Action description	Responsible	Timeframe	Timeframe revised	Status	indicators	Target	Evaluation 2025
Ethical and Professional aspects							
Popularization of research-STEM: Developing a website and visitors center 'VITOpolis' that brings the VITO research to the broad public. For specific research topics, chosen to cover all research themes at VITO, a module will be developed (movie, theoretical background and teacher material). The modules will be put available online and through a visit program in the VITOpolis center. Schools and their teachers are targeted as main users and visitors but the content will be open for the broad public.	Communi-cation team	Q3/2021 -Q2/2025		Completed	new modules visitors in VITOpolis center website visitors	20 new modules over 4 years 1000 visitors/year	The visitor centre originally focussed on geothermal energy is since 2021 expanded with extra modules related to sustainable transition. This center yearly welcomes many school-going youth in interactive sessions. In 2023 additionally the concept of a traveling training center was develop and also named 'VITOPOLIS'. VITOpolis is an interactive pop-up expo where VITO showcases sustainable technologies to the general public. It will serve as an inspiring experiential center where we connect people of all ages with VITO. Initially, we are targeting Flemish cities with over 35,000 inhabitants. Young people can experiment with technology, while adults can learn about sustainable technology and get answers to questions about topics like sustainable energy and materials. In 2024 VITOPolis was launched in Hasselt and has since then moved to 5 cities. Different interactive modules were developed for the pop up such as circular economy, housing, waste, fashion, water.. modules are finalised between 2021 and 2024 but in the new traveling training center no money is available for further development of modules. Visitors : 2022-260; 2023-1700; 2024-1244 and 8 Modules developed
Pilot: Translation of SCI-paper in a communication for the broad public. Every quarter an SCI paper published in that quarter will be selected for translation into a popular article for broad dissemination. The article will be promoted through the VITO social media channels targeting at pick up by different press channels. After the trial it will be evaluated if the effort is worthwhile to continue.	Communi-cation team	Q3/2021 -Q2/2023		Completed	number of SCI publications popularised press attention (print and online): number of articles	1 publication/Q	The pilot was unsuccessful mainly because the paper usually appears a long time after the research has been concluded and the researchers are no longer interested in popular communication because it is no longer relevant. Therefor this action was stopped and the communication team was asked to look for alternative ways of convincing researchers to communicate to the broader public, earlier in the research process. Since the reorganisation the communication team works with dedicated 'Business Partners' for each unit resulting in better understanding of the opportunities for popular communication. The business partner now encourage the researchers to communicate about their research. These are brought to the general public in social media campaigns (LinkedIn) and this has proven to be a successful way of science dissemination.
Data management 1:The development of a template for a **Data Management Plan** that will be integrated in an online tool to facilitate the setting up of a datamanagement plan for all research projects at VITO. The introduction of the mandatory definition of a project DMP as a first step at the start of a new project will be facilitated by an awareness campaign and training. Based on the DMP research data will be easier to find and to open for all researchers.	RD&V	Q2 2021- Q4 2022	Q2 2021- Q4 2023	Completed	% of projects with a DMP available	30% of new funded SBO projects in 2023 DMP template available in Q4 2021 awareness campaing in Q1 2022-Q4 2022	The DMP template is completed and available in dmp-online.be. Due to the reorganisation the maintenance of the template is now with the Data and Analytics competence Center, since 1ste of Januari 2025. They are having the task to further deploy DMPOnline.be in the organisation as part of the VITO wide research data management strategy. Based upon the FOSB KPI's DMP (reporting period 2025- based upon data from 2024) we have 73% of SBR funded by Flemish Funding agency. We are on track for the growth path to go to 100% in 2027 (see OneNote)
Data management 2: VITO wants to make all internal (research) data FAIR for its own researchers and gain experience for later opening up research data and results externally. Voogle (a search engine based on an internal knowledge graph), an approach which allows to make sets of structured and unstructured information stored in different places and in different formats searchable on the same platform, will be developed through a set of pilot projects. The findings in the these projects will be the base for defining indicators to monitor if data are FAIR and defining the best way of working to make VITO data FAIR.	RD&V	Q1 2021-Q 4 2024		Completed	indicators to measure 'FAIR' to be developed and defined during the pilot projects	2 pilotprojects/year procedures and guidelines developed during the pilot projects	Based upon the feedback from VITO researchers engaged in the Voogle pilot projects and because of the technological evolution of Microsoft solutions, VITO shifted from developing Voogle to leveraging Microsoft Office's cross-platform search capabilities, which now provide a more integrated and scalable solution. Implementing the Voogle-pilots triggered the launch of a broader Data Governance program initiative. Within the Data Governance program, ICT is leading the Data Foundation to manage master data effectively. Meanwhile, the data and analytics team is leading the MIMIR (data lake) data platform that supports FAIR research data management through advanced metadata, access control, and standardized formats, enabling internal data reuse and preparing datasets for future open access. The MIMIR platform is developed together with VITO researchers that were looking how to store and share their research data on a FAIR way.
Data management 3: Development of a data management policy: a steering group 'Data management' will be established bringing together different stakeholders . They will starting from the legal framework open data and based on the findings in the pilotprojects define a VITO data management policy, as open as possible as closed an necessary.	RD&V	Q3 2021-Q2 2023	Q3 2021-Q4 2023	Completed		Data management policy available on the intraweb	We have worked together with consultance from MAdison Partners around Data Governance to make a DG programma and roadmap. As a supporting group it was difficult to bring toegether all involved and the decision taking process was slow because of unclear responsibilities. To make progress and deciontaking faster, the reorganisation 2024 foresees in a Digital and Data Steering comitee, (bringing together all involged parties in a structured way), which serves as a steering group for all those programmes and roadmaps. Research units are represented in this steering group. Action progress was made and follow actions were transferred to the Digital and Data Steering comitee
Set up a campaign to increase the number of open access SCI papers including awareness raising actions, defining easy procedures and guidelines to assist researchers in publishing open access, reallocating the budget for access to journals to open access publishing.	RD&V	Q1 2022-Q 4 2022	Q1 2022-Q 4 2023	Completed	% of SCI papers that is open access	VITO procedure for open access publishing available on intraweb 80% open access SCI papers end 2023	In 2022, after consultation with the legal department , a procedure was introduced supporting VITO researchers to open their author accepted manuscript (AAM) without embargo via their personal webpage. Researchers were invited on regular bases by email to follow the procedure,lateron this procedure was automated. In 2024 an online dashboard of the Scientific output was developped showing on a monthly base the share of open access papers. The automation of the invitation procedure resulted in the targeted high share of open access papers for overall VITO Indicator: +-80% OA end 2024
Recruitment (OTM-R)							
Implementation of a new R&S tool that is more user-friendly and will support the ambition of giving timely feedback to all applicants.	HR	Q1 2021-Q3 2021	Q1 2021-Q4 2022	Completed	new R&S tool % of applicants that gets feedback	new tool in use for all vacancies Q3 2021 100% applicants get feedback	A new Recruitment & Selection tool was introduced in 2021 and became fully operational in 2022. The focus was on supporting hiring managers through maximum automation in candidate evaluation and invitation processes. This applied to various vacancy types, including research positions and PhD opportunities. Key Achievements: enhanced automation reduced administrative workload for hiring managers & improved feedback functionalities ensured that 100% of candidates received feedback at the closure of the hiring process, significantly improving candidate experience and transparency.
Implementation of the Postdoc policy into practical arrangements and raising awareness of the policy existence on the one hand to reach the VITO KPI PhD/Postdocs (keep level of PhD, increase in Postdoc) and on the other hand to ensure correct application of the policy.	HR	Q3 2021-Q4 2022		Completed	VITO KPI PhD/postdocs	KPI4 VITO targets	Since the management contract with the government emphasizes the importance of Postdocs , the Postdoc KPI is monitored on a quartal base and an automatic Postdoc KPI report was developed in 2023 that could be consulted online by the managers. The information on the intraweb was updated with the new KPI information. Central support was organised for reaching the targeted Postdoc numbers in two ways. On the one hand a structured and highly supported process for finding candidates and writing proposals for MSCA fellowships and on the other hand setting up a collaboration with the Flemish funding agency resulting in VITO-FWO Postdoc mandates cofunded by VITO. In the new management agreement 2024, Postdocs are no longer included in the KPI. Indicators: in 2023 the KPI-target of 15% PPhDs and postdocs was met. Postdoc number increased from 2021 32 to2024 59
For the newly developed onboarding app, the scope broadening to all starters at VITO regardless of their statute will be evaluated per target group (PhD, Postdoc and guest researchers,...). Moreover hierarchy and mentors will get a dedicated role in using the app for supporting and guiding the starters.	HR	Q1 2022-Q4 2022	Q1 2022-Q1 2023	Completed	employee onboarding experience (questionnaire in the tool)	Evaluation finished in 2022 App available for decided targetgroups 2023	The scope of the onboarding app was broadened to include PhD researchers, as they represent a significant share of VITO's population and have a long engagement period (4 years). Specific PhD-related information and templates were designed at the end of 2022 and implemented for all PhD researchers starting after 1 December 2022. Adjustments were made based on user feedback to enhance relevance and usability. The app includes questions about experiences during hiring and onboarding. Feedback is monitored for every targetgroup and evaluated every six months and is mainly positive, indicating strong alignment with candidate expectations and onboarding quality.
Today only the managers have been certified for OTM-R recruitment. To reach all people involved in selection, the course will be set up as an e-learning allowing for flexible organization.	HR	Q3 2021-Q4 2021	Q3 2021-Q4 2022	Completed	Launch of D/E version of the e-learning tool	e-learning tool available from January 2022	The e-learning tool was launched but we noticed that we didn't receive the response we had wished for. We want to revise this tool (and approach) in the next period. Included as a new action
New: Due to the increasing interest among our researchers in collaborating with guest researchers—especially from international and often non-European institutions—such partnerships offer significant potential to strengthen the research within our units. To address the growing complexity and the involvement of various parties, we have decided to optimize and clearly outline the process for deploying guest researchers. The goal is to ensure the process is transparent, well-documented, swift, and efficient, while meeting all legal requirements and preconditions.	Scientific Relations coordinator	Q2 2023-Q4 2024	Q2 2023-Q2 2025	Completed	number of guestresearchers	Proces described on Channel V 2023 and evaluation effectivness end 2024	The process for having guest researchers is online sind 13/12/2023. It focusses on hands-on information for the research teams that want to invite guest researchers. An easy to complete standard guest researcher agreement was developped. An evaluation of the proces beginning 2025 lead to an update of the process with extra information about the requirements for gues tresearchers from non EEA countries and a standardised form for initiating the process. Indicator guest researchers: 2023-20, 2024-27

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Working conditions							
To continue our endeavor to integrate the Charter and Code survey in the existing regular surveys the FIT&VITO-wellbeing survey will be evaluated and changed to include all relevant HR related working conditions C&C items and to allow for separate evaluation of the 'researchers' input. The ultimate goal is that each C&C item is covered in one of the regular VITO surveys. Normally the surveys are organized in intervals of years. For the 'wellness'-related surveys, shorter and more regular questionnaires will be organized as pulse checks.	HR	Q2 2022-Q4 2022	Q2 2022-Q3 2023	Completed	external benchmark scores participation % researchers	all C&C working condition items monitored regularly in the FIT@VITO survey Results: for VITO research community = of > external benchmark	We organised an extensive survey in 2022 and a pulse-check in 2024. In both years we've received positive results from our research community. In 2024 we had a VITO participation rate of 77%. For our research community had a very strong net promoter score of 14 (external reference group: -27.7). We measured 7 indicators. 3 of those indicators had a more positive score than the external reference group = engagement, organisational commitment and harassment (lower score than ext. group). 3 of them had a similar score: job satisfaction, loyalty and burn-out. There was one indicator that had a more negative score: stress. Follow-up actions were defined and executed.
Based on the Covid 19 experience the organization of work/the VITO way of working will be reviewed and adapted to guarantee optimal productivity in balance with wellbeing and sustainability while guaranteeing an innovation and creativity stimulating environment. A workgroup with representation of all 'work related' stakeholders (including management and researcher representatives) will collaborate to formulate the vision on the future way of working and define the policy and the action plan to implement this vision. The following themes will be handled: Bricks (design and organization of the VITO buildings and workspace), Behavior (time and place independent work, the impact on performance evaluation, sustainable mobility, policy), Bytes (the digital supporting framework) and Business (performance and output of VITO).	HR	Q3 2021-Q2 2022		Completed	**Bricks:** office space ready for activity based working **Bytes:** 365 implemented, mobile applications **Behaviour:** wellbeing survey results, training organized **Business:** VITO KPIs Number of people on site	action plan ready Q2 2022 VITO KPIs	Between 2022 and 2023, VITO introduced Activity-Based Working (ABW) as part of its organizational modernization strategy. A dedicated working group deifined the original objectives—flexibility, efficiency, and employee well-being—and reviewed the policies needed to support these goals. The group highlighted that ABW promotes autonomy and enriches job roles, while also helping to maintain a healthy balance between workload and motivation. Management, teams, and unions all actively participated in developing framework agreements and company policies to ensure transparency and fairness. Team agreements under ABW were established to lay a strong foundation for collaboration and to encourage clear diary management. Selected offices and laboratories were adapted to align with ABW principles. According to the FIT@VITO surveys, which monitor ongoing challenges, ABW is widely regarded as a successful step toward creating a more agile and sustainable work environment.
Further elaborate the 'Diversity and inclusivity' policy with special attention to Gender equality as required for Horizon Europe participation. The action will focus on researchers and research. The first purpose is to identify and eliminate any stereotype, role, attitude and/or barrier that hinders researchers from accessing and developing themselves at any job post in conditions of equality. Typical research related activities such as authoring and project involvement and management will be analyzed. The second purpose is to adapt the process of project development to ensure awareness for the gender dimension.	HR and RD&V	Q3 2021-Q4 2022		Completed	indicators to be developed/decided in the action plan	gender equality in typical research activities (such as publishing, project management, …)	In 2021 a GEP was explicitly defined focusing in the first three years on creating awareness, monitoring the relevant figures in this contexts and integrating the awareness for gender in research and in general in the relevant internal business processes and meetings. 2 dashboards were developed: the diversity HR dashboard in 2022 and the Gender in Research dashboard in 2023, allowing close and continuous follow up of the gender aspects at VITO. The dashboards and actions are since 2022 evaluated and reported yearly. (vito.be/en/aboutvito/diversity-and-inclusion)
Training and development							
Implementation of the' Digital fit' program to bring all VITO employees up to an appropriate "digital savvy" level by: - organizing training related to digital competences for dedicated target (management, ICT, R&D, support) groups based on a detailed assessment of the digital development needs -stimulating all employees to further (self-)develop their digital competences In a yearly review of the program and new digital learning needs, new actions (training, awareness campaigns,…) will be defined. In 2021-2022 we will have a focus on management development, digital support (for management assistants) and the introduction of learning platforms (mainly for R&D & ICT).	HR	Q1 2021- Q4 2024		Completed	the number of courses organized/offered related to digital competences	digital competences learning platform available for ICT Q3/2021 digital competences learning platform available for R&D Q1/2022 yearly review plan (+ actions)	We've introduced a digital competence learning platform for our IT community : PluralSight (everyone can ask for a license). Next to that we also introduced a digital competences learning platform for our R&D community: DataCamp (everyone automatically has access to this platform). We also organize several in-house and external trainings related to digital competences. F.e. trainings in 2025: GIt, python for numerical computing, infographics, data visualisation, AI for science communication,…)
Install specific formats and actions to support the career development of young researchers with short term contracts (including PhDs and Postdocs) to stimulate flow towards (Belgian) industry after their period as a VITO employee. The career guidance and development programs will be promoted and they will be invited to participate in specific Learning & Development programs to support this action.	HR and PhD program coordinator	Q4 2022-Q2 2023	Q1 2023-Q4 2023	Completed	- Number of participants in (career) development initiatives - Number of employees leaving VITO who start in (Belgian) industry	Plan in place Q1 2023	Because of changing priorities no specific courses were started. A PhD event on networking is foreseen during the PhD time and for Postdocs it is foreseen that they can for 20% of the time work on contract work for companies to get in contact with typical industrial work. In general dedicated HR Business Partners were allocated per unit to support the first line management in their role of advisor for the staff.
Systematic identification of key researchers with critical experience and knowledge that should be transferred to other researchers to safeguard VITO's overall knowledgebase. Integration of the succession planning format that was developed as a former HR Excellence-action plan in the process of the Development and Performance management cycle of VITO.	HR	Q3 2023-Q4 2023		Completed	Number of researchers with critical knowledge and experience identified. Yearly "succession" review by the VITO management.	all units have critical researchers identified end 2023	Due to channge in priorities and later change of the organisation structure this action was postponed. We've started this process and will focus on this in the period 2025-2030.
Establishing and implementing a process for off-boarding in case of temporary employment contracts aiming for timely and effective knowledge transfer from the leaving employee to other researchers and the organization.	HR and RD&V	Q4 2022- Q1 2023	Q1 2023- Q3 2023	Completed	process defined and implemented	30/03/2023	The off boarding process was analysed by the HR and a 'end of term' template mail was designed to inform all involved timely about the ending contract and to ask for action. The R&D supporting teams mappedd the needs and barriers concerning knowledge trasfer from the leaving employee to other researchers and the organization. The next step discussing this further with the business did not take place because it was deemed not necessary/less prioritised by the business . The action was stopped.