

HR Excellence in Research

GAP Analysis (Charter and Code Checklist)

GAP Analysis (Charter and Code Checklist)

Case number

2025PT378442

Name Organisation under review

Reitoria da Universidade de Lisboa

Organisation's contact details

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13/10/2025

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GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the GAP Analysis principles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status**PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE**

Status

1. ETHICS AND RESEARCH INTEGRITY

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	All Schools at ULisboa have an Ethics Committee, or equivalent, connected in a Network at the University level. Also, more than 90% of the survey respondents are aware of ethical practices, standards, and relevant codes of ethics in their field. Despite a solid institutional framework, including the ULisboa Code of Conduct and Best Practice several implementation challenges remain. Awareness of research ethics and integrity principles is uneven across Schools and Research Units, and Ethics Committees are still often perceived primarily as compliance bodies rather than as strategic partners in fostering a culture of responsible research. Limited resources, variable institutional practices and insufficient coordination across the University affect the consistency and efficiency of ethics support. Additional challenges include the need for more structured training (particularly for early-career researchers and PhD students), clearer institutional guidance on the responsible use of artificial intelligence in research and teaching, and continued efforts to promote responsible research practices in an increasingly competitive research environment. Supporting documentation EU Regulation: The European code of Conduct for Research Integrity (EN) Directive (EU) 2019/1937 of the European Parliament on the protection of persons who report breaches of Union law (EN) General Data Protection Regulation (EN) National Regulation:	Research ethics and integrity are embedded in ULisboa's institutional framework through the University's Charter and Statutes, Code of Conduct and Best Practice, Strategic Plan, and Whistleblowing Channel. Together, these institutional instruments establish the principles and mechanisms that promote responsible research conduct, ethical behaviour, accountability, transparency and intellectual freedom across the University. Individual Schools may complement this framework with discipline-specific policies and procedures, provided they remain fully aligned with the University's overarching principles and regulations. Ethical governance is supported by Ethics Committees established in each School, addressing discipline-specific issues, and by the ULisboa Network of Ethics Committees, which promotes coordination, the exchange of good practices and a coherent institutional approach while respecting the autonomy of the Schools. In parallel, a Privacy Management Team, comprising representatives from all Schools, works closely with the University's Data Protection Officer (DPO) to ensure compliance with data protection legislation and promote a consistent institutional approach. ULisboa has also implemented a broad range of initiatives to strengthen ethics and research integrity across the institution. These include the widespread use of plagiarism detection software, training and awareness-raising activities through courses, workshops and conferences, and the development of guidance on the responsible use of artificial intelligence (AI) in research and teaching. In addition, the ULisboa Network of Ethics Committees has

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	Statute for the Scientific Research Careers (PT) (ECIC, 2025) Statute for University Teaching Careers (PT) (ECDU, 2009) Legal regime of higher education institutions (PT) (2007) General Regime for the Protection of Whistleblowers (PT) (2021) Annual Cybersecurity Report (PT) (2023) Copyright and Related Rights Code (PT) (Decree-Law No. 63/85) Industrial Property Code (PT) (Decree-Law No. 110/2028) General Data Protection Regulation (RGPD) (PT) (complemented by Law n.º 58/2019. University of Lisbon Regulation: University of Lisbon's Charter and Statutes (PT) (2019) Intellectual Property Regulation (PT) (2015) Code of Conduct and Best Practice (PT) (2015) Whistleblowing Channel (EN) ULisboa Strategic Plan 2023– 2027 (PT) (2023) Student Disciplinary Regulations (PT) (2015) Charter of Rights and Guarantees (PT) (2015)	recently proposed an update of the Code of Conduct and Best Practice to further reinforce researchers' responsibilities regarding compliance with ethical standards and research integrity. Suggestions for improvement: A1. Responsible Research and Innovation Strengthen the institutional framework for pesponsible research and innovation by promoting a coherent and integrated approach to research ethics, integrity, Open Science and the responsible use of emerging technologies across ULisboa. Key activities include: - developing and implementing of a Code of Conduct for the responsible use of AI in research and teaching; - strengthening the ULisboa Network of Ethics Committees by consolidating it as a Community of Practice, promoting collaboration, knowledge sharing, harmonisation of procedures and the exchange of best practices across the University; - implementing an institutional training programme on Open Science, Research Integrity and Research Data Management, comprising introductory courses, practical workshops and the integration of these topics into onboarding programmes for researchers.

Status**2. FREEDOM OF SCIENTIFIC RESEARCH**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	The survey results indicate that the vast majority of researchers (over 90% of respondents) consider that they enjoy freedom of thought and expression and are free to define and pursue their research. Furthermore, no significant concerns or gaps regarding this principle were identified during the consultation process with the academic community. Supporting documentation EU Regulation: EU Charter of Fundamental Rights (EN) (Article 11) The European code of Conduct for Research Integrity (EN) National Regulation: Article 37 of the Constitution of the Portuguese Republic declares the freedom of expression as a fundamental right (EN) (1976, last revised in 2005) New Statute of the Scientific Research Career (PT) (ECIC, 2025) Higher Education Teaching Career Statute (EN) (ECDU, 2009) Legal Regime of Higher Education Institutions (PT) (2007) University of Lisbon Regulation: Equality and Inclusion (PT) (2023) University of Lisbon's Charter and Statutes (PT) (2019) Code of Conduct and Best Practices (PT) (2015) ULisboa Strategic Plan 2023– 2027 (PT) (2023)	ULisboa is committed to safeguarding academic freedom and the freedom of scientific research as fundamental institutional values. These are underpinned by the University's Charter and Statutes, Strategic Plan, Equality and Inclusion Regulation, and Code of Conduct and Best Practice, which together promote equality, inclusion, non-discrimination, researchers' autonomy and research integrity. Individual Schools may adopt complementary policies and practices, provided they remain aligned with the University's overarching principles and regulations. These values will continue to be promoted through institutional policies, awareness-raising activities and periodic monitoring within the framework of the HR Excellence in Research Action Plan, ensuring that researchers can exercise academic freedom in an open, ethical, inclusive and supportive research environment

Status

3. OPEN SCIENCE

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Overall, researchers expressed a positive perception of Open Science, with approximately 80% of survey respondents partially or fully agreeing that Open Science principles are supported within the institution. This topic was also only marginally raised during the consultation process with the academic community. Nevertheless, the consultation and institutional self-assessment identified several areas requiring further development: - Limited awareness and engagement with Open Science principles and practices across parts of the research community, particularly regarding FAIR data, research data management, open peer review and Citizen Science. - Need for stronger institutional support, guidance and training to facilitate the adoption of Open Science practices, including Open Access publishing, research data management and compliance with funder requirements. - Limited interoperability and integration of research information systems, reducing the visibility, accessibility and reuse of research outputs and limiting the efficient implementation of FAIR principles. - Need to further promote and recognise Open Science practices as an integral component of research culture and career development. Supporting Documentation University of Lisbon	In 2023, ULisboa has strengthened its institutional commitment to Open Science through the development of dedicated policies, services, infrastructures and training opportunities to support researchers throughout the research lifecycle. Key initiatives include: - ULisboa Research Portal, which enhances the visibility, accessibility and dissemination of the University's research activities and outputs, providing a central gateway to information on researchers, research units, projects and publications. - iRe:SEARCH – Interdisciplinary Research Data Management Centre, established under the National Programme for Open Science and Open Research Data, to support FAIR research data management, institutional data policies, researcher guidance and training, and the implementation of Open Science practices across ULisboa. - Institutional support for Open Access publishing, including the dissemination of b-on Transformative Agreements, guidance on compliance with the FCT Open Access Policy, and support for the adoption of Open Access and FAIR data practices. - Open Science training activities, including institutional courses and workshops on research data management, FAIR principles and Open Science developed through iRe:SEARCH, complemented by international training opportunities available through the Unite! Alliance on topics such as Open Science, research data management, reproducibility, responsible AI in research and research integrity. Suggestions for improvement: A2. Open Science Promotion and Support Programme Develop and implement a comprehensive Open Science Promotion and Support Programme to consolidate existing institutional initiatives and foster a stronger Open Science culture across

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	documentation: Unite! White Paper on A new University open science and innovation governance model and policy (EN) Unite! Integrated Research and Innovation Services (IRIS) (EN) Unite! Agora for the joint network of Integrated Research and Innovation Services University of Lisbon Scientific Meetings Interdisciplinary Thematic Networks (EN) Colleges (EN)	ULisboa. The programme will include awareness-raising and targeted training activities, particularly for early-career researchers and PhD students, practical guidance on research data management, FAIR principles and Open Science tools, enhanced support for Open Access publishing and Open Data practices, improved interoperability of research information systems, and wider dissemination of available funding opportunities, institutional services and incentives. It will also promote Citizen Science, reproducibility and responsible research practices, in line with European Open Science policies.

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4. GENDER EQUALITY

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	In the survey, most researchers expressed a positive view on the promotion of gender equality in their institution: 3/4 somewhat agreed, agreed or strongly agreed. However, several groups and individual researchers heard during the consultation process pointed out to significant impediments: - Persistent gender imbalance in senior academic and leadership positions, requiring continued efforts to promote equal opportunities, transparency and career progression. - Limited awareness, implementation and monitoring of Gender Equality Plans and inclusive practices across the University, including the need for updated guidance, common operational tools and robust indicators. - The persistence of gender stereotypes, subtle forms of discrimination and the underreporting of harassment, highlighting the need for continued awareness-raising and effective reporting mechanisms. - Remaining barriers to work-life balance, particularly for early-career researchers and staff with caring responsibilities, which may affect career development.	In 2022, ULisboa adopted its first Gender Equality, Inclusion and Non-Discrimination Plan and established the Network for Gender Equality, Inclusion and Non-Discrimination (RIIND), bringing together representatives from all Schools to promote coordination, monitoring and the sharing of good practices. Since then, ULisboa and its Schools have implemented a range of measures to promote gender equality and inclusion, including actions to improve gender balance in governance and recruitment, mainstream gender in research and teaching, provide training and awareness-raising activities, support work-life balance, strengthen reporting mechanisms for discrimination and harassment, and foster evidence-based institutional policies through monitoring and dedicated observatories. Suggestions for improvement: A3. ULisboa Equality, Diversity and Inclusion Framework Update and implement the ULisboa Equality, Inclusion and Non-Discrimination Plan, reinforcing measures to promote gender equality, diversity, inclusive practices, transparent recruitment and career progression, and work-life balance. The Plan should include specific measures to facilitate the return to academic activity after extended parental leave (e.g. through a teaching-free semester, where appropriate), as well as clear monitoring indicators and reporting mechanisms. In parallel, develop and deliver awareness-raising and training activities on equality, diversity, inclusion, unconscious bias, and the prevention of discrimination and harassment, targeting both researchers and managers, with the aim of fostering an inclusive and respectful research culture across all ULisboa Schools. A4. Institutional Monitoring and Support Mechanisms Reinforce the whistleblowing system, regular assessment of equality indicators, and closer collaboration with

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		the Network for Gender Equality, Inclusion and Non-Discrimination (RIIND) to monitor progress and share good practices.

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5. EMBRACING DIVERSITY

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	In the survey, almost half of the respondents strongly agreed with the existence of a non-discrimination policy in their institution, and around 1/3 agreed at least partially. With the exception of practical problems affecting international researchers and students, the issue was rarely raised in the consultation process. However, several challenges remain: - Limited awareness and implementation of diversity and inclusion policies across the University, including the need for updated guidance, standardised operational tools and more systematic monitoring of diversity indicators. - Remaining barriers to inclusion, including physical accessibility, inclusive communication, and the recognition and respect of gender identity and expression. - Limited diversity among academic staff, particularly regarding international representation, despite the growing number of international PhD students and researchers. - Insufficient institutional support for international researchers and PhD students, including limited availability of information in English, fragmented support services, and administrative challenges related to onboarding, visas and residence permits.	In 2022, ULisboa adopted its first Gender Equality, Inclusion and Non-Discrimination Plan and established the Network for Gender Equality, Inclusion and Non-Discrimination (RIIND) to promote equality, diversity and inclusion across the University. Since then, ULisboa and its Schools have implemented a range of measures to foster equal opportunities and prevent discrimination, including the adoption of objective recruitment, assessment and career progression procedures, the identification of physical accessibility barriers, the development of inclusive communication guidelines, and the strengthening of reporting mechanisms for discrimination, harassment and gender-based violence. Suggestions for improvement: A3. ULisboa Equality, Diversity and Inclusion Framework Update and implement the broadening its focus beyond gender to embrace diversity in all its dimensions. The updated Plan will include renewed awareness-raising and training activities, strengthened inclusive communication guidelines, measures to improve physical accessibility and facilitate the return to academic activity after extended parental leave (e.g. through a teaching-free semester where appropriate), enhanced monitoring and reporting mechanisms, and clear implementation indicators. A5. Support Hub for Researchers Provide accessible information and coordinated support on institutional procedures, inclusion and accessibility services, key contacts, funding opportunities and researcher support. Particular attention will be given to the needs of international researchers and PhD students through bilingual information, support for administrative onboarding (including visas and residence permits, accomodation), access to essential services, and opportunities for language training.

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6. THE RESEARCHER

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researchers generally report a strong sense of professional responsibility, accountability and commitment to high-quality research. However, some PhD students report limited integration into the University's research environment, with fewer opportunities to engage in research groups, institutional activities and collaborative networks. This may weaken their sense of belonging and researcher identity, as doctoral candidates are not always recognised or perceived as researchers from the beginning of their careers.	A6. Onboarding and Professional Development Programme Develop a structured ULisboa researcher onboarding, integration and professional development programme, providing a common institutional framework to welcome and support PhD students, early-career researchers and newly appointed academic staff, complemented by School-specific activities. The programme should introduce participants to the University's research environment, institutional services and research culture, while strengthening their sense of belonging to ULisboa. It should provide training and guidance on research integrity, Open Science, research data management, the responsible use of AI, research assessment, career development, funding opportunities, mobility, interdisciplinary collaboration, institutional procedures, mentoring and the support services available throughout the research and academic career. In addition, the programme should provide opportunities to develop leadership and transferable skills, responsible supervision practices, innovation and knowledge valorisation competences, awareness of researchers' rights and responsibilities, well-being, international collaboration, and active participation in the University's research community A7. Researcher Engagement and Visibility Promote the active integration, recognition and visibility of PhD students, early-career researchers and newly recruited academic staff within the ULisboa research community through institutional networking events, interdisciplinary research showcases, communication initiatives and increased participation in School and Research Unit activities. The programme should foster interdisciplinary collaboration across Schools and Research Units, strengthen researchers' sense of belonging to ULisboa, encourage participation in institutional governance and researcher representation, and create opportunities for engagement with societal, clinical, industrial and public-sector stakeholders. International networking opportunities and initiatives celebrating research excellence and impact should also be promoted

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		to enhance researchers' professional development and visibility at national and international levels.

7. FREE CIRCULATION OF RESEARCHERS

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	No major gaps were identified regarding this principle, and the consultation process confirmed broad institutional support for researcher mobility and the free circulation of knowledge. However, some implementation challenges remain, particularly regarding the availability of funding and administrative support for international mobility, especially for incoming researchers. These constraints may limit the University's ability to attract and integrate international talent.	A6. Onboarding and Professional Development Programme improve institutional support for international mobility by providing coordinated administrative assistance for incoming and outgoing researchers (including doctoral candidates), streamlining onboarding processes, facilitating researchers' integration into the ULisboa community, and providing clear information on mobility procedures, funding opportunities, institutional services and support available throughout the mobility process. A8. Mobility and Talent Attraction Promote international, intersectoral and interdisciplinary mobility and attract international talent by enhancing the visibility of institutional mobility programmes and strategic partnerships (e.g. Unite!, ULisboa School of Shanghai, Erasmus+/Erasmus Mundus and bilateral agreements), expanding opportunities for international PhD scholarships, joint supervision and researcher exchanges, and encouraging recruitment practices that value mobility, international experience, interdisciplinary collaboration and diverse career paths alongside academic excellence.

Status

8. SUSTAINABILITY OF RESEARCH

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The consultation process identified a high level of awareness and broad acceptance of the importance of sustainable research. Nearly 90% of survey respondents agreed that research should be aligned with sustainability principles and minimise its environmental, social and economic impacts. However, this awareness has not yet been fully translated into consistent institutional practices. More structured support, guidance and incentives are needed to embed sustainability considerations into the planning, management and implementation of research activities across the University.	A9. ULisboa SUSTENTA Network as a cross-cutting platform Establish the ULisboa SUSTENTA Network, created in 2025, as a cross-cutting institutional platform to embed sustainability principles throughout the research lifecycle and across the University's research ecosystem. The Network will promote environmentally, socially and economically sustainable research practices, foster interdisciplinary collaboration, and strengthen alignment with the UN 2030 Agenda and the Sustainable Development Goals (SDGs). Through institutional guidance, training, good practice sharing, practical tools and community engagement initiatives, including campus innovation challenges involving students and researchers, the Network will support the adoption of sustainable laboratory and research practices, responsible resource use, and the assessment of the broader societal and environmental impacts of research. A2. Open Science Promotion and Support Programme Promote sustainable research management through institutional guidance, training and support on responsible research data management, Open Science and Open Data practices, building on institutional services such as the Research Data Management Centre, the Research Information Portal and institutional repositories. The programme will also foster FAIR data principles, long-term accessibility and reuse of research outputs, and develop guidance on the responsible, ethical and sustainable use of digital technologies, including artificial intelligence, thereby enhancing the sustainability, transparency and long-term value of research.

Status

PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Status

9. RESEARCHERS' ASSESSMENT

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	ULisboa operates within a robust national legal framework that ensures recruitment and career progression are based on open, transparent and merit-based procedures. Overall, researchers express confidence in the fairness of assessment processes. However, several challenges remain in aligning institutional practices with the principles of responsible research assessment: - Assessment procedures still rely heavily on quantitative indicators, with limited recognition of the diversity of research contributions, including teaching, innovation, societal impact, leadership, teamwork, Open Science practices and experience gained outside academia. - Assessment criteria and the justification of evaluation decisions are not always sufficiently transparent or consistent across Schools and scientific disciplines. - The implementation of CoARA principles remains uneven, partly due to legal constraints and established institutional practices. - - PhD students, particularly international students, report limited clarity and consistency regarding	ULisboa has undertaken important initiatives to advance the reform of research assessment. Since 2024, ULisboa has been a signatory of the Agreement on Reforming Research Assessment (CoARA) and actively participates in the working groups of the Portuguese National Chapter, contributing to the implementation and promotion of CoARA commitments at national level. Building on this commitment, ULisboa approved its institutional CoARA Action Plan in 2025, providing a strategic framework for the gradual implementation of responsible research assessment practices. CoARA principles and the institutional Action Plan have since been widely disseminated through the Schools' governing bodies and the broader research community, fostering awareness and supporting their progressive implementation across the University. Suggestions for improvement: A10. Institutional Guidelines for Responsible Research Assessment, Recruitment and Selection Support the implementation of the ULisboa CoARA Action Plan by developing institutional guidelines aligned with the principles of the European Charter for Researchers and responsible research assessment. The guidelines should provide practical recommendations for recruitment, selection, career progression and performance evaluation, promoting a balanced assessment of the diversity of researchers' contributions, including research quality, teaching, innovation, knowledge transfer, Open Science, leadership, mobility, team science, mentoring and societal impact, while encouraging the responsible use of qualitative assessment and quantitative indicators. They should also promote transparent, consistent and fair procedures across the University by providing guidance on the composition of selection panels with appropriate expertise and diversity, the declaration and management of conflicts of interest, the participation of international experts where feasible, the use of complementary qualitative assessment methods where permitted by the legal

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	assessment procedures, timelines and feedback mechanisms. Supporting documentation National Regulations: New Statute of the Scientific Research Career (PT) (ECIC, 2025) Higher Education Teaching Career Statute (EN) (ECDU, 2009)	framework, and clear communication of assessment criteria, procedures, timelines and evaluation outcomes to all applicants, including international researchers. Training and awareness-raising activities for members of recruitment and evaluation panels will support the consistent implementation of these principles across the University in line with the ULisboa CoARA Action Plan. A11. Institutional Recruitment and Career Progression Regulations Review and update institutional recruitment and career progression regulations to ensure greater alignment with the principles of responsible research assessment, including clearer evaluation criteria, more transparent and well-reasoned assessment decisions, greater consistency across Schools, and recognition of diverse research careers and contributions. The implementation of these principles should be periodically monitored and supported through dialogue with the Schools to encourage continuous improvement and the progressive adoption of responsible research assessment practices across the University.

Status

10. RECRUITMENT

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	ULisboa operates within a robust national and institutional framework that ensures recruitment processes are open, transparent and merit-based. Overall, researchers acknowledge the clarity and fairness of recruitment procedures. However, several implementation challenges remain. - Recruitment practices are not yet fully harmonised across Schools, resulting in administrative complexity and inconsistencies in application procedures and candidate communication. - The implementation of responsible recruitment principles, including the recognition of career breaks, non-linear career paths and diverse career profiles, remains uneven. - Administrative and structural barriers continue to limit the recruitment and integration of international talent, contributing to the relatively low international representation among academic staff despite the growing number of international PhD students. - - International applicants and PhD students report the need for clearer	A12. Electronic Recruitment Platform Implement a University-wide digital platform for recruitment calls for permanent academic and research staff, covering the full recruitment lifecycle, from application submission to the final decision, and supporting selection panels through integrated document management, workflow monitoring and candidate communication. The platform will promote efficient, transparent and consistent recruitment procedures across Schools, facilitate monitoring of recruitment processes and support the implementation of Open, Transparent and Merit-based Recruitment (OTM-R) principles recently approved. Key recruitment indicators, including openness, transparency, international reach, diversity and efficiency, will be periodically monitored to support the continuous improvement of recruitment practices across the University. A13. Institutional Guidelines for the Dissemination of Recruitment Opportunities Adopt institutional guidelines for the dissemination of recruitment opportunities, ensuring that all recruitment notices are published bilingually (Portuguese and English), systematically advertised on EURAXESS and the ULisboa and School websites, and circulated through institutional communication channels to maximise transparency and attract a wider, more diverse and international pool of candidates. The guidelines should also promote clear and accessible recruitment information, realistic timelines, and effective communication with candidates throughout the recruitment process, contributing to a positive candidate experience. A5. Support Hub for Researchers Provide accessible information and coordinated support on institutional procedures, recruitment, inclusion and accessibility services, key contacts, funding opportunities and researcher support. Particular attention will be given to the needs of international researchers and PhD students through bilingual information, administrative support for onboarding (including visas, residence permits

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	information on recruitment procedures, evaluation criteria, timelines and assessment outcomes.	and accommodation), access to essential services, opportunities for Portuguese language training, and guidance to facilitate their integration into the University's research community and life in Portugal. A8. Mobility and Talent Attraction Promote international, intersectoral and interdisciplinary mobility and attract international talent by enhancing the visibility of institutional mobility programmes and strategic partnerships (e.g. Unite!, ULisboa School of Shanghai, Erasmus+/Erasmus Mundus and bilateral agreements), expanding opportunities for international PhD scholarships, joint supervision and researcher exchanges, and encouraging recruitment practices that recognise mobility, international experience, interdisciplinary collaboration and diverse career paths alongside academic excellence.

Status

11. SELECTION

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	ULisboa operates within a robust legal and institutional framework that ensures selection procedures are open, transparent and merit-based. Overall, researchers express confidence in the competence and independence of selection panels. However, several implementation challenges remain in fully aligning selection practices with the principles of the European Charter for Researchers and responsible research assessment: - Selection processes continue to rely predominantly on documentary assessment, with limited flexibility to use complementary evaluation methods where legally permissible. - Assessment practices do not yet consistently recognise the diversity of researchers' profiles and contributions, including non-linear career paths, mobility experiences, interdisciplinary and intersectoral activities, innovation, teaching, knowledge transfer and experience gained outside academia. - The participation of international experts and the achievement of balanced and diverse selection panels remain challenging in some disciplines. - Greater transparency and consistency are needed in the communication of evaluation criteria, assessment outcomes and feedback to candidates, particularly international applicants.	A10. Institutional Guidelines for Responsible Research Assessment, Recruitment and Selection Support the implementation of the ULisboa CoARA Action Plan by developing institutional guidelines aligned with the principles of the European Charter for Researchers and CoARA. The guidelines should provide practical recommendations for recruitment, selection, career progression and performance evaluation, promoting a balanced and predominantly qualitative assessment of the diversity of researchers' contributions, including research quality, teaching, innovation, knowledge transfer, Open Science, leadership, team science, mentoring, mobility, international experience and societal impact, while encouraging the responsible use of quantitative indicators. They should also promote transparent, consistent and fair procedures across the University by providing guidance on the composition of selection panels with appropriate expertise, diversity and gender balance, the declaration and management of conflicts of interest, the participation of international experts where feasible, the use of complementary qualitative assessment methods where permitted by the legal framework, and the clear communication of assessment criteria, procedures, timelines and evaluation outcomes to all applicants, including international researchers. Training and awareness-raising activities for members of recruitment and evaluation panels, together with periodic monitoring of the implementation of these guidelines, will support the consistent adoption of responsible recruitment, selection and research assessment practices across the University.

Status

12. CAREER PROGRESSION

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	ULisboa operates within a national legal framework that ensures career progression is based on open, transparent and merit-based procedures. Researchers generally express confidence that individual achievements, co-authorship and mobility experiences are recognised in career progression and performance appraisal processes. However, several implementation challenges remain. - Limited opportunities for career progression, particularly due to the relatively low number of vacancies for intermediate and senior academic positions and the constraints imposed by the national legal framework governing career structures. - Career progression remains strongly dependent on recruitment calls, reducing flexibility in recognising merit and professional development. - Difficulties in balancing research, teaching, supervision, leadership and administrative responsibilities throughout the academic career, which may affect career progression and research performance. - Continued contractual instability and job insecurity, particularly among early-career researchers. - Limited institutional support for career development, mentoring and professional integration, especially for early-career researchers, international researchers and those transitioning from other sectors.	A6. Onboarding and Professional Development Programme Develop a ULisboa Researcher Onboarding and Professional Development Programme, providing a structured introduction to the University's research environment and supporting researchers throughout their careers. The programme should combine a common institutional component with School-specific activities, covering topics such as research integrity, Open Science, research data management, responsible use of AI, research assessment, career development, funding opportunities, mobility, institutional procedures, available support services and mentoring. It should also provide opportunities to develop leadership and transferable skills, responsible supervision practices, innovation and knowledge valorisation competences, awareness of researchers' rights and responsibilities, well-being, international collaboration and active participation in the University's research community, while supporting the professional development of PhD students, early-career researchers and newly recruited academic and research staff. A14. Career Development and Progression Framework Strengthen institutional support for career development and progression by promoting transparent and diverse career pathways, mentoring opportunities, career planning and professional development throughout the research career. The framework should recognise diverse career trajectories, including international, intersectoral and interdisciplinary mobility, leadership, teaching, supervision, innovation, knowledge transfer and societal engagement, while ensuring greater transparency, consistency and fairness in career progression practices across the University. Particular attention should be given to early-career researchers and

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		newly recruited academic and research staff, supporting their integration, career development and progression through appropriate guidance, mentoring and access to development opportunities.

PILLAR 3 - WORKING CONDITIONS AND PRACTICES

Status

13. WORKING CONDITIONS, FUNDING AND SALARIES

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The overall impression of researchers regarding this principle was positive, although in a non-enthusiastic way. In the survey, around 2/3 of the respondents accepted, partially or totally, that facilities and resources, as well as general working conditions, allowed a good research environment. However, only 54 per cent expressed the same view about remuneration and social coverage, and only 61 per cent were satisfied with their participation in organization governance. Researchers identified several challenges affecting their working conditions and career environment. While many of these arise from the national legal and funding framework governing Portuguese public universities, others relate to institutional organisation and support: - Financial constraints at both national and institutional levels limit the availability of stable career opportunities, competitive salaries, research funding and doctoral scholarships, affecting the attraction and retention of talent. - Contractual instability and the diversity of employment arrangements continue to affect many researchers, particularly at early career stages, with limited opportunities for career entry and progression. - Researchers report the need for stronger institutional support, including improved administrative, technical and IT services, better access to research infrastructure and more effective dissemination of available opportunities and support mechanisms. - Differences in organisational structures and working conditions across Schools and Research Units may lead to inconsistencies in researchers' experience, including the alignment between teaching, research and administrative responsibilities. -	A15. Research Support Staff Development Programme Develop a ULisboa Research Support Staff Development Programme, strengthening the professional development and recognition of research support staff through structured onboarding, continuous training, communities of practice, practical guidance, the exchange of good practices and the harmonisation of procedures across Schools, while promoting attractive career development opportunities and reinforcing the quality and consistency of research support services. A16. Institutional Research Support Strengthen institutional research support services by promoting greater coordination between the Rectorate, Schools and Research Units, improving communication and access to specialised support services throughout the research lifecycle, including pre-award, project management, post-award support and researcher support, while fostering a coordinated, efficient and user-centred institutional support system. A17. Researchers' Working Environment Promote a supportive, inclusive and attractive research environment by fostering researchers' wellbeing, mental health and work-life balance, strengthening the integration of PhD students and early-career researchers into research activities, improving working conditions, and encouraging institutional initiatives that enhance collaboration, inclusion,

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	Researchers also highlighted the need for working environments that better support work-life balance, wellbeing and high-quality research.	equality, diversity and talent retention across the University.

Status**14. STABILITY OF EMPLOYMENT**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Identified gap(s): Employment stability was one of the concerns most frequently raised during the consultation process, particularly by early-career researchers. In the survey, only about half of the respondents agreed that their School actively promotes research job stability, while around one quarter expressed a negative view. Researchers highlighted two main challenges: - Contractual instability and limited employment security, particularly at early career stages. - Limited opportunities for progression to stable academic or research positions, resulting in uncertainty regarding long-term career prospects. These challenges are not specific to ULisboa but reflect broader structural constraints affecting the Portuguese higher education and research system. Over recent decades, the rapid increase in the number of PhD graduates, combined with the limited capacity of both the non-academic sector and public universities to absorb highly qualified researchers into permanent positions, has contributed to a high reliance on fixed-term contracts and externally funded positions. Although national programmes have created important research employment opportunities, they have not been sufficient to ensure stable career pathways for all researchers.	Like other Portuguese public universities, ULisboa has significantly strengthened the recruitment of permanent academic and research staff over the last decade, and particularly in recent years, through the opening of a large number of international recruitment calls. This effort has been driven by the need to replace retiring staff, rejuvenate the academic workforce, respond to the expectations of early-career researchers, and take advantage of national funding opportunities supporting stable employment in academia. These initiatives have contributed to reinforcing institutional capacity and creating more stable career opportunities for researchers. Suggestions for improvement: A14. Research Career Development and Progression Framework Develop a ULisboa Career Development Framework for Researchers, supporting researchers at different career stages through career guidance, mentoring, professional development opportunities and information on academic and non-academic career pathways. The framework should promote transparent career progression, increase awareness of available career opportunities and funding schemes, support transitions from temporary to more stable positions whenever possible, and contribute to talent attraction, retention and long-term employment stability within the University.

Status**15. CONTRACTUAL AND LEGAL OBLIGATIONS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Overall, researchers reported a good level of awareness of the national, sectoral and institutional regulations governing their professional activities. In the survey, almost 80% of respondents agreed that they were familiar with the legal and institutional framework applicable to their work. However, early-career researchers and PhD students identified the need for more structured guidance on the practical aspects of conducting research. In particular, they reported limited familiarity with institutional procedures, intellectual property, research funding requirements and other legal and administrative obligations associated with research activities. Researchers also highlighted the importance of improving awareness of emerging topics, including research security, cybersecurity and the responsible management of research data.	A6. ULisboa Researcher Onboarding, Integration and Professional Development Programme Implement the programme as a common institutional framework for PhD students, early-career researchers and newly recruited academic and research staff, ensuring that it provides practical guidance on researchers' rights and contractual and legal obligations, institutional policies and procedures, intellectual property, confidentiality, data protection, research funding requirements, research security and cybersecurity, complemented by School-specific activities. The programme should also provide regular updates on relevant legislative and institutional developments, ensuring that researchers remain informed throughout their research careers.

Status

16. DISSEMINATION AND EXPLOITATION OF RESULTS

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researchers showed a strong commitment to the dissemination and societal exploitation of research results. More than 90% of survey respondents agreed that research outcomes should be disseminated in accordance with contractual obligations and communicated in ways that are understandable to society. However, only around two thirds considered that the protection of intellectual property rights was adequately ensured. Despite this positive attitude, several implementation challenges remain: - Science communication and public engagement are not yet systematically recognised or valued as part of researchers' academic activities. - Researchers report limited knowledge of intellectual property, knowledge valorisation and technology transfer processes, particularly at early career stages. - Institutional support and strategic communication for the dissemination and societal uptake of research results could be further strengthened, contributing to greater visibility and impact of research. Supporting Documentation National regulations and documents: Decree-Law nr 63/2019, Article 9th on the Promotion of Scientific and Technological Culture (PT) Decree-Law nr 115/2013, of 7 August on the Deposit of Theses and Doctoral Dissertations and Master's Dissertations (PT) Ordinance No. 285/2015, of	Since 2023, ULisboa has strengthened its Open Science ecosystem through the development of institutional services, infrastructures and training opportunities supporting researchers throughout the research lifecycle. Key initiatives include the ULisboa Research Portal, the iRe:SEARCH – Interdisciplinary Research Data Management Centre, institutional support for Open Access publishing and FAIR data, and a comprehensive programme of Open Science training delivered by ULisboa and the Unite! Alliance. ULisboa 3-Minute Thesis (3MT®) competition strengthens doctoral researchers' communication skills, and initiatives supporting innovation, entrepreneurship and knowledge transfer. Suggestions for improvement: A6. ULisboa Researcher Onboarding, Integration and Professional Development Programme Develop a structured ULisboa Researcher Onboarding, Integration and Professional Development Programme, providing a common institutional framework to welcome and support PhD students, early-career researchers and newly recruited academic and research staff, complemented by School-specific activities. The programme should introduce researchers to the University's research environment, institutional services and research culture, while strengthening their sense of belonging to ULisboa. It should provide training and guidance on research integrity, Open Science, research data management, the responsible use of AI, contractual and legal obligations, intellectual property, knowledge valorisation, entrepreneurship, technology transfer, dissemination of research results, research assessment, career development, funding opportunities, mobility, interdisciplinary collaboration, institutional

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	15 September on Technical Regulation for the Deposit of Theses and Doctoral Dissertations and Master's Dissertations (PT) Open Access Policy to Scientific Publications resulting from FCT-funded R&D Projects (PT) University of Lisbon regulation, documents and services: Unite! White Paper on A new University open science and innovation governance model and policy (EN) Unite! Integrated Research and Innovation Services (IRIS) (EN) Unite! Agora for the joint network of Integrated Research and Innovation Services University of Lisbon Scientific Meetings Interdisciplinary Thematic Networks (EN) Colleges (EN)	procedures, mentoring and the support services available throughout the research career. A15. Research Communication, Knowledge Valorisation and Public Engagement Strategy Develop a ULisboa Research Communication, Knowledge Valorisation and Public Engagement Strategy to strengthen the visibility, accessibility and societal impact of research. The strategy should promote Open Science, science communication and public engagement across the University, support researchers and Research Units in communicating research to different audiences, and enhance institutional communication channels and dissemination platforms. It should also strengthen institutional guidance and support on intellectual property management, protection of research results prior to dissemination where appropriate, knowledge valorisation, technology transfer, entrepreneurship, innovation, collaboration with external stakeholders, and the creation of spin-offs and other pathways for societal and economic impact.

PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT

Status**17. VALUING DIVERSE RESEARCH CAREERS**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	This principle was not identified as a major concern during the consultation process. In the survey, 57% of respondents agreed that their School values mobility across sectors, disciplines, institutions and countries as an important component of researchers' professional development, while a significant proportion remained neutral or were unable to express a view. Although no major implementation barriers were identified, researchers highlighted the need for a broader recognition of diverse research profiles and career paths, including interdisciplinary and intersectoral experience, innovation, creativity and contributions beyond traditional academic outputs. Some participants also emphasised the importance of recognising different forms of talent and encouraging innovative, high-risk research.	A16. Recognition of Diverse Research Careers and Talent Promote the recognition of diverse research careers, career paths and forms of academic talent, fostering an institutional culture that values interdisciplinary, intersectoral and international experience, creativity, innovation, critical thinking, collaboration and contributions beyond traditional research outputs. This includes recognising achievements in teaching, supervision, leadership, mentoring, team science, Open Science, knowledge transfer, public engagement and societal impact, alongside research excellence. The initiative should encourage diverse career pathways within and beyond academia and support a broader, more inclusive understanding of excellence, in line with the principles of CoARA and the European Charter for Researchers.

Status**18. CAREER DEVELOPMENT AND ADVICE**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Career development was one of the areas that attracted the most critical feedback during the consultation process. In the survey, only 37% of respondents agreed that their School had a clear strategy to support researchers' career development, while only 31% considered that career guidance and job placement support were available. The most critical views were expressed by PhD students and early-career researchers. The main implementation challenges identified were: - The absence of a structured institutional approach to career development, including career guidance, mentoring and professional development opportunities throughout the research career. - Limited support for career planning and progression, contributing to difficulties in retaining talent and helping researchers explore career opportunities both within and beyond academia. - Insufficient practical guidance for PhD students and early-career researchers, particularly regarding academic writing, research ethics, intellectual property, research funding, institutional procedures and career pathways.	A14. Researcher Career Development Framework Develop a ULisboa Researcher Career Development Framework to provide structured career guidance and professional development opportunities for researchers at all career stages. The framework should support career planning, mentoring, professional and transferable skills development, leadership and supervision competences, guidance on academic and non-academic career pathways, mobility and networking opportunities, funding opportunities, and access to institutional support services. It should also promote informed career transitions, talent development and long-term career progression within and beyond academia, recognising diverse career aspirations and research careers in line with the European Charter for Researchers.

Status

19. CONTINUOUS PROFESSIONAL DEVELOPMENT

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The identified gap(s) are: Continuous professional development is generally recognised as an important component of research careers. In the survey, 71% of respondents agreed that researchers have opportunities to update and expand their skills and competencies. However, access to these opportunities appears to vary considerably across career stages, with only about half of the respondents perceiving equal opportunities for professional development. Similarly, only around half considered that formal and informal qualifications and competencies are adequately recognised. The main implementation challenges identified were: - Unequal access to professional development opportunities, particularly for PhD students and early-career researchers, including opportunities to develop teaching, supervision and broader professional skills. - Limited integration of researchers into diverse professional environments, including stronger links with industry, public organisations and society, reducing opportunities to broaden skills and improve employability. - Insufficient support for the development and recognition of transferable skills, including communication, project management, leadership and other competencies relevant to careers both within and beyond academia. International researchers	ULisboa has established a broad institutional framework to promote continuous professional development throughout researchers' careers. The University offers a wide range of professional development opportunities, including training courses, workshops, seminars, conferences and online resources organised by the University or by Unite!, including: - Trainings for professional development (Unite!) (EN) - Unite! Researchers Development Framework (EN) - Unite! Development Needs Analysis Tool (EN) - Trainings on Pedagogy Development (PT) - Observe and Learn: peer classes observation (PT) - European Research Funding Accelerator Programme – 2026 Edition (PT) - ULisboa Health & Well-being Week – 2026 Edition (PT) - Unite! Widening Summer School @ ULisboa: Innovation & Training Days Suggestions for improvement: A17. Continuous Professional Development and Employability Strengthen continuous professional development opportunities throughout the research career through the ULisboa Researcher Career Development Framework, promoting lifelong learning and the acquisition, recognition and continuous development of professional and transferable skills. The framework should strengthen links between research, teaching, innovation and society, foster closer interaction with industry and other non-academic sectors, and support career development within and beyond academia. Particular attention should be given to the needs of PhD students and early-career researchers through training in communication, academic writing, critical thinking, leadership, supervision, project management, entrepreneurship, digital competences and innovation, while

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	also identified language as a barrier to full participation in institutional activities.	facilitating the integration of international researchers through Portuguese language training and other institutional integration initiatives.

Status

20. SUPERVISION AND MENTORING

Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Identified gap(s): Overall, supervision and mentoring are regarded positively across ULisboa. Most survey respondents acknowledged the existence of regular relationships with supervisors during the research training phase and recognised the contribution of senior researchers to the development of early-career colleagues. However, important challenges remain, particularly for PhD students and early-career researchers. The consultation process highlighted the need for more structured and consistent mentoring, especially during the first year of the PhD, when integration into the research environment is most critical. Participants also reported variability in supervisory practices across Schools and Research Units, limited institutional support beyond the supervisor–student relationship, and insufficient coordination capacity in some doctoral programmes. In some cases, hierarchical organisational cultures were perceived as limiting open communication and the development of more collaborative mentoring relationships. The main implementation challenges identified were therefore: - Limited availability of structured mentoring and integration mechanisms for PhD students and early-career researchers. - Variability in supervisory practices and mentoring quality across Schools and Research Units. - Capacity constraints in some doctoral programmes to provide timely guidance and individual support. - Organisational cultures that do not always encourage open dialogue, peer support and collaborative mentoring.	ULisboa has promoted a range of institutional initiatives that contribute to strengthening supervision, mentoring and leadership practices, including an integrated Programme for the Pedagogical Development of Academic Staff. These initiatives support the continuous development of teaching, supervision and leadership competences, fostering high-quality supervision, student-centred learning and the professional development of academic staff. Several Schools have also implemented complementary mentoring and supervision initiatives tailored to their disciplinary contexts. Suggestions for improvement: A18. Supervision and Mentoring Programme Establish a ULisboa Supervision and Mentoring Programme to strengthen the quality of research supervision and support the academic and professional development of PhD students and early-career researchers. The programme should combine training and development opportunities for supervisors, structured mentoring, particularly during the first year of the PhD, including peer mentoring by senior PhD students and postdoctoral researchers, and initiatives to facilitate integration into research groups and the broader research community. It should also promote knowledge sharing, mutual learning, responsible supervision practices and a collaborative, inclusive and supportive research culture.

