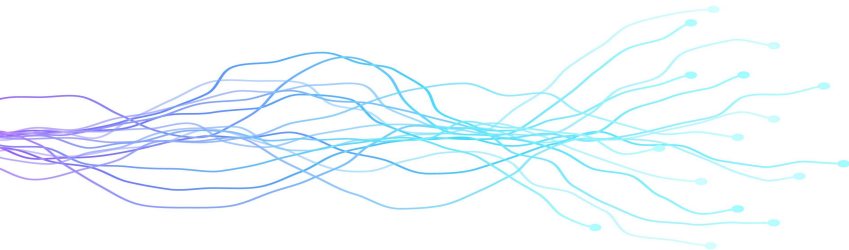
	<p>Overall, while Sano has a solid foundation in recruitment and career progression, it will focus on improving the assessment and selection processes to ensure greater fairness, transparency, and researcher satisfaction. Addressing these areas will help create a more supportive and fair research environment.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





	<p>employment stability will be a key challenge to create a more secure and supportive workplace for researchers.</p>
Training and development	<p>The survey results for Research Careers and Talent Development indicate that the organization provides solid support for researchers' growth.</p> <p>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.</p> <p>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.</p> <p>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</p>





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	<p>academic and non-academic career options will be key to improving in the pillar.</p> <p>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.</p>
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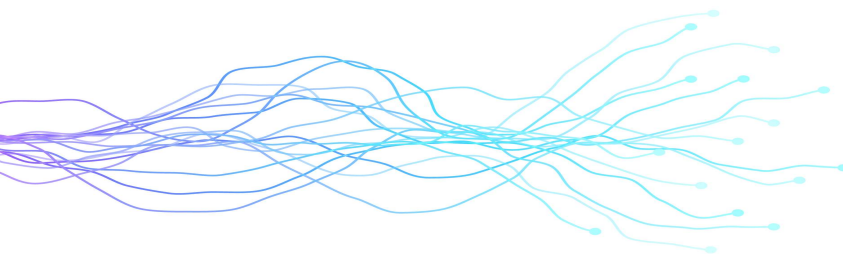
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4. Action Plan

In response to the GAP Analysis, survey and internal consultations with R1-R4 researchers, the following Action Plan has been prepared to be adopted and implemented over the two years, starting with the submission of the Process Description, OTM-R checklist, GAP Analysis and Action Plan via e-tool.

The Action Plan is presented in the table below, with a specific reasoning for each activity, a timeline and responsible unit.

Proposed ACTIONS	Rationale	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.	Standardisation of publishing and software development within the organisation.	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.	Standardisation of publishing across the organisation, adding co-authorship recognition.	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.	Standardisation of publishing across the organisation, to fully implement the Open Science policy.	By the end of Q4 2025	Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP.



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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).	A need communicated during the internal consultations. Improving the exchange of knowledge and skills between groups, enhancing collaboration on projects, publications, or support for researchers' personal projects.	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.	A need communicated during the internal consultations.	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.	EC recommendation.	By the end of Q2 2025 (introduction)	Human Talent team, Sano Management Board, Research Leadership	Number of scholars joining Sano by the end of Q4 2025.

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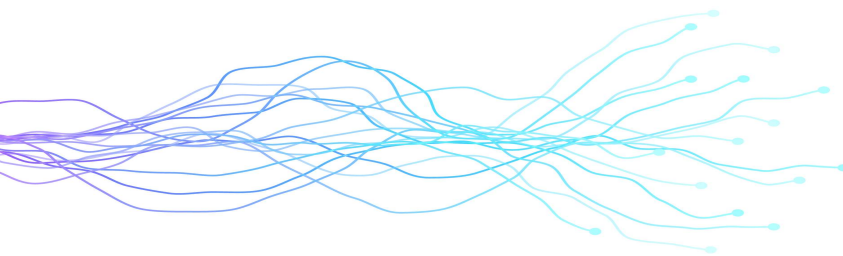


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Introduce a Foreign Clinical/Research Advisory Fellowship to attract medical professionals to advise Sano teams.	EC recommendation.	By the end of Q2 2025 (introduction)	Human Talent team, Sano Management Board, Research Leadership	Number of advisors joining Sano by the end of Q4 2025.
Prepare, implement and present policy on research fund management.	Unclear guidelines on how to allocate project funds (what to spend it on and what not to spend it on).	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.	A need was communicated during the internal consultations.	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	A need was communicated during the internal consultations.	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.

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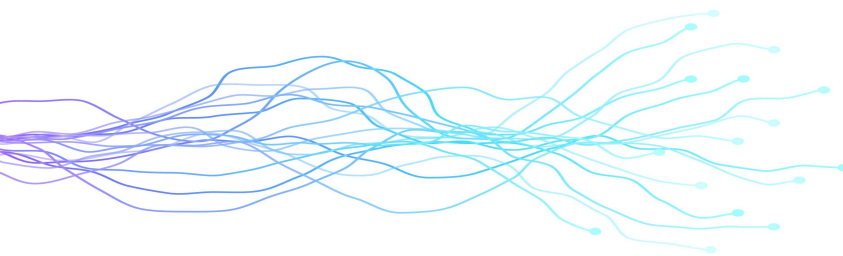


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senior researchers) with local universities to build more connections inside the academic ecosystem.				
Introduction of acknowledgement of mobility experience in appraisal system as a part of the new SOP – Performance Review, Appraisal, Progression	The lack of such, an incentive for greater mobility of scientists, compliance with the principles of the Charter.	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.	Current regulations are insufficient, adaptation of documentation and regulations to the changing situation in Sano.	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.	Lack thereof, Charter compliance.	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).

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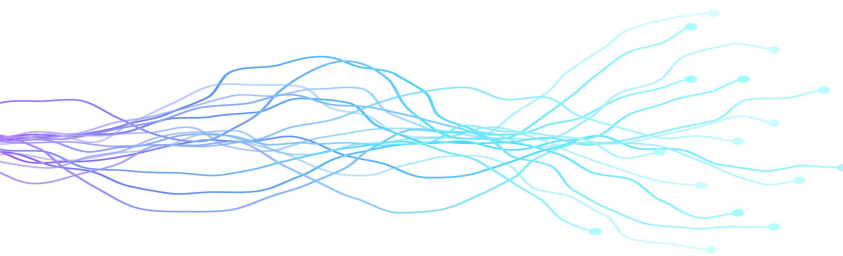


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Development of internal regulations based on EC's 'MSCA Green Charter'.	Lack thereof, Charter compliance.	By the end of Q1 2027	Sustainability Working Group, Sano Management Board	Adoption of a resolution of Sano Management Board to introduce new SOP.
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.	To build an assessment system which recognizes a wide range of skills and achievements with clear criteria for progression and promotion.	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.	Standardization of the process.	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	Revision of the policy after completing OTM-R checklist.	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.

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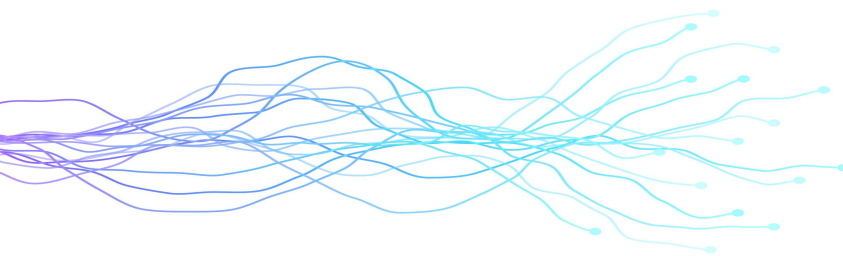


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Introduce a policy of transparency of remuneration, providing public information about median salaries on research positions at Sano.	Using attractive remuneration to attract good candidates.	By the end of Q2 2025	Human Talent Team	Publication on the 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	Communicating changes, building awareness, improving recruitment standards.	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	Encouragement of greater mobility of researchers, compliance with the principles of the Charter.	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.	A need was communicated during the internal	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

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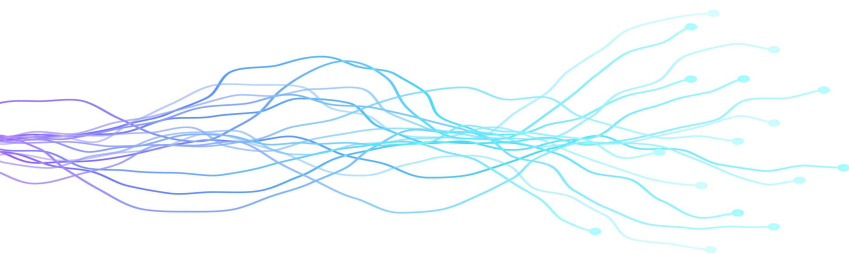


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Preparing a Career Progression Pathway with clearly communicated criteria to be promoted for a particular role on particular level. Strongly tie the periodic annual consultation to progression.	consultations and survey.			
Establishing a career advisory 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 an interaction with Foundations that finance and organize international scientific internships and tenures. To update the assessment procedures so that it promotes	To support both current Sano employees and Sano alumni.	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

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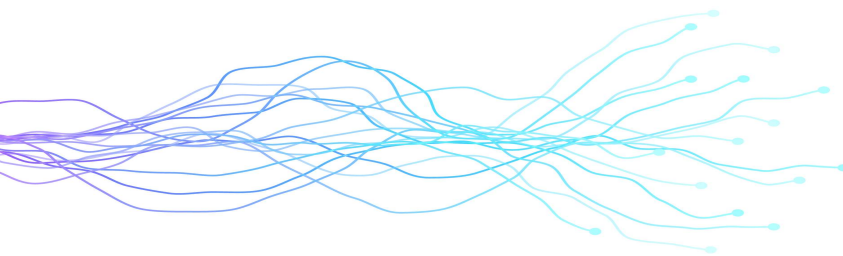


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Candidates' professional mobility and considers it as an asset.				
Adjust the PhD programme after the first doctoral defences and a review of the first PhD cohort.	Seeking improvements for PhD students' doctoral education.	End of Q2 2026	Human Talent 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.	To strengthen the spirit of Sano and improve direct communication.	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.	To increase the success rate in obtaining grants.	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	Communication of the funding acquisition strategy in Sano, the need to increase the	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.

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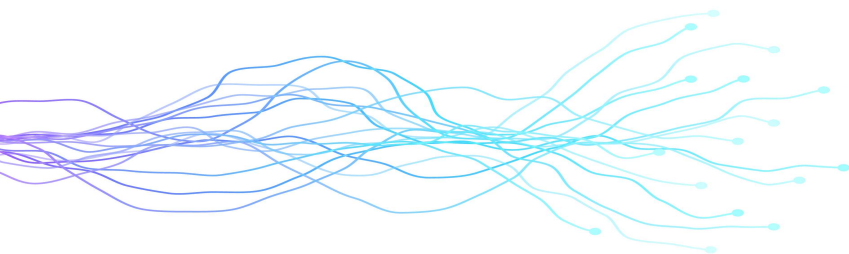


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(career paths, funding possibilities).	success rate in obtaining grants.			
Organization of trainings, lectures and workshops in grant acquisition.	A need for better understanding of grant procedures, greater knowledge of how to obtain them.	End of Q4 2026	Human Talent Team, Business Development Team	Number of organized trainings, lectures and workshops.

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5. Action Plan Implementation and Monitoring

Obtaining the HR Excellence in Research award is a strategic action 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 legal team to oversee the progress in implementation.

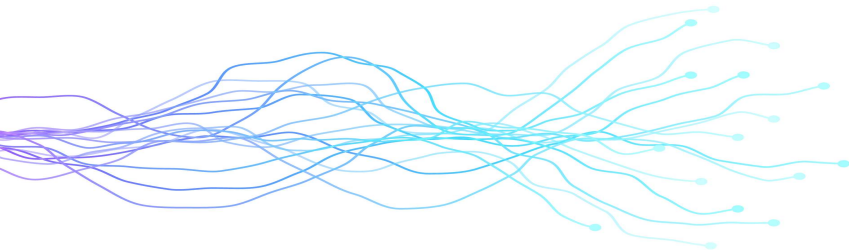
The group will meet regularly (by default once a month) to monitor progress, track deadlines outlined in the action plan, and compare results against clearly defined KPIs and deadlines. Meetings will be documented, and the entire process will remain transparent, with assessment and decisions shared across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

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.

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.



6. Conclusions

Sano performed a detailed analysis of internal legal regulations and practices used at Sano and conducted a survey among the scientists to assess the implementation of the provisions of the European Charter of Researchers, identified areas of Sano's activity that require improvement and corrective actions. On this basis, the Sano HR4R Strategy for 2025–2027 was developed, containing an action plan, specifying the type of actions and indicating which Sano will undertake within a specified time frame. Consistent implementation of the HR4R Strategy will allow for the effective implementation of the principles of the Charter, which should contribute to improving the working conditions of scientists and the development of science at Sano.

7. Attachments

- Process description (template filled)
- GAP Analysis (template filled)
- OTM-R checklist (template filled)
- Action Plan (template filled)



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