

# A programme for Vicomtech

## For a shared future

This is a historic moment for all of us who are part of this centre. For the first time in its **25-year history**, Vicomtech employees will have the opportunity to exercise our right to vote to elect our **representatives**.

This is undoubtedly excellent news. Given the growth and importance our centre has achieved, it was essential to have a professional and solid **two-way communication channel** that would serve as a bridge between the staff and the centre. This milestone has been made possible thanks to the momentum of the LAB candidacy, which today presents this programme to you, with the firm conviction that democratic representation is the basis for building a more fair and participatory work environment.

From this candidacy, we have one clear certainty: **Vicomtech's most valuable asset is its people**. Beyond the servers, patents, or buildings, the true excellence of the centre lies in the talent, dedication, and creativity of those who comprise it. Therefore, we consider it a priority to take care of this human capital, addressing your concerns, aspirations, and well-being at work. We are convinced that a happy, listened to and valued workforce has a direct impact on the quality of research and the overall success of our organisation.

In this regard, we are particularly concerned about the **growing difficulty in attracting and retaining established talent**. In a sector as competitive as ours, we cannot afford to lose the knowledge and experience that has taken so much effort to cultivate. If we are unable to offer conditions that motivate the best professionals to stay with us, the excellence that defines Vicomtech and our ability to execute cutting-edge projects will be compromised.

Our proposal is born out of a **constructive and dialogue-oriented spirit**. We are here to propose improvements that benefit all parties. We want to work to transform the concerns of the workforce into real solutions, ensuring that Vicomtech remains a leading example in technology, but also an example of workplace wellbeing and professional respect. We believe that the time has come to take this step together. We are here to improve things, with transparency and commitment, to ensure that the future of Vicomtech is as bright as the talent of the people who make it possible.

However, we are aware that the value of these proposals is demonstrated in **dialogue with management**, a process that we approach with the utmost seriousness and professional rigour. In order to transform these ideas into realities that benefit us all, it is essential to have broad and **solid support from the workforce**. That is why **your vote is key**: majority support gives us the **legitimacy we need** to represent your interests more clearly and ensure that the voice of the workers is heard and valued in the future of our centre. We are convinced that this will also ensure that the centre continues to maintain the **excellence** that characterises it.

The logo for LAB, consisting of the letters 'LAB' in a bold, red, sans-serif font. The letter 'A' is stylized with a horizontal bar that extends to the left, creating a unique graphic element.

For this project to succeed, we are clear that **the most important thing is and always will be to listen to people**, and that is the **non-negotiable commitment** made by the members of this candidacy who are elected. It is the intention of this candidacy to maintain channels of communication with workers, through the recently inaugurated notice board, as well as communications and workers' meetings. The measures detailed below are not an exhaustive list, but rather a small representative sample of the complaints and concerns that you have conveyed to us in our 'shared coffees'.

## Block 1 Salaries and Professional Career

**Strategic Pillars: Predictability and Transparency, because your future cannot be unknown**

For a centre of excellence to function, its professionals need to know what to expect from their career and their pay. We do not want arbitrariness or opacity; we want a transparent system based on clear rules and defined horizons.

### 1. Salary Predictability: Restoring Certainty

The economic stability of the workforce depends on agreements and economic cycles being respected. Looking ahead to 2026, we understand that it is important for salary policy to follow the rules established up to that point and for the following measures, which have been blocked, to be implemented as soon as possible:

Unblocking the CPI clause: Immediate recovery of the salary increase for 2026 and retroactive payment of arrears. Inflation cannot continue to erode our purchasing power due to a lack of political decision-making.

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**Guarantee of bonuses and promotions:** Commitments made must be fulfilled. We call for the unblocking of agreed bonuses and promotions to restore confidence in internal processes.

### 2. Salary transparency and objective scales

In the era of transparent AI, we cannot allow our remuneration to depend on a 'black box'.

**Audit of the Decision-Making System (AI):** With the August 2026 regulations coming into force, we want to take advantage of this to increase transparency, and we believe that an audit of the salary increase algorithm is necessary. A 'high-risk' system requires strict monitoring. Furthermore, according to the AI Act itself, a system such as this requires transparency and communication with staff.

**Salaries by Category and Transparency:** Implementation of public salary tables by level. We need measurable criteria (seniority, project management, training) to know exactly how

to progress within the centre, eliminating the current lack of transparency. Other centres such as Tekniker, Azti, Ceit and Tecnalia have a clearer and more transparent salary policy than ours.

### **3. Data-based Salary Policies: Science applied to our remuneration**

In a centre like ours, where data analysis is the driving force behind our activity, salary policy cannot be an exception. We are not asking for improvements based on perceptions, but on evidence.

**Analysis and Legal Transparency:** According to Royal Decree 902/2020, of 13 October, on equal pay between women and men, employee representatives have access to the Remuneration Register. The Remuneration Register is a mandatory document in which the company breaks down the average and median values of the salaries, bonuses and allowances of its workforce, grouped by professional category and gender, to ensure transparency and equal pay. Making use of the Committee's right to access remuneration records in accordance with current regulations, we will carry out an analytical and exhaustive analysis of the workforce's salary data.

**Benchmarking with the BRTA Environment:** Based on the remuneration analysis, we will use objective indicators and comparisons (such as LKS salary reports) to measure our actual situation compared to other centres in the Basque Science, Technology and Innovation Network (BRTA).

**Trend towards convergence and competitiveness in the market:** If the data detects significant gaps or differences with respect to the market and centres in our same category, we will propose a clear roadmap to close that gap in the medium term and guarantee the economic viability of the centre. We will offer sustainable and viable solutions that harmonise our salary competitiveness with the technical excellence we provide. Based on these principles, data-driven negotiations will be proposed for the salary policies to be applied from 2027 onwards.

### **4. Professional Career: Commitment and Agility in Promotions**

We want a system where meeting objectives guarantees professional progress without unjustified delays.

**Commitment to Promotion by Milestones:** Meeting the established criteria should result in effective promotion within a limited time frame. We must avoid situations where, after achieving their objectives, professionals remain stuck in their previous category due to a lack of automation. Thus, at Vicomtech, there have been situations where G4s have presented their doctorates, and we understand that this is not an ideal situation and that it should change. We also believe that these promotions, whether to pure categories (Gs or Ss) or to positions within the department (line leader, laboratory leader), should have a defined remuneration benefit in line with the responsibilities they entail, and that this should be transparent and clear before accessing the position.

On the other hand, we welcome the segmentation of the current categories that was recently announced by management. We believe that the previous categories were too broad and could cause staff to become discouraged by milestones that did not offer immediate promotion. We believe it is necessary to work along these lines and would like to help define these new subcategories.

**Efficiency in 360 Evaluation:** Transfer of evaluations to the first quarter of the year. The aim is for recognition of work done and new challenges to have a real impact in the same financial year, eliminating the current two-year gap. In addition, we will study and propose improvements to this performance evaluation system so that it is not only an evaluation tool or a means of obtaining 'bonuses', but also a useful tool for aligning the interests of the centre with those of its employees.

**Clarification and Transparency in Staff Transfers:** The transfer of talent to Basque companies is a strategic indicator for Vicomtech, but it should not be an unexpected burden for professionals. We call for transparency from the moment of hiring: we believe that any expectation of transfer to a company should be clearly communicated during the selection process. This responsibility should not fall on the employee unexpectedly. In this regard, we propose conducting a comparative analysis (benchmarking) to analyse how other technology centres in our environment manage this indicator in order to adopt best practices, ensuring that the importance that management attaches to this KPI translates into a real support strategy, and not just an execution metric.

## **5. Definition and Development of Professional Careers in Staff**

Vicomtech's growth has been particularly notable in the areas of management and support (Staff), but this growth has not been accompanied by a clear definition of their roles and professional future.

**Job Description and Responsibilities Manual:** It is necessary to put an end to this lack of definition. We propose clearly documenting the duties of each staff position to avoid the assumption of unexpected tasks and ensure that each professional knows what is expected of their role.

**Design of a Specific Professional Career:** Although, like researchers, they are associated with a specific category (S), staff members must have a career progression path, with transparent promotion criteria linked to experience and continuous training.

## **6. Time for Training and 'Personal R&D'**

For Vicomtech to remain at the forefront, training must be an investment within the working day, not an activity for free time.

**Training hours allowance:** We propose that each professional be allocated a guaranteed number of hours per year within the working day for self-training, seminars or research into new technologies not strictly related to the current project.

## Block 2 Transfer to MUBIL and Working Conditions

### *Ensuring our quality of life in the new location*

The transfer to the new MUBIL headquarters represents a structural change that should not result in a loss of rights or well-being for the workforce. The Committee must play an active role in planning to mitigate any negative impact on flexibility and travel times. **We believe that such a significant change requires an agreement between the centre and the Workers' Legal Representatives** to mitigate any adverse effects it may have.

#### **1. Protection of Flexibility and Time for colleagues transferred to Mubil**

The change of location cannot be an excuse to take a step backwards in terms of work-life balance and working conditions.

**Maintenance of conditions:** We will negotiate to ensure that the current flexible working hours are respected and adapted, if necessary, to the new logistical realities of the centre.

**Compensation for relocation:** We believe that in certain cases, the compensatory measures set out in Article 46 of the Collective Agreement may be applied to mitigate the damage resulting from the change of workplace.

#### **2. Efficient Mobility Solutions for Mubil**

We want to get to work comfortably, economically and sustainably.

**Own or Shared Shuttles:** We propose that Vicomtech, either individually or in collaboration with the other centres that make up MUBIL, provide staff with a **company bus service (shuttle)** connecting strategic points with the new headquarters.

**Institutional Pressure for Public Transport:** As part of a strategic technology hub, the centre must exert pressure, together with other entities, on the Provincial Council and the relevant institutions. The aim is to guarantee a stable, accessible public transport network (buses, frequencies and access) that is tailored to the needs of the hundreds of workers in the area.

## Block 3 Work Conditions

### *Cutting-edge professionals, conditions to match*

We believe it is important for the centre to recognise effort and talent and provide the right conditions and necessary means to develop them effectively. This block focuses on improvements relating to the conditions in which Vicomtech employees carry out their work.

#### **1. Assessment of working time: Travel and allowances**

We believe that the commitment of staff when travelling should be recognised and adequately compensated.

**Travel and Time Management Policy:** We propose regulating the time spent travelling outside working hours so that it is fairly compensated, respecting rest time. To this end, we will analyse how other centres in our environment deal with this issue, analyse the current model and propose changes and improvements for Vicomtech staff affected by work travel

**Update of allowances:** After seven years without change, we propose a review of the amounts to bring them into line with current market prices, ensuring that they adequately cover accommodation and subsistence costs.

## **2. Use of laptops or desktops available to employees**

Currently, non-senior profiles (<G2) do not have personal corporate laptops, which means they have to rely on those available in meeting rooms and department laptops, which in some cases have proven to be insufficient. In addition, there are certain professional profiles that have to travel to clients on a weekly basis, and this sometimes involves the purchase of separate equipment, using the project budget. We believe it would be more efficient to allow laptops to be used as workstations in these cases. Furthermore, in the cases mentioned above, this would reduce costs (one piece of equipment instead of two) and the number of hours spent preparing laptops for external meetings.

## **3. Workplace Well-being and Burnout Prevention**

Caring for the emotional well-being of staff is essential to prevent mental overload or burnout in the workplace, especially in situations with prolonged peaks of work, constant interruptions and a lack of recovery time.

**Adequate spaces for concentration and recovery:** Ensure that there are quiet work areas, with reduced stimuli and no interruptions, where any employee can go to concentrate or recharge their energy in moments of burnout.

**Periodic workload review:** Establish, together with DAREs and managers, simple reviews of workload and capacity in different teams and projects to detect peaks and imbalances in time.

**Implementation and monitoring of the Psychosocial Risk Protocol:** For this type of case, the law establishes a Psychosocial Risk Protocol. We will collaborate in drafting this protocol, focusing on the prevention and detection of these types of risks and ensuring its effective compliance.

# **Block 4 Flexibility, Work-Life Balance**

*Towards a working environment that respects personal life*



For Vicomtech to remain a centre of excellence, we must offer an environment capable of attracting and retaining the best professionals. Flexibility is not only a right, it is a competitive advantage that improves well-being and productivity.

## **1. Teleworking as a driver of wellbeing and competitiveness**

The aim is to move towards a model with a greater presence of remote working to improve work-life balance and facilitate the recruitment of talent, especially in a sector as dynamic as ours.

**Extension to 6 days at no cost to the centre:** We propose extending the number of teleworking days per month from 4 to 6. This measure is easy to implement and costs Vicomtech nothing, as it remains within the legal limit of 30% (Law 10/2021), avoiding additional costs while substantially improving the quality of life of the workforce. It would bring us into line with the practices of other centres in our environment that already successfully apply this flexibility.

**Evaluation of teleworking for staff:** We request a technical analysis of staff tasks to identify which functions can be performed remotely. The aim is to evaluate a teleworking model that improves the quality of life of these professionals without compromising the service provided to the research departments. Depending on the department and the roles, a shift system could be established to ensure that there is always someone available at the centre for certain functions.

## **2. Holiday flexibility and days off**

We welcome the adoption of the third day off this year, which has led to a real improvement in our rest time. We believe this is the right path to take and propose to continue along this line of autonomy:

**‘Freeing up’ Easter Tuesday:** This holiday is traditional at Vicomtech due to Article 35 of the Collective Agreement, which establishes that there are six days off during Holy Week. However, the same article provides for the possibility of modifying these conditions by agreement with the workers' legal representatives. We propose replacing this fixed holiday with an additional day of holiday of our choice. We believe this is an excellent example of how to give professionals greater flexibility to organise their personal time according to their needs, without affecting the agreed annual working hours.

**Rest periods comparable to holidays for multi-year students:** One of the figures that exists at Vicomtech is that of the student affiliated with EAFIT or other universities who accompanies us during their doctoral process for several years. These students are in a complicated situation, as they receive a scholarship that barely covers their living and housing expenses in Donostia. In addition, they are not entitled to holidays, as they do not have an employment contract, and when they request a period of rest, they are advised to take ‘unpaid leave’. We believe that they should be entitled to periods of rest comparable to employment holidays, as they objectively have difficult conditions, thousands of kilometres from their homes, and we do not believe it is appropriate to push them to ‘suspend’ their remuneration in order to obtain this period of rest.



### **3. Equity in Maternity and Paternity**

We are committed to ensuring that the exercise of care rights is a natural and transparent process, without impacting on career progression.

**Uniform Evaluation Criteria:** We propose that paid leave be treated with the same criteria as sick leave in the 360 evaluation, ensuring fair weighting. We also believe it is necessary to establish clear guidelines for flexible working hours for returning to work, facilitating a balanced transition for all parties.

### **4. Right to Real Digital Disconnection**

It is essential that the line between work and personal life is not blurred.

**Disconnection Protocol:** We are committed to an agreement that guarantees the right not to respond to communications (emails, Teams) outside working hours, weekends or holidays.

**Culture of Efficient Meetings:** Establish 'meeting-free' time slots to encourage concentration and reduce digital fatigue.