



HRS4R at ULiège

REPORT AND ACTION PLAN

2024 – 2029

The present Action Plan has been developed as part of the renewal of the HR Excellence in Research Award, granted to research-performing organisations that demonstrate continued progress in implementing the principles of the European Charter for Researchers. Rather than establishing a separate strategic framework, ULiège has adopted an integrated approach that connects the Charter with its institutional governance, strategic priorities and continuous improvement mechanisms.

This report provides evidence of what we have achieved so far and an overview of the University's HRS4R framework, governance, achievements and next priorities. Detailed information on action status and evidence of completion is provided in Table 2, while Table 3 presents the implementation framework for new and ongoing actions.

More about HRS4R at ULiège

www.recherche.uliege.be/hrs4r

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Self-Assessment: Strengths, Weaknesses, Opportunities and Threats across the Charter Pillars

ULiège conducted a cross-cutting self-assessment covering the four pillars of the revised European Charter for Researchers: ethics, integrity, gender and Open Science; researchers' assessment, recruitment and progression; working conditions and practices; and research careers and talent development. The assessment combined a review of institutional policies, regulations, action plans and implementation evidence with contributions from dedicated services, faculties and research units. This documentary analysis was complemented by broad consultation of the research community through institutional surveys, the **Assises de la Recherche**, multidisciplinary working groups, focus groups and exchanges with researcher representative bodies, including the [Scientific Body Council \(CCS\)](#) and the **FNRS Contact Committee (CC-FNRS)**. The findings were subsequently discussed within the HRS4R Steering Committee.

Strengths

The assessment confirms that ULiège benefits from long-established institutional foundations. Holder of the HR Excellence in Research Award since 2011, the University has progressively integrated [HRS4R](#) into its governance, institutional strategy and continuous improvement processes. Its participatory approach brings together researchers, institutional authorities, administrative services, faculties and research units through thematic working groups and cross-functional coordination.

Under the first Charter pillar, ULiège has developed a broad framework for [research ethics and scientific integrity](#), supported by [the Board of Ethics and Scientific Integrity \(CEIS\)](#), the Advisor to the Rector on Ethics and Equality Policies, the Dual Use Unit, the [Charter of Ethics](#) and the CGVRI, which supports responsible international cooperation and Research Security. Training, guidance and awareness-raising activities complement these structures. The University also benefits from established [Equality, Diversity and Inclusion](#) initiatives and a substantial Open Science ecosystem, including [ORBi](#), [DMPOnline](#) and the institutional [Open Science Roadmap](#). The [Hospitable University initiative](#) further reflects ULiège's commitment to inclusion, academic freedom and support for researchers at risk.

Regarding recruitment and assessment, procedures are well established for several staff categories and are supported by Academic Affairs, Human Resources and RISE. The renewal process has led to a revised University-wide **Policy on Open, Transparent and Merit-Based Recruitment (OTM-R)** and a structured self-assessment against the **23 questions of the European OTM-R Checklist**. ULiège also coordinates the inter-university [OTM-eR project and guide](#) and contributes to responsible research assessment through [DORA](#), [CoARA](#) and the [FWB-CoARA/PINDARE initiative](#). Its participation in the Horizon Europe CARDEA project and contribution to RM Comp have strengthened institutional expertise in research management and competency-based career development. International attractiveness is supported by the [EURAXESS Service Centre](#), International Relations and other dedicated services assisting researchers and their families before, during and after arrival.

In the areas of working conditions and career development, ULiège relies on a multi-layered institutional framework combining employment regulations, preventive measures and dedicated support services. Institutional provisions cover parental and family-related leave, teleworking, disability support, occupational health and safety, and reintegration following long-term absence,

while the University's [well-being framework](#) includes psychosocial risk prevention, specialised support and confidential points of contact. Measures addressing harassment and gender-based violence include prevention campaigns, reporting procedures, confidential advisers and practical awareness tools such as the [ULiège Violentometer](#).

ULiège supports the dissemination, accessibility and exploitation of research results through its [2023–2028 Open Science Roadmap](#), the [ORBi institutional repository](#) and dedicated training, infrastructure and support for Open Access and research-data management. The Roadmap also provides for Open Science contributions to be progressively recognised within the University's research-assessment policy, in line with ULiège's commitments to [DORA](#) and CoARA.

Where research results have potential for socio-economic exploitation, the University has established a complementary framework for their protection and valorisation. ULiège's [Intellectual Property framework](#) is based on institutional regulations governing the ownership and exploitation of inventions. RISE, the administration of research innovation support and enterprise advises researchers on protection strategies, manages patent, trademark and design-registration procedures and supports invention disclosure and technology transfer. [Gesval](#), a company created by ULiège, provides the economic and legal vehicle for investing in intellectual property, supporting technology maturation and exploiting research results through licences or the creation of spin-offs. Financial returns are redistributed between the University, laboratories and inventors according to the "rule of thirds", providing a concrete mechanism through which researchers benefit from successful exploitation.

For early-stage researchers, the [ULiège Doctoral Charter](#), approved by the Board of Governors in September 2024, provides a preventive and shared framework for the relationship between doctoral researchers and supervisors. It sets out mutual responsibilities concerning recruitment, project planning, regular supervision and constructive feedback, training, integration within the research team, well-being, ethics, scientific integrity and workplace safety. This framework is complemented by compulsory doctoral training and by a broad range of [transversal training programmes](#) structured around the European R1-R4 researcher profiles. Initiatives such as the [PhD House](#) and [ULiège PhD Days](#) further support integration, networking, well-being and career reflection. Beyond academia, RISE assists researchers with funding, project development, innovation, intellectual property and knowledge transfer. Researchers are also represented through institutional bodies such as the CCS and CC-FNRS.

Weaknesses

The main weaknesses do not arise from a lack of initiatives, but from uneven levels of formalisation, visibility, accessibility and implementation across the institution. As a large and diverse university, ULiège recruits and employs researchers and research-support professionals across multiple disciplines, career stages, funding schemes and legal frameworks. Procedures consequently vary between academic staff, permanent scientific staff, externally funded researchers, doctoral candidates, postdoctoral researchers and research-support professionals.

Common OTM-R principles are broadly recognised, but vacancy templates, publication channels, digital application routes, assessment tools, candidate communication and feedback arrangements are not yet applied consistently across all staff categories. OTM-R training and awareness-raising are not yet systematic for everyone involved in recruitment and selection. The timeliness of formal communication with candidates may also vary, particularly where notification depends on

multilevel institutional procedures and formal decision-making calendars. Complaint and appeal routes exist under the applicable statutory or contractual frameworks, but they are not yet presented through a single, clearly identifiable recruitment-specific institutional mechanism.

Several institutional resources and support mechanisms remain insufficiently visible or known, particularly when information is dispersed across services or mainly accessible through internal platforms. Career pathways, employment conditions and progression opportunities remain difficult to understand for some groups, especially non-permanent and externally funded researchers. The recognition of diverse contributions—including Open Science, supervision, research management, knowledge transfer and societal engagement—in assessment and career progression is still developing. Administrative complexity and workload may reduce the time available for core research activities, while the capacity and continuity of some support activities in areas such as ethics, EDI, well-being and Open Science may depend on limited or project-based resources.

ULiège can rely on substantial institutional support for the dissemination, protection and exploitation of research results, including Open Science services, intellectual property support, knowledge-transfer structures and valorisation mechanisms. However, the related public documentation remains dispersed and does not yet present these arrangements through a single, comprehensive and readily accessible intellectual-assets management strategy covering the creation, management, ownership and use of publications, research data, know-how and other research and innovation outputs. Evidence of the systematic recognition of Open Science and knowledge-transfer contributions across recruitment, career-progression and internal funding-assessment procedures also remains uneven.

Finally, institutional monitoring remains fragmented. Numerous qualitative and quantitative data sources are available, but shared indicators do not yet provide a consolidated institution-wide view of recruitment outcomes, career development, participation in training, working conditions or the effective implementation of the Charter principles across the different researcher categories and organisational entities.

Opportunities

The renewed European framework provides an opportunity to connect and consolidate practices that already exist. The [Council Recommendation of 18 December 2023](#), including the revised European Charter for Researchers annexed to it, together with CoARA, DORA, ResearchComp, RM Comp and the Open Science agenda, offers common reference points for reviewing institutional policies and tools.

ULiège's experience in OTM-eR, CARDEA project and FWB-CoARA creates opportunities to strengthen recruiter support, responsible assessment, competency-based career development and inter-university cooperation. The University can also build on its thematic working groups, researcher consultations and HRS4R governance to improve coordination between services and extend effective practices across faculties and research units without imposing a single procedure on fundamentally different recruitment environments.

Other opportunities include improving the visibility of services, clarifying career pathways, strengthening onboarding, renewing institution-wide OTM-R awareness, extending training, recognizing a broader range of research contributions and developing meaningful shared indicators. Ongoing work on the Ethics Charter, research careers, the third mission, research assessment and regional legal reforms can further reinforce consistency and transparency.

Threats

ULiège operates in an increasingly complex environment. The multiplication and rapid evolution of European and national requirements relating to employment, research integrity, data protection, artificial intelligence, Open Science, Research Security and responsible international cooperation may create additional administrative burdens and fragmented responses if they are not coordinated institutionally.

Competition for research talent, uncertain or short-term funding and the persistence of precarious career situations may affect the attractiveness and sustainability of research careers. Limited human and financial resources could constrain the implementation of ambitions in ethics, EDI, well-being, Open Science and career support. Growing administrative workloads risk reducing researchers' capacity to focus on research, teaching and supervision.

Other risks include reluctance to report integrity, harassment or discrimination concerns; tensions surrounding EDI policies and academic freedom; increasing pressure to prioritise short-term economic impact; and the difficulty of recognising long-term, interdisciplinary or curiosity-driven research within existing assessment and funding systems.

Overall Assessment

The self-assessment shows that ULiège has developed a broad and credible institutional framework across the four Charter pillars. Its principal challenge is no longer to initiate isolated measures, but to connect existing practices, improve their visibility and accessibility, and ensure more consistent implementation across different institutional environments. The next HRS4R cycle should therefore focus on targeted consolidation: clarifying responsibilities and career pathways, strengthening training and communication, improving coordination and monitoring, and demonstrating more systematically how institutional commitments translate into tangible outcomes for researchers.

HRS4R as a Driver for Institutional Transformation

Since receiving the HR Excellence in Research Award in 2011, the University of Liège has progressively transformed HRS4R from a European quality initiative into an institutional governance and continuous improvement framework.

Initially developed as a dedicated Action Plan responding to the principles of the European Charter for Researchers, HRS4R has progressively become embedded within the University's governance, quality management and strategic planning processes. Rather than operating as a stand-alone initiative, the implementation of the Charter now contributes directly to institutional priorities and long-term development.

This evolution was reinforced through the adoption of the [Institutional Strategic Plan](#), which structures the University's development around strategic ambitions translated into operational projects, institutional governance and dedicated steering mechanisms.

Within this framework, HRS4R constitutes the University's roadmap for implementing the European Charter for Researchers and connects strategic objectives related to research quality, researcher support, responsible research assessment, international attractiveness, Open Science, Equality, Diversity and Inclusion, research integrity and sustainable research careers.

An action plan built on institutional strategies and continuous dialogue

The European Charter for Researchers as the common reference

The Action Plan is grounded in the [Council Recommendation of 18 December 2023](#), including the revised [European Charter for Researchers](#) annexed to it. The Charter's four thematic pillars provide the common reference framework through which ULiège reviews and develops its policies and practices relating to researchers and research-support professionals.

The present Action Plan was developed as part of the renewal of ULiège's [HR Excellence in Research Award](#), held since 2011. This Award recognizes research-performing organisations that demonstrate a sustained commitment to implementing the principles of the European Charter for Researchers through a voluntary, structured and periodically assessed process based on gap analyses and action plans.

For ULiège, this process is neither a one-off compliance exercise nor a standalone initiative. It builds on the University's existing governance, strategic priorities, thematic roadmaps, quality-management processes and consultation mechanisms. By bringing these different components together, the Action Plan identifies established practices and remaining gaps and translates institutional needs, researcher feedback and European developments into concrete and monitorable actions.

The Action Plan therefore constitutes an integrated, long-term roadmap for progressively strengthening the University's policies and practices in support of researchers, research-support professionals and sustainable research careers.

Institutional strategies and governance frameworks

This analysis is complemented by a range of institutional strategies and governance structures that contribute directly to the implementation of the Charter, including:

- the **Gender and Equality Council** and the Gender Equality Plan¹, which have driven institutional policies on equality, diversity and inclusion since 2011;
- the **Board of Ethics and Scientific Integrity (CEIS)** and the University's broader framework for research ethics and integrity;
- the institutional **Open Science Roadmap**², supporting open, transparent and responsible research practices;
- the **Transition Roadmap**, integrating sustainability into research and institutional development;
- the quality management approach implemented within **Research, Innovation, Support and Enterprises (RISE)**, ensuring continuous improvement of research support services through evidence-based monitoring and stakeholder feedback.

¹ www.uliege.be/genre

² www.openscience.uliege.be

Consolidating OTM-R as an Institutional Policy

A major outcome of the current renewal process is the consolidation of a University-wide **Policy on Open, Transparent and Merit-Based Recruitment**. The Policy recognizes recruitment as both the starting point of a research career and a strategic process supporting research, innovation and societal impact. It establishes six shared operational principles: openness, transparency, merit, equality, diversity and inclusion, international attractiveness and continuous improvement.

The Policy also reflects the operational reality of a large and diverse university. The objective is not to impose a single recruitment model, but to progressively embed common OTM-R principles within procedures adapted to each category of position and its applicable legal, statutory, contractual and funding framework.

The Policy is supported by a renewed self-assessment against the 23 questions of the European OTM-R Checklist. This review confirms established practices and experienced services while identifying targeted priorities: more accessible and consistent guidance, appropriate use of EURAXESS, renewed OTM-R awareness and training, stronger candidate communication and feedback, clearer information on complaint and appeal routes, strengthened selection-committee practices and shared monitoring indicators.

Continuous dialogue with the research community

The Action Plan has been informed by the experiences and expectations expressed by the University's research community. Particular attention has been paid to the conclusions of the **Assises de la Recherche**, an institution-wide consultation process involving the ULiège research community, which highlighted recurring needs concerning the simplification of administrative procedures, visibility and coordination of support services, interdisciplinarity, responsible research assessment, career clarity, working conditions and recognition of diverse contributions and professional pathways.

These findings have been complemented by institution-wide and targeted surveys, focus groups, thematic consultations and multidisciplinary working groups bringing together academic staff, permanent and fixed-term researchers, doctoral candidates, research managers and administrative staff. Researchers also contribute through representative bodies, including the [Scientific Body Council \(CCS\)](#) and the **FNRS Contact Committee (CC-FNRS)**. These channels help identify the specific concerns of different categories of researchers and inform the analysis and prioritization of actions.

The findings of the self-assessment and consultation process are discussed within the HRS4R Steering Committee. Consultation should not be confused with formal approval, which remains the responsibility of the competent University bodies. Nor is consultation limited to the preparation of this report: researcher feedback will continue to inform implementation, monitoring, the adjustment of priorities and the assessment of results.

Alignment with Institutional and European Developments

The Action Plan addresses recommendations from the previous external HRS4R assessment and incorporates developments within the European Research Area, including the revised Charter, CoARA, DORA, ResearchComp, RM Comp, Open Science, Research Security, trustworthy artificial intelligence and responsible international cooperation.

Rather than duplicating institutional projects, it identifies the strategies and initiatives that contribute to implementing the Charter and connects them within a coherent, researcher-centred roadmap. Each action should therefore respond simultaneously to institutional priorities, researchers' expectations, evidence from the self-assessment and relevant European developments.

Governance and implementation

HRS4R governance is based on a clear distinction between **strategic oversight, operational implementation and cross-cutting coordination**. The substantive work is carried out by the competent institutional services, committees and multidisciplinary working groups. These bodies implement the actions, produce supporting evidence, monitor indicators, consult stakeholders and report on progress.

The pillar integrators do not replace these operational bodies and are not individually responsible for implementing all the actions within their pillar. They act as **liaison and reporting points**: they connect the relevant working groups with the HRS4R governance structure, consolidate information on progress, evidence, indicators and difficulties, and identify issues requiring cross-pillar coordination or strategic consideration.

HRS4R RESPONSIBILITY	RESPONSIBLE PERSON	INSTITUTIONAL FUNCTION OR SERVICE	ROLE WITHIN HRS4R
Chair of the HRS4R Steering Committee	Frédéric Schoenaers	Vice-Rector for Teaching and Student Life	Provides strategic oversight, ensures alignment with the Rectorate and institutional HR governance, and supports the validation of priorities, progress reports and proposed adjustments.
Pillar 1 Integrator – Ethics, Integrity, Gender and Open Science	Véronique Boveroux	Director of Legal Affairs	Acts as the liaison between the relevant institutional working groups and HRS4R governance; consolidates their progress, evidence and reporting for Pillar 1.
Pillar 2 Integrator – Researchers’ Assessment, Recruitment and Progression	Evelyne Goujon	Director of the Human Resources Administration	Acts as the liaison between the relevant institutional working groups and HRS4R governance; consolidates their progress, evidence and reporting for Pillar 2.
Pillar 3 Integrator – Working Conditions and Practices	Christophe Breuer	Advisor to the Rectorate – Strategy Support Team	Acts as the liaison between the relevant institutional working groups and HRS4R governance; consolidates their progress, evidence and reporting for Pillar 3.
Pillar 4 Integrator – Research Careers and Talent Development	Evelyne Favart	Coordinator of Skills Development and Doctoral Affairs – RISE	Acts as the liaison between the relevant institutional working groups and HRS4R governance; consolidates their progress, evidence and reporting for Pillar 4.
Transversal Integrator and Institutional HRS4R Manager	Véronique Larosa	Executive Officer for Research – RISE	Connects the four integrators, consolidates cross-pillar monitoring and institutional evidence, supports overall coherence and prepares HRS4R reporting for the Steering Committee and the European Commission.

Operational contribution of the institutional working groups

The HRS4R process builds primarily on existing institutional bodies whose responsibilities extend beyond HRS4R itself. These groups provide the expertise, stakeholder participation and operational capacity required to implement and monitor the Action Plan.

PILLAR	MAIN INSTITUTIONAL WORKING GROUPS AND BODIES
PILLAR 1	Board of Ethics and Scientific Integrity (CEIS); Gender and Equality Council; Open Science Working Group; Hospitable University Commission; Ethics Charter Working Group; Transition and Sustainability Working Groups.
PILLAR 2	Human Resources Subcommittee; Job Offer Working Group; CoARA Action Plan Working Group.
PILLAR 3	Research Notoriety Working Group; Employer Attractiveness Working Group; Evaluation of Research Structures Working Group; Third Mission Working Group; Well-being Focus Group.
PILLAR 4	Scientific Staff Training Working Group; University Council for Doctoral Education and Doctoral Studies (CUFDD), in collaboration with the Doctoral Researchers' Network (ReD).

These bodies are responsible for carrying out the relevant work, monitoring implementation and indicators, gathering feedback from the research community and proposing adjustments. Their findings are reported through the pillar integrators, consolidated by the Transversal integrator, and submitted to the HRS4R Steering Committee for strategic discussion and validation.

The multidisciplinary Steering Committee brings together representatives of the Rectorate, academic and scientific staff and the relevant administrative and support services. Its current composition is presented on the [ULiège HRS4R Governance page](#).

Figure 1. Governance structure and associated working groups supporting the implementation of the European Charter for Researchers at the University of Liège.



Action plan 2024–2029: progress, achievements and priorities

Achievements of the previous Action Plan

Status of Actions Monitored since 2017

55 actions monitored since 2017: 37 completed, 1 in progress, 1 extended and 16 new actions for the next implementation phase.



Figure 2. Status of actions monitored since 2017.

For the purposes of this report, **completed** actions have delivered the expected result and supporting evidence; **in progress** actions remain within their original implementation period; **extended** actions remain relevant but require additional time or have been integrated into the next cycle; and **new** actions respond to the revised Charter, institutional priorities, consultation findings or newly identified gaps.

Achievements of the Previous Action Plan

Pillar 1 – Ethical and Professional Aspects

Major achievements include extending the remit of the CEIS to the Human and Social Sciences, adopting the University Charter of Ethics, publishing the Twelve Principles for Quality in Research, developing recurring ethics training and annual Ethics and Scientific Integrity Days, and strengthening institutional structures relating to Dual Use, responsible international cooperation and Research Security. The Gender Equality Plan, the Open Science Roadmap and associated services and tools have reinforced equality, integrity and openness across the research environment.

Pillar 2 – Researchers' Assessment, Recruitment and Progression

ULiège has strengthened its OTM-R framework through institutional guidance, international vacancy dissemination, EURAXESS support and the coordination of OTM-eR. During the renewal process, the University completed a structured self-assessment against the 23-question OTM-R Checklist and consolidated a University-wide OTM-R Policy. These advances coexist with identified differences between recruitment categories and provide a realistic basis for targeted harmonisation, renewed awareness and better monitoring. ULiège has also reinforced responsible research assessment through DORA, CoARA and FWB-CoARA/PINDARE, and contributed to RM Comp through CARDEA.

Pillar 3 – Working Conditions and Practices

Progress includes the implementation of the Gender Equality Plan; reinforced well-being, psychosocial-risk and harassment-prevention measures; improved researcher welcome and

mobility services; and the consolidation of RISE as an integrated institutional research-support service, certified ISO 9001:2015. Researcher consultation, including the Assises de la Recherche, surveys and focus groups, has provided additional evidence on working conditions and support needs.

Pillar 4 – Research Careers and Talent Development

Researcher development has been strengthened through an institutional training programme offering more than 150 courses across eight thematic areas, mandatory training for newly recruited scientific staff, doctoral induction, supervisor development, Open Science and research-integrity training, and structured career-development support. The Doctoral Charter, PhD House and PhD Days reinforce supervision, integration, networking, well-being and career reflection for early-stage researchers.

Detailed information on completed actions and associated evidence is provided in **Table 2**.

Priorities for 2024–2029

The next phase builds on these achievements while addressing priorities identified through the Institutional Strategic Plan, the revised Charter, the SWOT analysis, the OTM-R Checklist, researcher feedback and the HRS4R Steering Committee.

1. **Strengthen the research environment and responsible practices:** support transdisciplinary research and disruptive innovation; consolidate ethics, integrity, Open Science, EDI, Research Security and responsible international cooperation; and reinforce coordination between the relevant institutional structures.
2. **Connect and reinforce recruitment and assessment practices:** implement the revised OTM-R Policy; renew institution-wide awareness; strengthen guidance and training for recruiters and selection committees; improve the visibility of opportunities through EURAXESS; and improve candidate communication, feedback and monitoring while preserving procedures adapted to each category of position.
3. **Improve working conditions and institutional support:** strengthen onboarding and integration, visibility and coordination of support services, well-being and prevention, employer attractiveness and the efficiency of research structures, while taking account of the administrative workload reported by researchers.
4. **Clarify and support research careers:** improve the readability of career pathways; develop competency-based training and professional development; reinforce doctoral and postdoctoral support; recognize diverse research contributions and career paths; and contribute to the modernisation of research-career frameworks within the Wallonia-Brussels Federation.

The Action Plan also seeks to enhance the visibility, international reach and societal contribution of research through Open Science, Open Innovation, public engagement, the third mission, stronger international partnerships, mobility support and the Hospitable University framework.

For each action, the implementation framework defines governance arrangements, expected deliverables, milestones, indicators and evidence requirements. Detailed information on new and ongoing actions is provided in **Table 3**.

Table 2 – Progress and Evidence for Actions Monitored since 2017

ACTION NO.	PILLAR	ACTION	CHARTER PRINCIPLES	TIMING	RESPONSIBLE UNIT	INDICATOR / TARGET	REPORTED RESULT	OFFICIAL STATUS
1	Pillar 1 — Ethical and professional aspects	Extend the remit of the BoRISE of Ethics and Scientific Integrity (CEIS) and establish an Ethics Committee for the Human and Social Sciences	1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems; 23. Research environment; 24. Working conditions; 34. Complaints/ appeals; 37. Supervision and managerial duties; 40. Supervision	by 2018	Research Admin (RISE) + CEIS	CEIS remit formally extended; Human and Social Sciences ethics function established and operational.	The CEIS remit was formally extended to cover research involving the Human and Social Sciences, with dedicated ethical-review procedures and institutional guidance. The institutional ethics framework now connects CEIS, discipline-specific ethics committees, the High Council for Scientific Integrity, responsible data management and the ULiège Charter of Ethics adopted in 2025.	COMPLETED
2	Pillar 1 — Ethical and professional aspects	Provide information and training on CEIS rules and procedures	1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public	from 2015	RISE + CEIS	Outreach to 11 faculties, four research councils and four doctoral events; website content revised and disseminated.	ULiège provides dedicated institutional information on CEIS, ethical-review pathways, relevant committees, contact points and support. Guidance is disseminated through researcher and doctoral resources, faculty presentations, research	COMPLETED

			engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems; 23. Research environment; 24. Working conditions; 31. Intellectual Property Rights; 32. Co-authorship; 34. Complains/ appeals; 37. Supervision and managerial duties; 40. Supervision				councils, doctoral schools, seminars and thematic events.	
3	Pillar 1 — Ethical and professional aspects	Deliver training and publish guidance on ethics, research quality and professional conduct	1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 23. Research environment; 24. Working conditions; 31. Intellectual Property Rights; 32. Co-authorship; 37. Supervision and managerial duties; 40. Supervision	from 2015	RISE + CEIS	Annual number of researchers trained; publication and dissemination of the Twelve Principles for Quality in Research; responsible research and data-management plan.	ULiège has established a coherent framework combining the Twelve Principles for Quality in Research, the institutional Charter of Ethics and mandatory researcher training. Guidance and training address research ethics, scientific integrity, authorship, reproducibility, Open Science, responsible data management and good research practices.	COMPLETED
4	Pillar 1 — Ethical and professional aspects	Hold an annual ULiège Research Ethics Day	2. Ethical principles; 3. Professional responsibility; 7. Good practice in research; 23. Research environment; 24. Working conditions; 32. Co-authorship; 37. Supervision and managerial duties; 40. Supervision	by 2016	RISE+CEIS	Annual delivery record; number and profile of participants.	The Ethics and Scientific Integrity Day is a recurring institutional awareness-raising and training event jointly organised by RISE and CEIS. The 2025 edition brought together 92 scientific staff members around real ethical dilemmas, five case-study	COMPLETED

							themes, expert discussions, a plenary session and a round table; the day is integrated into the compulsory training programme for new researchers.	
5	Pillar 3 — Working conditions and social security	Implement the ULiège Gender and Diversity Action Plan for researchers	27. Gender balance; 30. Access to career advice; 35. Participation in decision-making bodies; 38. Continuing Professional Development	permanent	RISE	Number of participants; publications and guidance; number of women researchers supported.	The original Gender and Diversity Action Plan has been consolidated through a published institutional Gender Equality Plan, a permanent Gender and Equality Advisory BoRISE created by the BoRISE of Directors in 2022, and recurring institutional reporting. Public gender statistics, awareness activities and training now provide a stronger and more sustainable implementation framework.	COMPLETED
6	Pillar 4 — Training and career development	Develop and promote training for supervisors	3. Professional responsibility; 4. Professional attitude; 7. Good practice in research; 10. Non discrimination; 16. Judging merit (Code); 23. Research environment; 27. Gender balance; 28. Career development; 32. Co-authorship; 33. Teaching; 35. Participation in decision-making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 40. Supervision	permanent	RISE	Number of supervisors trained; participant profile; satisfaction report.	Supervisor development is embedded in the institutional researcher-training offer, which includes a dedicated supervision and research-leadership theme. Public guidance also defines the roles of supervisors and thesis committees; delivery records confirm recurring supervisor training, including 30 participants in 2019–2020 and 70 in 2020–2021.	COMPLETED

7	Pillar 4 — Training and career development	Provide an induction programme for new doctoral candidates in French and English	1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 6. Accountability; 7. Good practice in research; 8. Dissemination, exploitation of results; 9. Public engagement; 10. Non discrimination; 11. Evaluation/ appraisal systems; 23. Research environment; 24. Working conditions; 26. Funding and salaries; 28. Career development; 29. Value of mobility; 30. Access to career advice; 31. Intellectual Property Rights; 32. Co-authorship; 33. Teaching; 34. Complaints/ appeals; 35. Participation in decision- making bodies; 36. Relation with supervisors; 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision	by 2020	RISE	Participation and satisfaction results by session and language.	ULiège provides a structured doctoral-start pathway through the 'Let's start a PhD' programme, institutional researcher training and English-language doctoral resources. The bilingual and recurring delivery model should be evidenced with session-level agendas, registrations and feedback.	COMPLETED
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8	Pillar 4 — Training and career development	Publish roadmaps and practical guidance for supervisors and doctoral candidates	36. Relation with supervisors; 37. Supervision and managerial duties; 40. Supervision	2/2019	RISE	Published guidance documents; dissemination and use record.	Practical doctoral guidance is available through institutional doctoral pages, ReD welcome resources, the Doctoral Charter/Partnership Guide referenced in the HRS4R action plan, and guidance on the roles of supervisors and thesis committees. These resources provide a coherent roadmap for doctoral candidates and supervisors.	COMPLETED
10	Pillar 4 — Training and career development	Sustain and expand the researcher training programme, including provision in English	38. Continuing Professional Development; 39. Access to research training and continuous development	1/2022	Administrator/RISE	Operational training structure; annual course offer; proportion available in English; participation and satisfaction data.	The researcher-training programme has become a structured institutional pathway. Public material records eight training areas, more than 150 courses, two MOOCs, French- and English-language provision and, in its first mandatory year, nearly 500 researchers and more than 1,400 registrations. Ethics, Open Science, data management, supervision, career development and research leadership are integrated into the offer.	COMPLETED
11	Pillar 4 — Training and career development	Support the career development of doctoral candidates and postdoctoral researchers beyond academia	30. Access to career advice	2019 -> 2020 (delayed due to COVID)	RISE	Number and profile of doctoral and postdoctoral researchers supported; service offer; participant outcomes.	Career development beyond academia is supported through dedicated career-development resources and a training catalogue that includes maintaining a professional project, transferable skills and career-stage pathways. The specific	COMPLETED

							reach and outcomes for doctoral and postdoctoral researchers must be documented through programme and participant records.	
12	Pillar 4 — Training and career development	Support the career development of non-permanent researchers beyond academia	30. Access to career advice	2019-> 2020 (delayed due to COVID)	RISE	Number and profile of non-permanent researchers supported; service offer; participant outcomes.	Non-permanent researchers have access to the institutional career-development and transferable-skills offer, including professional-project planning, leadership and mobility support. Completion should be supported by participation and outcome data that distinguish non-permanent researchers from other staff categories.	COMPLETED
13	Pillar 3 — Working conditions and social security	Increase participation in national and international groups on research and researcher careers	35. Participation in decision-making bodies	2019	RISE	Number and profile of ULiège representatives in local, national and European working groups.	ULiège's participation is publicly visible through HRS4R, EURAXESS, CoARA and the FWB-CoARA inter-university project. These commitments are complemented by involvement in European research-management communities and competence-framework initiatives; the full institutional representation record should be retained internally.	COMPLETED

14	Pillar 3 — Working conditions and social security	Provide integration activities for newly appointed researchers	23. Research environment; 24. Working conditions; 28. Career development; 30. Access to career advice; 38. Continuing Professional Development	1-2021	RISE	Number of seminars; participation by researcher career stage; participant feedback.	Integration support combines institutional welcome events, the EURAXESS mobility centre, English welcome resources, onboRISEing and the Hospitable University framework. Public pages document services for international researchers, while annual participation and satisfaction evidence should be retained internally.	COMPLETED
15	Pillar 3 — Working conditions and social security	Strengthen the Research and Innovation support structure	23. Research environment; 24. Working conditions; 28. Career development	2017 postponed to 2022	BoRISE	Approved organisational structure; implemented researcher-support services; activity indicators.	The Research and Innovation support structure has been consolidated as RISE, which provides institution-wide support for research, innovation, mobility, careers and partnerships. Since August 2025, all RISE activities have been covered by ISO 9001:2015 certification, providing a strong external quality-assurance framework.	COMPLETED
16	Pillar 3 — Working conditions and social security	Provide practical support for organising congresses and conferences	23. Research environment; 24. Working conditions; 28. Career development	2018 postponed to 2023	RISE COMM	Operational support service; number and profile of events supported; user feedback.	A dedicated RISE function for supporting the organisation of colloquia and congresses is publicly identified, with named staff and institutional contact points. Operational maturity should be demonstrated through the service procedure, supported-event portfolio, activity statistics and user feedback.	COMPLETED

17	Pillar 3 — Working conditions and social security	Provide English versions of the myULiège Doctorat and Modus platforms	11. Evaluation/ appraisal systems; 24. Working conditions; 36. Relation with supervisors; 37. Supervision and managerial duties; 40. Supervision	1/2020	RISE	English interfaces released and available to users; data-protection compliance confirmed.	The source register reports that the English versions of myULiège Doctorat and Modus were delivered on schedule. Public pages confirm the online doctoral portal, but the English interfaces, Modus configuration and data-protection compliance must be evidenced through controlled screenshots, release records and governance documentation.	COMPLETED
18	Pillar 3 — Working conditions and social security	Ensure equitable access to facilities and support for doctoral candidates and alumni researchers	3. Professional responsibility; 4. Professional attitude; 36. Relation with supervisors; 37. Supervision and managerial duties; 39. Access to research training and continuous development; 40. Supervision	2019	RISE	Access rules and service-use data for doctoral candidates, researchers and eligible alumni.	Doctoral candidates and researchers can access institutional Library, Open Science, training, doctoral-platform and research-support services through published institutional entry points. The conditions for continued or alumni access remain the main item requiring a formal policy and usage evidence.	COMPLETED
19	Pillar 2 — Recruitment and selection	Publish and implement an institutional OTM-R policy	12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21.	2-2017	ARH/BORISE	Current French and English OTM-R policy approved and published on the institutional website. Révision in septembre 2026.	ULiège publicly maintains its OTM-R commitment and the bilingual 2017 policy remains available. The completed-action claim for the current cycle should only be validated once the updated 2026 bilingual OTM-R Policy and Recruitment Guide have been approved, aligned with the revised European Charter for Researchers and published	COMPLETED

			Postdoctoral appointments (Code)				through the institutional HRS4R pages.	
20	Pillar 2 — Recruitment and selection	Publish researcher vacancies systematically, including through EURAXESS Jobs	12. Recruitment; 13. Recruitment (Code); 15. Transparency (Code)	2020 (AP 2015-2020) 2022 (AP 2021-2024)	ARH (AP 2017-2020) HRS4R HR WG (AP 2021-2024)	Number and proportion of researcher vacancies published through EURAXESS, by contract type.	Institutional employment and researcher pages direct candidates to scientific positions and EURAXESS Jobs, while public international vacancy examples use HRS4R, CoARA, EURAXESS and inclusive-recruitment wording. Systematic coverage and recruitment impact should be demonstrated through annual EURAXESS exports and international-recruitment statistics.	COMPLETED
21	Pillar 2 — Recruitment and selection	Update and disseminate vacancy-advertising templates in line with OTM-R recommendations	12. Recruitment; 13. Recruitment (Code); 15. Transparency (Code)	2019 (AP 2017-2020) 2022 (AP 2021-2024)	ARH (AP 2017-2020) HRS4R HR WG (AP 2021-2024)	Approved vacancy templates; formal obligation and monitored rate of use.	Recent public vacancies already demonstrate several expected template features, including bilingual or English publication, M/F/X wording, HRS4R/CoARA references, international-mobility information and candidate guidance. Formal completion still requires the approved bilingual template set, mandatory scope, publication guide and monitored usage rate.	COMPLETED

22	Pillar 2 — Recruitment and selection	Publish a consolidated guide to good recruitment practice for all researcher positions	12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code)	2020 (AP 2017-2020) 2023 (AP 2021-2024)	ARH (AP 2015-2020) HRS4R HR WG (AP 2021-2024)	Consolidated recruitment guide approved, published in English and French, and accessible through one visible intranet entry point.	A consolidated bilingual OTM-R Recruitment Guide has been prepared as a coherent recruiter-facing deliverable, covering good practice, interviews, selection committees, merit-based assessment and candidate communication. Completion requires formal approval, controlled publication on the intranet and a stable public or institutional entry point.	COMPLETED
23	Pillar 2 — Recruitment and selection	Train new academics involved in recruitment and selection	12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code)	2020	ARH	Number of sessions and participants; mandatory participation by newly appointed academics; coverage of gender-bias awareness.	ULiège has a mandatory onboRISEing and training framework for newly recruited scientific staff, and public gender-equality resources address bias-aware recruitment. Action-specific completion requires evidence of the recruitment and selection module delivered to new academics, including content, attendance and committee responsibilities.	COMPLETED
24	Pillar 2 — Recruitment and selection	Assess and implement fair e-recruitment and remote-selection practices	11. Evaluation/ appraisal systems; 12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code);	2019 (AP 2017-2020) 2023 (AP 2021-2024)	ARH (AP 2015-2020) HRS4R HR WG (AP 2021-2024)	Approved report and institutional procedure for fair remote recruitment and selection.	Electronic applications, online or hybrid interviews and remote committee meetings are operational in practice. To substantiate fair e-recruitment, ULiège should retain one consolidated procedure showing candidate equality, accessible alternatives, digital workflow	COMPLETED

			19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code)				controls and GDPR compliance.	
25	Pillar 2 — Recruitment and selection	Establish quality-control arrangements for OTM-R implementation	12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code)	2019 postponed 2022	ARH + SMAQ	Defined governance structure and guidelines; periodic OTM-R quality-review record and follow-up actions.	The HRS4R governance model, HR Commission involvement, four pillar working groups, integrators, Steering Committee, dashboRISEs and annual reviews provide a strong institutional control environment. RISE's ISO 9001:2015 quality system adds audit discipline, but the OTM-R-specific control mechanism and corrective-action cycle must be formally evidenced.	COMPLETED
26	Pillar 3 — Working conditions and social security	Integrate HRS4R work with the institutional human-resources working group	11. Evaluation/ appraisal systems; 22. Recognition of the profession; 23. Research environment; 24. Working conditions; 25. Stability and permanence of employment; 26. Funding and salaries; 27. Gender balance; 28. Career development; 29. Value of mobility	2018	RISE	Terms of reference, action plan and activity report of the HRS4R HR Working Group.	The institutional HRS4R model now uses four thematic working groups, pillar integrators, a Steering Committee, regular dashboRISEs and HR Commission participation. This supports the transition from the former HR Working Group, but the replacement decision, appointments and annual work record must be retained internally.	COMPLETED

27	Pillar 4 — Training and career development	Integrate HRS4R work with the Doctorate Council	1. Research freedom; 2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 11. Evaluation/ appraisal systems; 23. Research environment; 28. Career development; 30. Access to career advice; 36. Relation with supervisors; 37. Supervision and managerial duties; 39. Access to research training and continuous development; 40. Supervision	2019	RISE	Documented joint work programme with the Doctorate Council; completed outputs and meeting record.	The doctoral ecosystem includes the Doctorate Council, doctoral-training resources, ReD, the PhD House, myULiège Doctorat and structured induction. The action-specific evidence is the documented joint work programme between the Doctorate Council and the HRS4R governance bodies.	COMPLETED
28	Pillar 1 — Ethical and professional aspects	Update online information on animal ethics	2. Ethical principles; 3. Professional responsibility	1/2022	CEIS	Current institutional online pages on animal welfare, animal experimentation and ethics.	The online information on animal welfare and animal experimentation was revised and published.	COMPLETED
30	Pillar 1 — Ethical and professional aspects	Publish and disseminate institutional guidance on conflicts of interest	2. Ethical principles; 3. Professional responsibility; 4. Professional attitude	2/2021	CEIS	Approved guidance; website and newsletter publication; training and newcomer-session records.	The policy and supporting recommendations were approved and disseminated through the website, research newsletter, training and newcomer sessions.	COMPLETED
31	Pillar 1 — Ethical and professional aspects	Provide annual CEIS reporting to the University authorities	2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 35. Participation in decision-making bodies	1/2022	CEIS	Annual CEIS report approved and received by the University authorities; documented follow-up.	Annual CEIS reporting covers cases, recommendations and follow-up. The most recent approved report and receiving-body minutes should be cited.	COMPLETED

32	Pillar 1 — Ethical and professional aspects	Provide ethics training for new researchers, including use of the ethical checklist	2. Ethical principles; 3. Professional responsibility; 4. Professional attitude; 5. Contractual and legal obligations; 7. Good practice in research; 31. Intellectual Property Rights; 32. Co-authorship; 37. Supervision and managerial duties; 38. Continuing Professional Development; 39. Access to research training and continuous development; 40. Supervision	1/2022	CEIS	Number of sessions and participants; training materials available through a stable institutional repository.	An institutional training pathway for scientific staff includes ethics training and use of the ethical checklist.	COMPLETED
33	Pillar 3 — Working conditions and social security	Gender Equality Plan: normalise and recognise remote working	24. Working conditions; 27. Gender balance; 28. Career development	2021-2022	HRS4R HR WG & HRS4R GEP WG	Implementation report; uptake, benefits and recommendations on remote working.	The Gender Equality Plan identifies the normalisation and recognition of remote work as a work-life-balance priority, building on practices developed during the COVID period. Completion requires the institutional teleworking policy, HR regulations and implementation/evaluation data.	COMPLETED
34	Pillar 3 — Working conditions and social security	Gender Equality Plan: strengthen family-friendly support, especially for international researchers	24. Working conditions; 27. Gender balance; 28. Career development	2/2022	HRS4R GEP WG	Published recommendations and service information; number and profile of researchers supported.	Family-friendly support for international researchers is delivered through the ULiège EURAXESS Centre and welcome resources. Published guidance covers mobility, visas, housing, health care, childcare and schools, language and culture, family accompaniment and departure formalities.	COMPLETED

35	Pillar 3 — Working conditions and social security	Gender Equality Plan: improve gender balance in leadership and decision-making	24. Working conditions; 27. Gender balance; 28. Career development; 38. Continuing Professional Development	2022 to 2024	RISE & HRS4R GEP WG	Number of events, training sessions and participants, disaggregated by relevant career stage and gender.	Leadership development is supported through the Professional Skills for Research Leaders programme and the institutional training catalogue's supervision and leadership theme. The gender-equality framework calls for dedicated support for women researchers; targeted programme, coaching and mentoring records should complete the evidence.	COMPLETED
36	Pillar 2 — Recruitment and selection	Gender Equality Plan: integrate gender and diversity into OTM-R recruitment guidance and templates	12. Recruitment; 13. Recruitment (Code); 14. Selection (Code); 15. Transparency (Code); 16. Judging merit (Code); 17. Variations in the chronological order of CVs (Code); 18. Recognition of mobility experience (Code); 19. Recognition of qualifications (Code); 20. Seniority (Code); 21. Postdoctoral appointments (Code); 27. Gender balance; 28. Career development	2022	HRS4R GEP Working Group + HRS4R HR Working Group	Approved OTM-R guidance and templates integrating gender and diversity requirements.	Gender and diversity are explicitly embedded in the institutional GEP and public recruitment guidance, including bias-awareness resources and inclusive vacancy wording. Current vacancy examples use M/F/X, HRS4R, CoARA and EURAXESS references; approved templates, Gender Office review and compliance monitoring should be retained internally.	COMPLETED
37	Pillar 3 — Working conditions and social security	Gender Equality Plan: improve gender balance in scientific committees for ULiège-supported events	27. Gender balance; 28. Career development; 35. Participation in decision-making bodies	1/2022	RISE & HRS4R GEP WG	Gender composition of scientific committees for ULiège-supported events and change over time.	The published Gender Equality Plan explicitly calls for gender balance to be mandatory in scientific committees when events receive institutional support. Annual equality reporting and event-funding controls should demonstrate	COMPLETED

							implementation and change over time.	
38	Pillar 3 — Working conditions and social security	Gender Equality Plan: provide training on gender, diversity and equality	27. Gender balance	2021 ss	RISE & HRS4R GEP WG	Number and profile of participants; training content; participant feedback.	Gender, diversity and equality training is supported by the institutional GEP, dedicated bias-aware recruitment guidance and the mandatory researcher-training framework. Completion is strengthened by retaining Gender Office session materials, e-learning records and participation data.	COMPLETED
39	Pillar 3 — Working conditions and social security	Gender Equality Plan: prevent gender-based violence and support researchers	3. Professional responsibility; 4. Professional attitude; 23. Research environment; 24. Working conditions; 27. Gender balance	1/2023	HRS4R GEP WG & RPS	Number and profile of researchers supported and sensitised; service and prevention activity record.	The GEP includes measures against gender-based violence and sexual harassment, while institutional pages provide confidential support channels, counsellors and psychologists for harassment, violence and discrimination. The Charter of Ethics reinforces the institutional duty of respect and support; confidential activity data should be reported only in aggregated form.	COMPLETED

Table 3 – Implementation Framework for New and Ongoing Actions

Strategic area	Reference HRS4R action plan since 2011	Action count	Lead	Core outcome	2026	2027	2028	2029	Evidence status	Validation note
Transdisciplinary research and disruptive innovation	Actions 40–42	3	Rectoral Team	Calls, CHU framework and strategic-platform policy	Governance / baseline	Design / pilot	Roll-out / review	—	Baseline located; implementation proof to assemble	Lead, budget, target values and approval route require validation.
Research structures, assessment and support	Actions 43–45	3	Rectoral Team / RISE	Audit, CoARA framework and integrated support network	Governance / baseline	Design / pilot	Roll-out / review	—	Baseline located; implementation proof to assemble	Lead, budget, target values and approval route require validation.
Research influence and impact	Actions 46–47	2	Rectoral Team / RISE / Library	Visibility plan and Open Science/Open Innovation plans	Governance / baseline	Design / pilot	Roll-out / review	—	Baseline located; implementation proof to assemble	Lead, budget, target values and approval route require validation.
Third mission and community engagement	Actions 48–49	2	Rectoral Team	Third-mission framework and public-engagement portfolio	Governance / baseline	Design / pilot	Roll-out / review	—	Baseline located; implementation proof to assemble	Lead, budget, target values and approval route require validation.
Internationalisation and strategic networks	Actions 50–54	5	International Relations	Dashboard, network policies, mobility and Welcome Desk	Governance / baseline	Design / pilot	Roll-out / review	—	Baseline located; implementation proof to assemble	Lead, budget, target values and approval route require validation.
Researcher career frameworks	Action 55	1	Rectoral Team / HR / Legal	FWB legal register and career-reform proposals	Governance / baseline	Design / pilot	Roll-out / review	Policy follow-up	Baseline located; implementation proof to assemble	Legal scope and inter-university mandate require validation.

Table 3 – Implementation Framework for New and Ongoing Actions

Action No	Strategic area	Action	Primary HRS4R Pillars	Status
40	Transdisciplinary research and disruptive innovation	Support the co-construction of transdisciplinary research and innovation projects through specific calls for projects, new evaluation criteria in existing instruments and the creation of transdisciplinary research institutes.	Pillar 3 — Working conditions and research environment	NEW
41	Transdisciplinary research and disruptive innovation	Stimulate research and translational innovation, in particular through closer collaboration with the CHU de Liège and better recognition of its researchers.	Pillar 3 — Working conditions and research environment	NEW
42	Transdisciplinary research and disruptive innovation	Identify and secure strategic technology platforms.	Pillar 3 — Working conditions and research environment	NEW
43	Research structures, assessment and support	Evaluate the internal organisation of research and implement measures to make it more efficient, particularly through simplification and consideration of ordinary research credits.	Pillar 1 — Ethical and professional aspects	NEW
44	Research structures, assessment and support	Define a research evaluation framework consistent with ULiège values and incorporating the recommendations of the Agreement on Reforming Research Assessment (CoARA).	Pillar 2 — Recruitment and selection	NEW
45	Research structures, assessment and support	Develop and expand institutional support for obtaining funding, submitting and managing research projects, including ERC funding, and identifying exploitable research, notably through a local support network.	Pillar 3 — Working conditions and research environment	NEW

46	Research influence and impact	Define and implement an action plan to assert ULiège's scientific identity, strengthen the international reputation of its research and enhance recognition of its researchers, including proactive support for national and international scientific grants and prizes.	Pillar 1 — Ethical and professional aspects	NEW
47	Research influence and impact	Adopt and implement an action plan to achieve the highest standards of Open Science and Open Innovation.	Pillar 1 — Ethical and professional aspects	NEW
48	Third mission and community engagement	Draw up a framework for evaluating services to the community based on a more precise definition of the third mission.	Pillar 1 — Ethical and professional aspects	NEW
49	Third mission and community engagement	Create opportunities to share knowledge and experience with the community, in particular through citizen and participatory science and Arts and Science projects.	Pillar 1 — Ethical and professional aspects	NEW
50	Internationalisation and strategic networks	Build a dynamic international relations dashboard, define priority networks and partners, and develop a support policy including for regional platforms such as Central Africa and North America.	Pillar 3 — Working conditions and research environment	NEW
51	Internationalisation and strategic networks	Strengthen convergence between PACODEL and the NGO Eclasio and the ULiège strategy in a spirit of reciprocity, and redefine relationships with universities in Global South countries.	Pillar 3 — Working conditions and research environment	NEW
52	Internationalisation and strategic networks	Support and make the most of French-speaking university networks for research and teaching.	Pillar 4 — Training and career development	NEW

53	Internationalisation of researchers and supervisors	Build a framework that encourages the internationalisation of scientific and academic staff, including short stays, research internships and support for sabbaticals.	Pillar 4 — Training and career development	NEW
54	Internationalisation of researchers and supervisors	Build structures that make ULiège a Hospitable University, including an International Welcome Desk and Scholars at Risk support.	Pillar 3 — Working conditions and research environment	NEW
55	Researcher career frameworks	Establish, with the other universities of the Wallonia–Brussels Federation, a register of inconsistencies across the four legal texts governing researchers' careers, and formulate proposals to revise career trajectories based on that analysis and identified implementation gaps.	Pillar 3 — Working conditions and research environment	NEW



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