

Action description	Responsible	Timeframe	Status	Indicators	Target	Status end 2025
Ethical and Professional aspects						
As ethical questions and concerns became significantly more complex and prevalent during 2023–2024, it became evident that researchers required clearer guidance for conducting ethical research. In response, a decision was made to establish an ethics committee tasked with developing a more explicit ethics framework for VITO researchers, aiming to provide transparent guidelines and support for ethical research practices.	Corporate Research	Q2 2024-Q42026	ongoing	number of CESI consultation number of CESI advises	Ethics committee established Policy available on Channel V about international collaboration, dual use and AI	September 2024 an ethics committee was established with the 'mandate' helping to shape VITO's "Ethics" framework and, on the other hand, serving as an escalation point for questions related to ethical research conduct. Their role is to advise the leadership team who in turn make subsequent decisions. As a first priority they had to focus on 'international projects and partnerships', 'dual use', and 'trustworthy AI'. Different meetings were organised since the start resulting in different advises to the help the VITO management to take decisions and to define concrete policies. Treated subjects so far were the VITO policy on international collaborations, collaboration with Israel, dual use and involvement in defense research, ethical AI use resulting in 3 CESI advises.
Developing initiatives to encourage VITO employees to develop and validate their own ideas in a structured, supportive environment. Its key goals include: 1. Stimulating bottom-up innovation across all departments and empowering employees to explore ideas with real impact, regardless of their role 2. Providing tools and support such as: A physical toolbox with gadgets and the Kickbox guide. Allocated time and budget to work on ideas, approved by PM and management Individual coaching throughout the process.	Corporate Valorisation	Q1 2023-Q4 2027	ongoing	number of ideas submitted through Kickbox. Number of advanced idea development stages	5 ideas per year submitted through Kickbox. Minimum 10 ideas further developed per year,	The Kickbox program was officially launched on September 24th, 2024, with a call for ideas during a lunchtalk presentation organized by the Young Advisory Board (YAB) and the Venturing. Tools and support are guaranteed such as: A physical toolbox with gadgets and the Kickbox guide 1; Allocated time and budget to work on ideas and individual coaching throughout the process 1. The first Kickbox round received ten idea submissions, each eligible for a so-called RedBox—the advanced phase of the Kickbox innovation track 1. The second call was launched July 2025 and will be open until end of October
The PhD process currently requires substantial time commitments from both VITO supervisors and the evaluation jury, while also causing significant stress for PhD researchers—a concern frequently raised by the PhD committee representing all PhD-researchers. Recognizing these challenges, the PhD journey will undergo evaluation and revision, focusing specifically on the selection process and evaluation cycle. The primary goals are to recruit outstanding candidates and provide them with the necessary support to excel in their PhD studies, all while ensuring the approach is both cost-effective and efficient.	PhD program coordinator	Q4 2025-Q3 2026	ongoing	KPI PhD promotions; PhD success rate and time between start and promotion	PhD success rate 80%; PhD finalisation average 4,5 year	A first evaluation of the current process was made and the highlights of a new approach presented to and approved by the extended directors team.
Recruitment (OTM-R)						
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-Q2 2025	Finalised	number of guest researchers	Process described on Channel V 2023 and evaluation effectiveness end 2024	The process for attracting guest researchers is online since 13/12/2023. It focuses on hands-on information for the research teams that want to invite guest researchers. An easy to complete standard guest researcher agreement was developed. An evaluation of the process beginning 2025 lead to an update of the process with extra information about the requirements for guest researchers from non EEA countries and a standardised form
Because of the importance of open, transparent and meritbased recruitment we will revise OTM-R policy yearly	HC	yearly	ongoing		yearly small review ; 2030 big revision, new OTM-R policy documents	
Revise our e-learning module for training of our researchers who are involved in recruitment	HC	Q4 2025-Q4 2027	ongoing		100% of our involved researchers are trained	
Working conditions						
FIT@VITO: The FIT@VITO program (which is a well-established term in VITO for Wellbeing) has the ambition to invest more actively in supporting, appreciating and stimulating our Visioneers so they can grow, remain resilient and foster their ambition to shape the world of tomorrow. In 2026-2028 we want to make a step-up within this program by: Reinforcing the program-approach on this topic. Optimizing the survey approach & tooling where necessary - esp. in the after-care towards Leadership and teams to ensure effective actions. This tool will play a key role in providing info on focus topics (campaigns). 2026-campaign: deep-diving into the topic of workload & work pressure (root causes & mitigating actions) Overall enabling Leadership more to play their role towards their teams (eg dealing with change & resistance, ...)	HC	Q1 2026-Q3 2028	to start	Clear and well-founded FIT@VITO framework Reinforced after-care of the survey results in the teams Workload & work pressure: identify the top 3 of root causes VITO-wide inc mitigating actions	Every part of framework can be linked with specific actions / processes Min 1x/y review of actions per team Agreed top 3 of root causes 2026 implemented 1 in 2026, 2 in 2028 Follow-up in 2028 more positive result stress (workload / pressure)	
Revise and organise the research oriented survey to check how researchers perceive their research environment and the compliance with the charter . Define actions based on the outcome.	Corporate Research	Q2 2026-Q22027	to start	% of survey participants scoring of the items		
Training and development						
Leadership is an essential pillar to drive VITO's results forward. They (should) inspire & motivate teams, deliver results, navigate change, and create a culture of accountability and innovation. In that way they help people being resilient and have an important impact on the Wellbeing and professional happiness of our Visioneers. The involvement and development of our (future) Leadership is therefore essential to more grip, growth & glow – and to act as 1 team. We want to launch a Visioneers in Leadership program : VITO Compass, Onboarding Package & Development Program (current, new & future leaders)	HC	Q1 2026 - Q2 2027	to start	VIT Compass in practice Leadership development program Onboarding package	Compass integrated in at least 2 areas (f.e. L&D) 10 microlearnings/podcasts organised in 2026 New onboarding program launched	
We want to make learning even more accessible, measurable and impactful for our researchers. We want to combine didactic expertise with smart technology and innovative learning methods to help employees grow in a way that suits them.	HC	Q4 2025 - Q2 2026	to start	implement a Learning platform with a divers catalogus for our employees (anytime, anywhere,...)	Implemented platform Q1 2027 Review of use / progress in platform Q1-Q1 2027	Preparations for the platform are started.