



Innovation Policy

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General Direction



TECNALIA's Innovation 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 develops 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 with a prioritisation strategy centred on Strategic Focus Areas.

2. Alignment with the Innovation strategy

R&D&I in the TFAs (See **Figure 1**) 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.

TECNALIA's 2025-2027 strategy establishes the Strategic Focus Areas, areas with a recognised degree of excellence or with the aspiration to achieve it, which combine technologies, people and infrastructures and on which a significant part of R&D&I will be focused: (See **Figure 2**).



Our scopes of action are aligned with the sustainable development goals (SDG)

With a multi-sectoral and multi-technological perspective, we listen and work with companies to respond to the major global challenges.

In this way, we are able to generate profit for companies and create value for society.

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Figure 1: The 7 Transversal Areas of Action - ATFA, and TECNALIA's main R+D+i commitments.

Excellence-based Strategic Focus Areas

These **strategic areas** have been chosen due to their value and market potential. Based on them, we seek to find **new solutions to the current strategic needs of companies and society** and to **anticipate** those of the future.

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FLEXIBLE AUTOMATION (incl. Robotics)	CARBON CAPTURE UTILISATION & STORAGE (CCUS)		CYBERSECURITY
SMART GRIDS	FIRE SAFETY	HYDROGEN GENERATION, DISTRIBUTION, STORAGE AND USES	ADVANCED INTERACTION (incl. Human Machine Interaction or HMI)
	LOW ALTITUDE ECONOMY (incl. Urban Air Mobility or UAM)	MANUFACTURING PROCESSES AND MATERIALS FOR CRITICAL INFRASTRUCTURES (incl. Big Science, Aerospace & Defence)	SMART MEDICAL DEVICES
SMART MONITORING (incl. Sensors)	SMART CONSTRUCTION		TECHNOLOGIES FOR THE DEVELOPMENT AND MANUFACTURING OF MEDICINAL PRODUCTS

Figure 2. The 13 Strategic Focus Areas in which to prioritize our R&D&I to respond to the country's major challenges and maximize impact

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 Industry, Energy Transition and Sustainability.

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

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.

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

- 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 Innovation process: from the identification of an opportunity, the development of R&D&I projects or during the search for ways to exploit IP assets.

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



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 the Ventures function.

The aim of 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 Innovation management system are established, implemented and maintained, will report to Management on the performance of the system and any need for improvement detected, and will promote awareness of innovation activities at all levels.

Additionally, it will ensure the specialisation of critical technologies and prioritisation of its lines of research in response to the Strategic Focus Areas; 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 VALUES formulated as follows: We are a team of people who behave HONESTLY, TRANSPARENTLY, and COHERENTLY, in line with our Organisation's VALUES, creating an environment of TRUST both inside and outside of TECNALIA:

- Customer.
- Collaboration.
- Commitment to society.
- Excellent.
- Innovation.

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. Innovation 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.

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 EN ISO 56001 standard.

TECNALIA will develop R&D&I activities within an Innovation Management System in accordance with the UNE EN ISO 56001 standard, based on the Innovation 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 Innovation management system.

9. Policy Framework, Communication and Review

The Innovation Policy is a reference and framework for other policies that are documented for other processes and activities of the Innovation Management System:

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

This 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