



TECNALIA RDI Policy

M05.5.4 v6 February 2022

General Direction



TECNALIA's R&D&I policy.

1. Coherence with the mission.

TECNALIA is a private foundation, recognised by the Ministry of Science, Innovation and Universities of the Spanish Government and the Department of Economic Development and Infrastructures of the Basque Government as a Technology and Technological Innovation Support Centre.

TECNALIA's mission is to "transform technological research into prosperity", i.e. to transform technology into economic development and prosperity to improve people's quality of life, developing environmentally friendly activities, contributing to sustainable development objectives and creating business opportunities for companies. True to this mission, TECNALIA promotes and prioritises its own R&D&I and that of its clients in the target Transversal Fields of Action (TFAs), with innovation as a differential factor of competitiveness.

2. Alignment with the R&D&I strategy, with a focus on TFAs

The TECNALIA 2024 strategy establishes the Transversal Fields of Action (TFAs) on which R&D&I will be prioritised: Advanced Manufacturing, Urban Ecosystem, Energy Transition, Sustainable Mobility, Health and Digital Transformation. (See Figure 1).

R&D&I in the TFAs will be carried out, in accordance with the Basque Government's guidelines for Technology Centres, with an appropriate mix of fundamental research, industrial and experimental development activities (in their approximation: 10%, 60% and 30% respectively), so that knowledge and technological assets can be developed with the collaboration of other agents in open innovation mode and in coherence with our mission. These technologies will be raised to higher levels of technological development (Technology Readiness Levels or TRLs) using experimental and semi-industrial prototypes that help reduce technological and market risk for better transfer to customers.

3. Aligned with the RIS3 strategy for research and innovation for smart specialisation.

Practically all R&D&I (over 90%) will be carried out in the strategic priorities of smart specialisation RIS3 Euskadi¹, which are clean energy, smart industry and personalised health. The objectives set for R&D&I will be directly related to the scorecard for Multi-focused Technology Centres of the Emaitek plus Programme of the Basque Government's Department of Economic Development and Infrastructures.

These R&D&I objectives refer to the generation of knowledge and technologies with sufficient novelty and inventive activity to be translated into patent applications and capture of value through their exploitation or transfer, doctoral theses, scientific publications of impact, creation of companies, employment and wealth through them, transfer of R&D&I results to companies, training of researchers and their transfer to the productive sector, contracting of international cooperative projects from the European

¹ Research and Innovation Strategy for Smart Specialisation: [RIS 3 Euskadi](#)

Commission. All of this in collaboration with other agents of the RVCTI (Basque Science, Technology and Innovation Network) and companies.

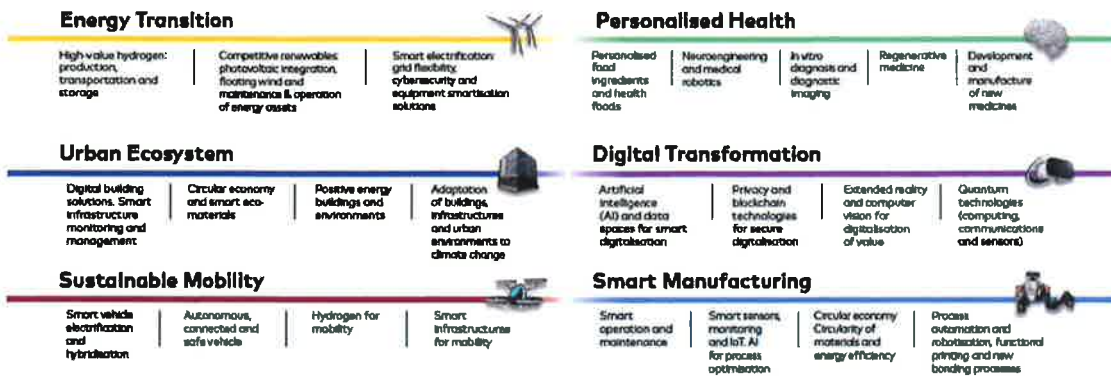


Figure 1. The 6 Transversal Fields of Action on which TECNALIA's R&D&I will be carried out, associated with: the urban ecosystem, energy transition, advanced manufacturing, sustainable mobility and health, all in a world undergoing a profound digital transformation.

4. Open innovation and partnerships

All innovative organisations have turned to open innovation as a means of improving their innovation capacity in the face of accelerating technological change and global market competitiveness. Few companies and technology centres today rely solely on internal R&D&I capacity to develop innovations and accelerate their innovation processes through collaboration.

TECNALIA, among other reasons, adopts open innovation as a means of:

- Shortening the time to market for your innovations
- Finding and accessing new technologies
- Access additional talent and skills, including intellectual and industrial property.
- Accessing new innovation opportunities and ideas for their realisation
- reduce development costs and risks
- Accessing channels to new markets

The decision to develop R&D&I in an open innovation model will depend on factors such as: the criticality of the technology to be developed, the control over the IP developed, the risk involved in its development, the internal capacity for technological absorption, the existence of suitable alliances, etc. Open innovation can occur at any point in the R&D&I process: from the identification of an opportunity, the development of R&D&I projects or during the search for ways to exploit IP assets.

In order to facilitate the establishment of strategic innovation alliances, the standard UNE-EN ISO 56003:2021 - Innovation management. Tools and methods for innovation partnership. Guidance (ISO 56003:2019).

5. Organised to maximise the creation, capture and transfer of value

To enable greater efficiency in the creation, capture and transfer of value from R&D&I carried out with public funds, TECNALIA has an R&D&I Management Unit and TECNALIA Ventures. The aim of TECNALIA Ventures is to be a catalyst and accelerator of the creation of value associated with the technological assets developed

in TECNALIA, in order to maximise returns through the process of transfer and creation of technology-based companies.

TECNALIA's R&D&I Management Unit is made up of a Corporate Technology Directorate, which reports to the Technology Directorates in each of TECNALIA's Operating Units. This Technological Directorate will ensure that the activities necessary for the R&D&I management system are established, implemented and maintained, will report to Management on the performance of the R&D&I management system and any need for improvement detected, and will promote awareness of innovation activities at all levels. Additionally, it will ensure the specialisation of key transversal technologies (KETs) or sectoral technologies (TEs) and prioritisation of its lines of research in response to the transversal fields of action (TFAs) defined in TECNALIA's strategy; it will promote relevant technological excellence, and will help to efficiently manage the investment of its own R&D&I funds and the portfolio of R&D&I projects, by means of the technology platforms, which will give rise to valorisable technological knowledge and industrial property technological assets.

6. Supported by a team of people with a solid organisational culture and scientific-technological excellence.

- An Organisational Culture based on ATTITUDES with a clear vision of permanence, and already consolidated; Dare; Always Create Something New; Be Free, Be Responsible; Be Consistent; Put yourself in the Customer's shoes with a LEADERSHIP MODEL deployed that has defined the behaviours that TECNALIA needs from its Leaders.
- With tools to help you achieve the professional and personal goals of your entire team of people.
- And with participation and internal communication as the main means for its consolidation.

7. R&D&I policy that respects ethical and sustainability principles

All TECNALIA's R&D&I will be carried out in accordance with applicable national, EU and international legislation, respecting ethical principles and responsible research (RCR).

TECNALIA will develop its R&D&I activities in accordance with its mission and with the aim of achieving the greatest possible impact with useful and tangible solutions, with not only economic benefits for companies, but also with positive effects for society and the environment. R&D&I activities should therefore contribute to the benchmark targets of the Basque Government's 2030 Agenda for Sustainable Development (ODS).

8. According to UNE 166002 and ISO 56002 standards.

TECNALIA will develop R&D&I activities within an R&D&I Management System in accordance with the UNE 166002 and ISO 56002 standards, based on the R&D&I Policy established by the General Management, and presented here, with a commitment to comply with the relevant applicable requirements and review the achievement of objectives, establishing improvement plans where necessary. All this according to a "Plan - Do - Check - Act" cycle for the continuous improvement of the R&D&I management system.

9. R&D&I policy that takes into account the principles of innovation management.

TECNALIA's R&D&I Policy takes into account and is based on the 8 principles of innovation management, in accordance with the ISO 56000 standard (2020):

1. Generating and capturing value, both economic and non-economic, with an impact on our customers and stakeholders.
2. With leaders at all levels of the organisation focused on the future.
3. With a strategic direction of innovation activities.
4. With a strong culture of innovation.
5. Leveraging knowledge, from internal and external sources, to build innovative ideas in response to identified opportunities.
6. With appropriate management of uncertainties and risks.
7. Constantly adapting to maximise innovation capabilities.
8. With a focus on systems with interrelated and interacting elements for innovation management, evaluation and continuous improvement.

10. Policy Framework, Communication and Review

The R&D&I Policy is a reference and framework for specific policies that are documented for other processes and activities of the R&D&I Management System:

- Strategic Intelligence and Surveillance Policy
- Knowledge Management Policy
- Publications Policy
- Industrial Property Policy

This R&D&I Policy is communicated, disseminated within TECNALIA and made available to all interested parties. The Policy is reviewed annually for continuous adaptation by TECNALIA's General Management.

Signed:



Mr Jesús VALERO

Managing Director TECNALIA

Change control

Date	Rev.	Modified pages/apps	Modifications
June 2016	0		Initial version
March 2017	1		Including continuous improvement and stakeholders in the principles underpinning the policy
March 2020	2		Including policy areas, reference to ISO 56002 standard
February 2021	3	The whole document	The document in its entirety, including as fundamental changes the new mission of Tecnalía, the focus on R&D&I through the TFAs, and the guide on the 8 principles of innovation management.
May 2021	4	Paragraph 7	A paragraph is added to include the respect of R&D&I activities for the principles of ethics, responsibility in research and contribution to sustainable development objectives.
June 2021	5	Current paragraph 6 Paragraph 10	A paragraph is added to further develop the principle of R&D&I culture.
February 2022	6		General Review