

Strategic Plan

2025-2028



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IKERBASQUE – Basque Foundation for Science



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Science is much more than a tool for understanding the world; it is an engine of progress, an inexhaustible source of solutions and an inspiration for those of us who dream of a better future. In this context, our Strategic Plan is more than a document: it is a statement of purpose, a roadmap that reflects our determination to address humanity's great challenges through knowledge, innovation and collaboration.

That is why our commitment is not only to generate discoveries, but also to ensure that they have a significant and positive impact on society.

This plan seeks to align our efforts with the needs of the Basque Country and the world as a whole, promoting interdisciplinarity, sustainability and inclusion as fundamental pillars.

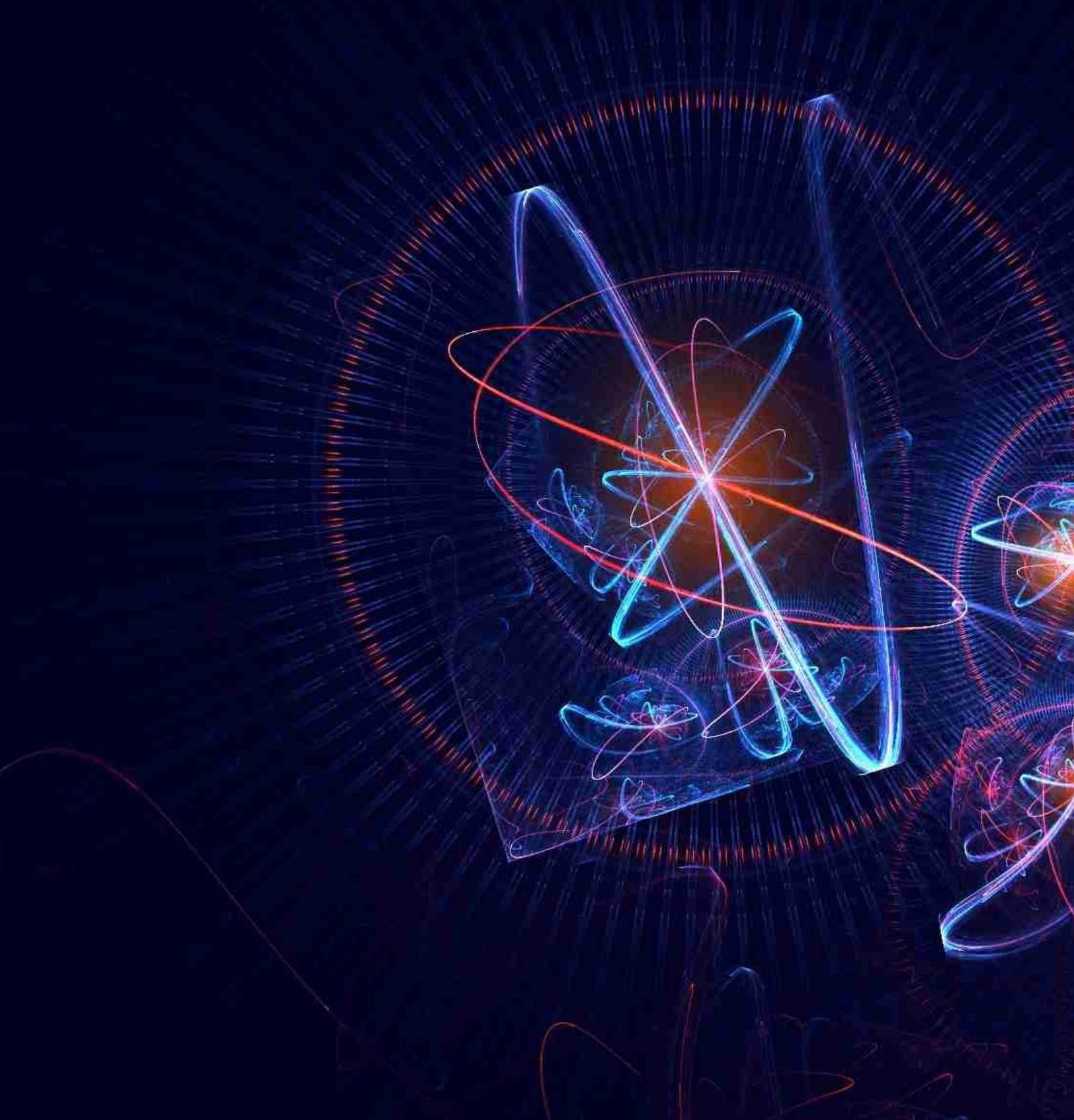
The road ahead is challenging, but at Ikerbasque we are committed to transforming ideas into realities, and realities into a legacy that will inspire future generations.





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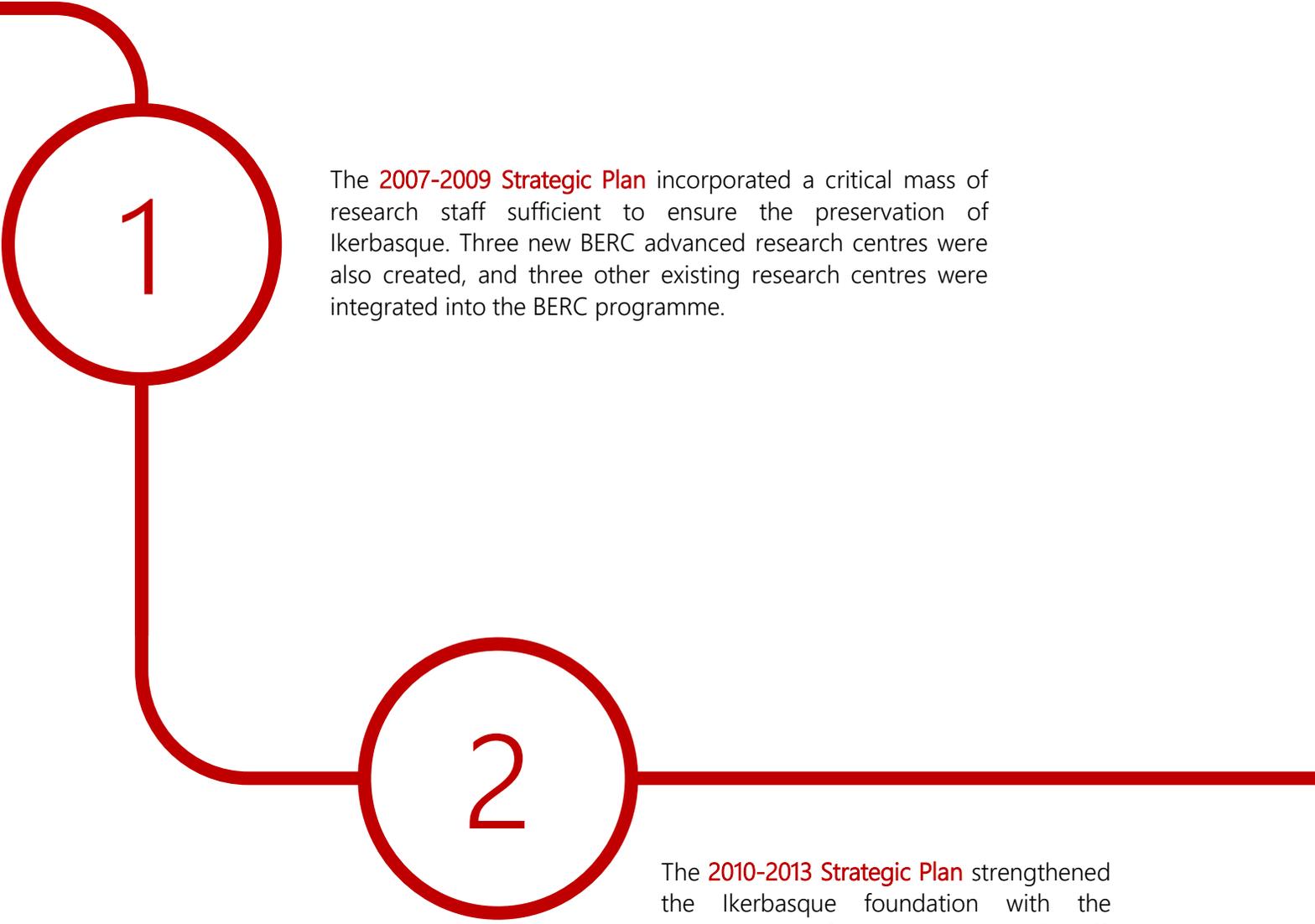


1. INTRODUCTION



Ikerbasque was created in 2007 by the Basque Government to contribute to the development of scientific research through the attraction of outstanding research staff and the recovery of scientific talent in the Basque Country.

In order to respond to these challenges, our activity has been guided by five strategic plans:



1

The **2007-2009 Strategic Plan** incorporated a critical mass of research staff sufficient to ensure the preservation of Ikerbasque. Three new BERC advanced research centres were also created, and three other existing research centres were integrated into the BERC programme.

2

The **2010-2013 Strategic Plan** strengthened the Ikerbasque foundation with the incorporation of new senior research staff, and the Research Fellow call was launched. In addition, 3 new BERC research centres were created.

The **2014-2017 Strategic Plan** managed to maintain the essential calls in a context of economic limitations. In addition, the figure of Research Associate was created to reinforce the Research Fellows.

3

The **2018-2021 Strategic Plan** positioned Ikerbasque as a scientific benchmark for attracting talent in Spain with nearly 300 outstanding researchers. The BERC centres promoted by Ikerbasque obtained accreditation and state funding for excellence.

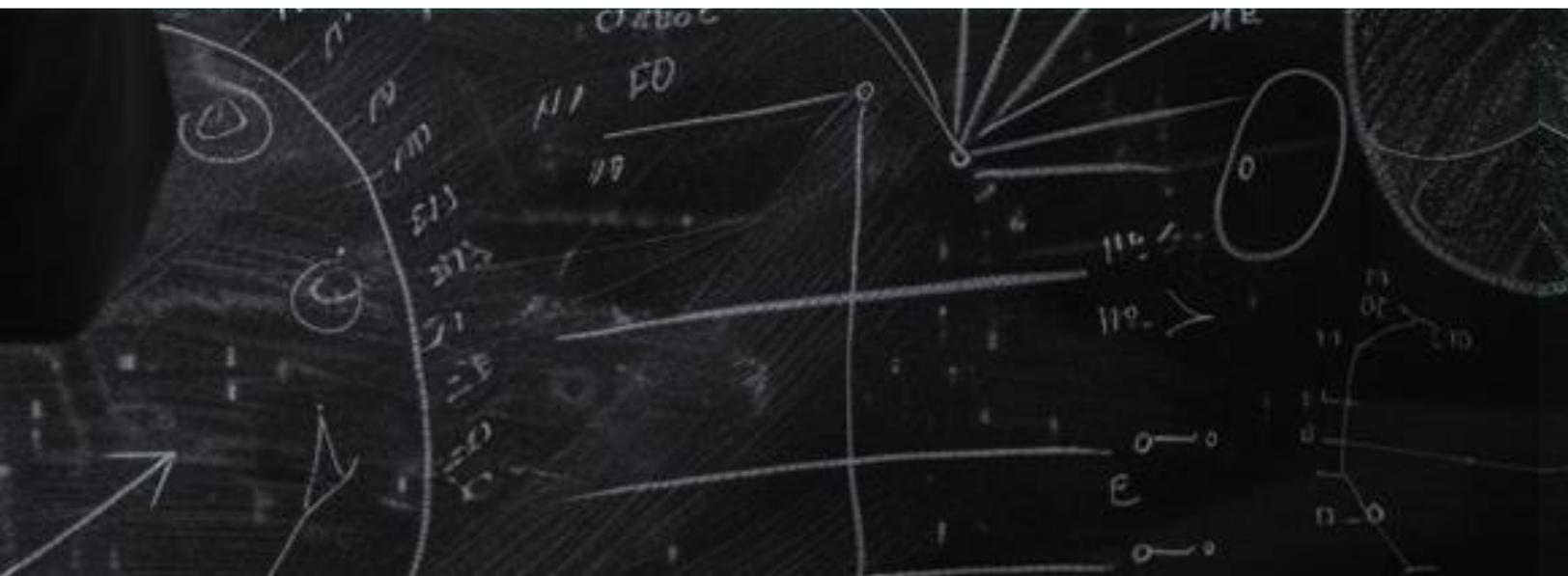
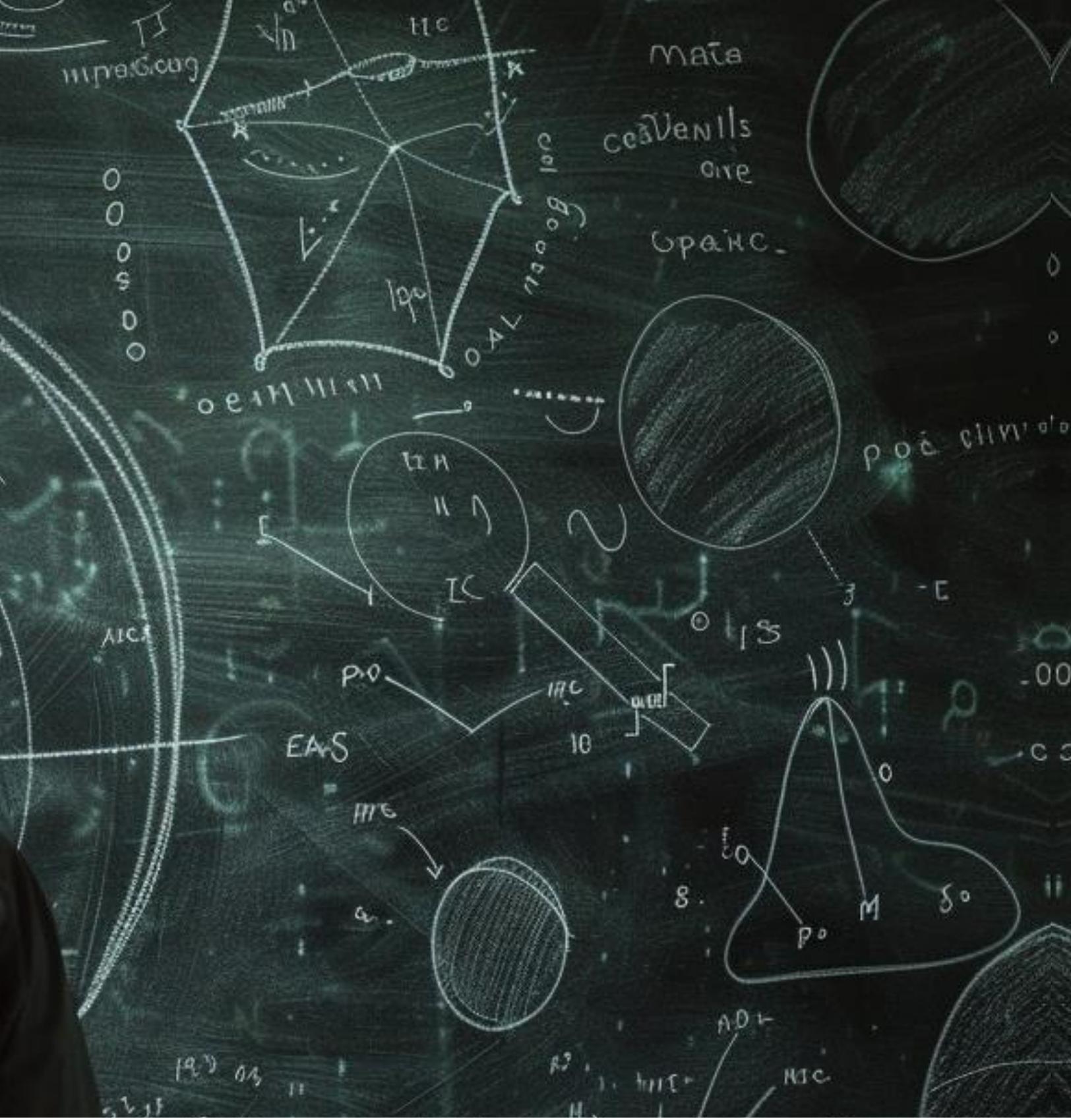
4

The **2021-2024 Strategic Plan** strengthened Ikerbasque's position as an international scientific benchmark, reaching 400 top-level researchers. Ikerbasque also pushed forward projects of strategic interest for science in the Basque Country: BasQ, IKUR, BIHAR Donosti, Linker and more.

5



2. PREPARATION OF THE PLAN



Ikerbasque's new Strategic Plan for the period 2025-2028 has been developed through a participatory process of strategic reflection, in which all our stakeholders have actively collaborated. This approach seeks to respond effectively to their needs, with special attention to the agents that make up the Basque Science System.



Summer 2024

Preliminary Phase

- Definition of the participatory process of strategic reflection and of the stakeholders
- Comparative analysis of the strategic plans of other scientific institutions

Sept-Nov 2024

Analysis

- External analysis with stakeholder participation
- Internal analysis of Ikerbasque: self-assessment, risk analysis, performance analysis
- Strategic reflection: Mission, Vision, Values and CSFs
- Development and definition of the Strategic Objectives, lines of action and BSC



Dec 2024

Verification and approval

- Draft of the 2025-2028 Strategic Plan
- Presentation and approval of the draft by the Executive Committee
- Review of contributions from the Executive Committee and the Governing Board
- Final draft of the 2025-2028 Strategic Plan
- Final approval by the Governing Board

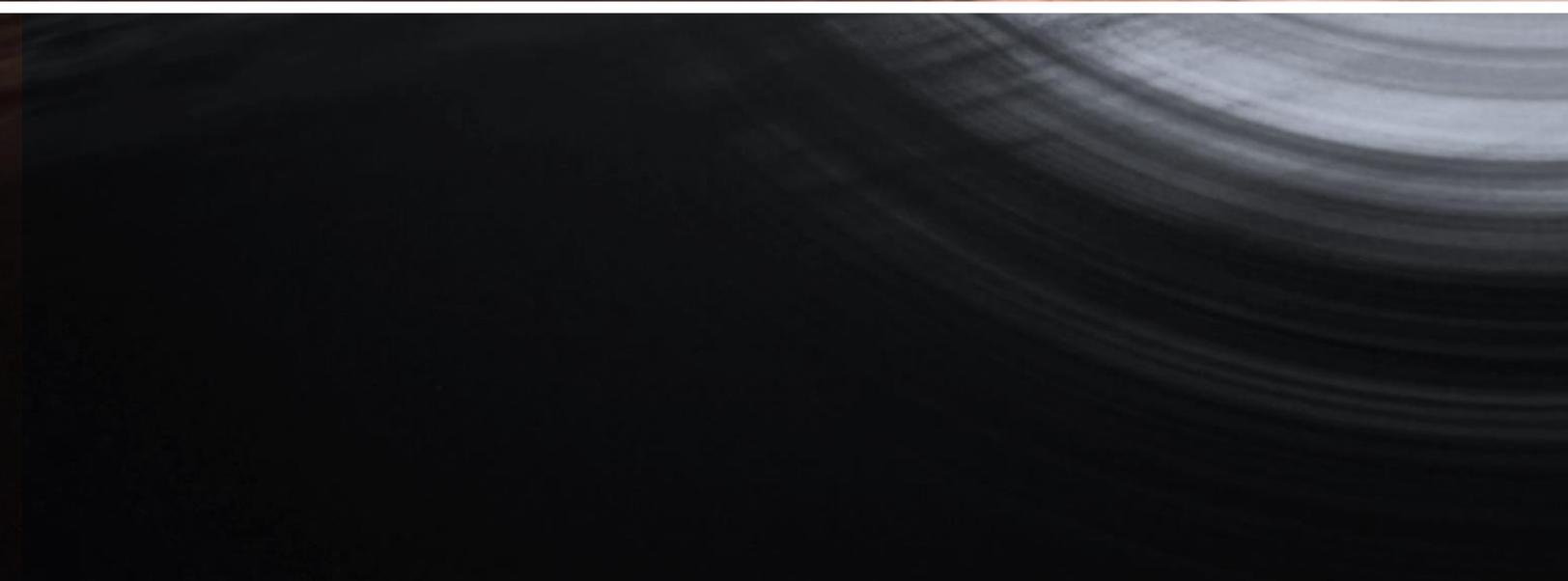
2025-2028

Deployment and monitoring

- Communication of the Strategic Plan 2025-2028 to the stakeholders
- Annual monitoring and evaluation of indicators
- Communication of the achieved results



3. EXTERNAL ANALYSIS





In developing the Strategic Plan, an analysis of our environment has been carried out to identify and understand the trends in Science, both globally and regionally, in order to have a context which will allow us to better define the role that Ikerbasque can play in the coming years.

3.1. GLOBAL TRENDS

Scientific advances provide answers to the social, economic and environmental challenges facing humanity. This scientific progress presents global trends that are worth knowing about:

3.1.1. Growing areas of research and development

Although there are countless areas of research, the following are some of the fields that are gaining relevance, either for their disruptive capacity or for their potential to improve people's quality of life:

- **Artificial Intelligence (AI)** is transforming science by offering advanced tools to speed up processes and solve complex problems. This is opening up new possibilities in a variety of fields, allowing scientists to tackle problems that would be inaccessible without such technology.
- **Quantum technology** represents a paradigm shift, with the potential to transform entire industries and address global problems in innovative ways. However, it is still in early stages of development and requires major breakthroughs to reach its full potential.
- **Personalised medicine** research focuses on identifying and understanding how genetic, molecular, environmental and lifestyle variations influence health and disease. This approach seeks to develop treatments, diagnostics and preventive strategies tailored to the unique characteristics of each patient, optimising clinical efficacy and reducing risks.
- Research in **renewable energy** and **sustainability** explores strategies and technologies to produce, store and use energy and material resources cleanly and efficiently, minimising the environmental impact of our society.
- **Materials science** research studies and develops new materials with advanced properties to improve technologies in energy, health, electronics and more. It is crucial for innovating sustainable solutions, creating more efficient and durable products, and addressing global challenges.
- There is a growing importance of **interdisciplinary approaches** in research that combine knowledge from different scientific fields to address complex global challenges.

3.1.2. Decentralisation of Global Leadership in Science

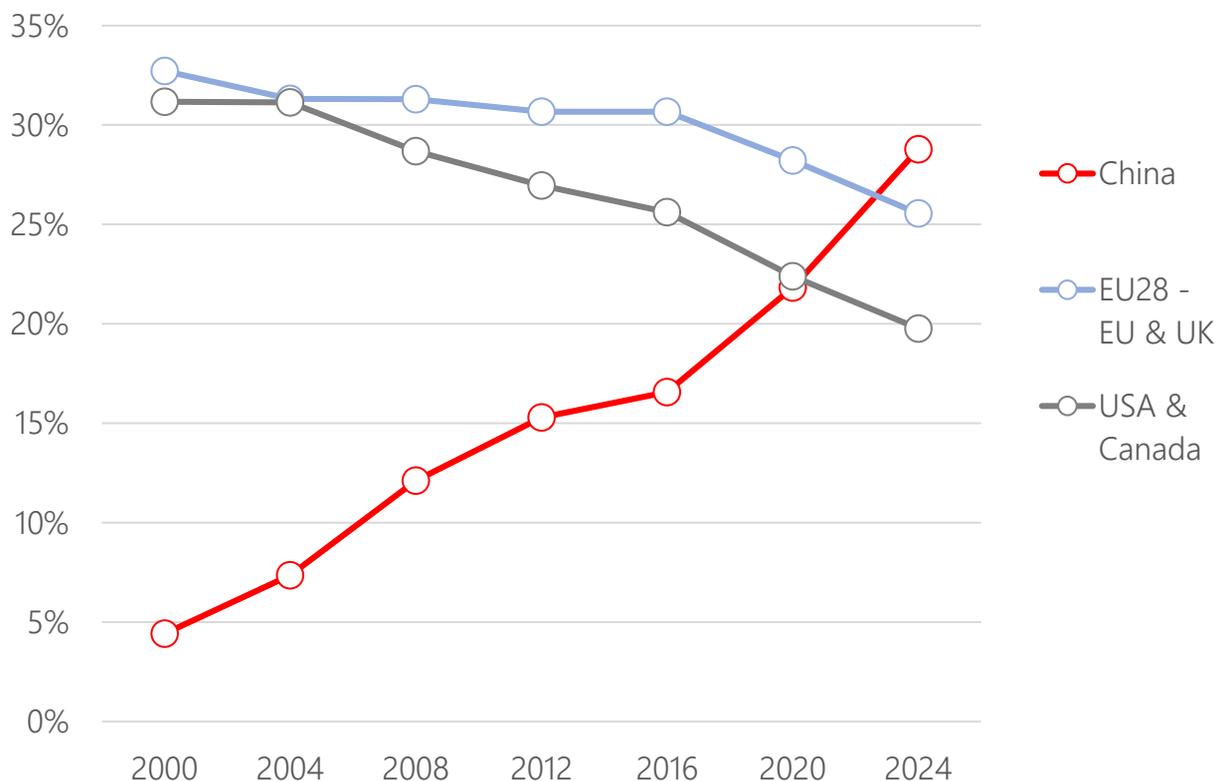
For the past centuries Europe, North America (USA and Canada) and Japan have led the world in scientific progress. However, with the development of emerging countries, the global balance in science has shifted.

While Europe and North America still account for more than 25% and 20% of global output respectively in 2024, their share is decreasing in favour of emerging countries. The implication is that the world's scientific output is becoming increasingly distributed.

As an example of the growing importance of emerging countries, it is worth noting that in 2020 China had already become the leading country in absolute scientific production, and in 2024 it accounted for 30% of the world's scientific production. This upward trend can also be seen, to a lesser extent, in India, Latin America, the Middle East and Southeast Asian countries, and contrasts with the declining dominance of Western countries (Figure 01).

Share of total global scientific output.

Figure 01 • Source: SciVal

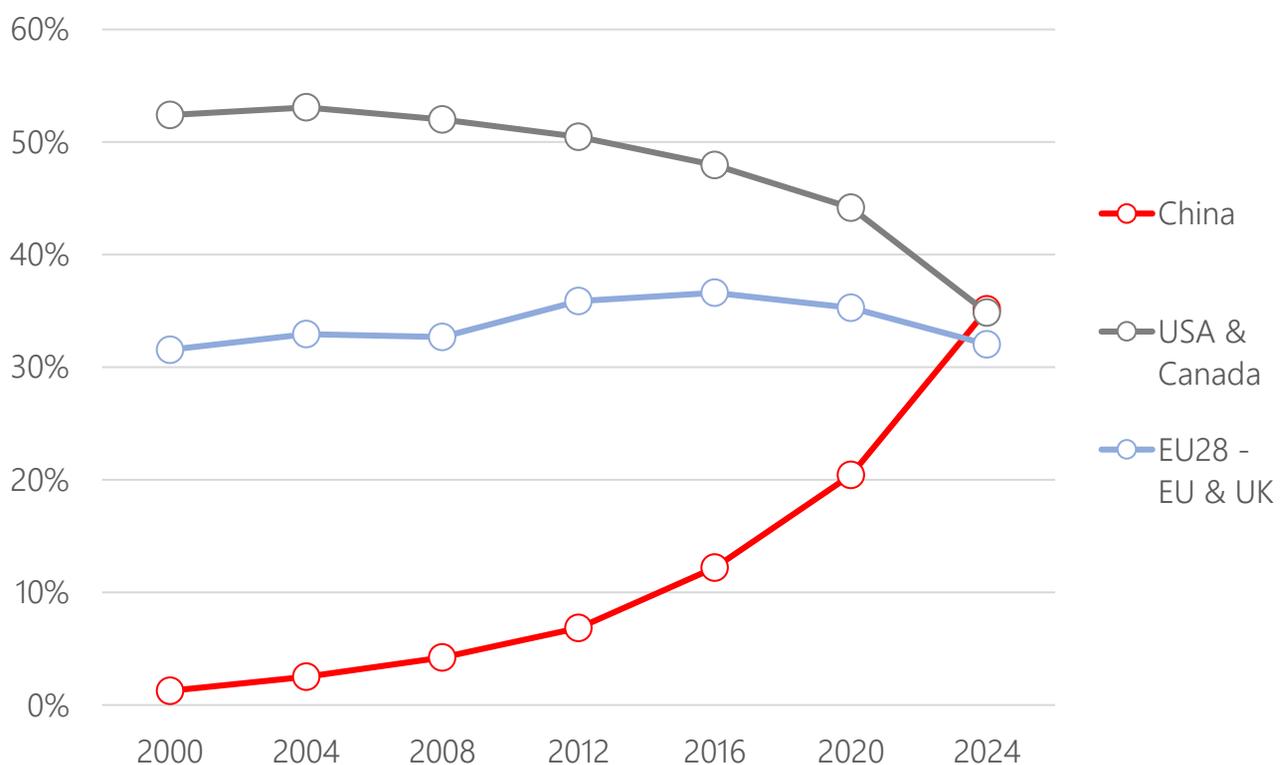


In terms of top-quality output, that is, scientific output published in the top 1% of the world's top-ranked scientific journals, China became the most prolific country by 2024, accounting for 35% of the world's top-ranked papers (Figure 02).

Moreover, China's exponential growth contrasts with the stagnation in Europe or even the decline in the US and Canada in recent decades, raising the possibility that this gap could be even wider in the near future.

Participation in the world's top-ranked scientific output (1%) according to Scimago Journal Rank (SJR).

Figure 02 • Source: SciVal



3.1.3. Psychological well-being in the science sector

Mental health in science is a topic of increasing relevance, as researchers and science professionals face great pressures that can affect their psychological well-being, such as high competitiveness, job uncertainty, long working hours, tight deadlines and the need to constantly publish high-quality results.

Prioritising mental health in science is not only essential for individual well-being, but also to ensure the productivity, creativity and sustainability of scientific careers.

3.1.4. Scientific dissemination

The dissemination of science and bringing science closer to society is essential for the linking of scientific knowledge with the needs and interests of the public. This benefits both individuals and the communities and institutions that represent them,

- facilitating the understanding of scientific advances and demonstrating their relevance
- promoting confidence in science and scientists as reliable sources of information
- strengthening evidence-based decision-making, both at the individual and collective level
- fostering critical thinking, which contributes to combating misinformation and prejudice, and promoting more responsible citizenship
- inspiring scientific interest and vocations, not only to ensure a new generation of researchers and professionals committed to innovation, but also to enrich the diversity of perspectives and approaches in science

In short, bringing science closer to society is a fundamental pillar for building a more equitable, sustainable and knowledge-based future.

3.1.5. Evaluation process of scientific output

The evaluation of scientific output has evolved significantly in recent years.

Traditionally, it has been based on quantitative metrics mainly because of their accessibility and ease of calculation.

However, in recent years, criticism has arisen of the exclusive reliance on these quantitative indicators, as they do not adequately capture the real quality and impact of research.

In response, several initiatives such as DORA or the Leiden Manifesto call for more holistic approaches to evaluation that consider more qualitative aspects of scientific work.

3.1.6. Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a set of global goals set by the UN for 2030 to eradicate poverty, protect the planet and ensure prosperity and well-being for all. These goals address key issues such as health, education, gender equality, climate action and environmental sustainability, to achieve balanced and fair economic, social and environmental development.

Science is central to achieving the SDGs because it provides the solutions needed to address the global and local challenges posed by each of these goals. Through research and technological innovation, science makes it possible to develop new, cleaner and more efficient technologies, improve health systems, optimise the use of natural resources and find answers to mitigate climate change.

In addition, science contributes to informed decision-making, evidence-based policy-making and the implementation of sustainable practices, essential to ensure a more equitable and resilient future for all.



3.2. SCIENCE IN THE BASQUE COUNTRY

Having analysed the overall trends in science worldwide, we are going to focus on the Basque Country to study the current situation as well as the instruments and capacities at its disposal to meet future needs.

3.2.1. Scientific Policy

The Basque Country's scientific policy is orchestrated by the Basque Science, Technology and Innovation Plan for 2030, known as the PCTI 2030, which forms the framework that integrates and coordinates all the R&D&I support policies and activities developed by the Basque Government.

In addition to being linked to other plans as part of the overall country strategy 'Basque Country Agenda 2030', the PCTI 2030 is aligned with the European framework programme Horizon Europe, and revolves around a central element, talent, which is based on three strategic pillars:

- Scientific Excellence
- Industrial technological leadership
- Open Innovation

3.2.2 Principal players

The Basque Country has various sectors that cover the entire scientific-technological spectrum, from basic research to its transfer to society through technological-industrial development.

- **Universities** pursue, among other objectives, the development of basic and applied science, promoting the generation of scientific knowledge and its appreciation as an active element for social development.
- The network of nine **Basque Excellence Research Centres (BERCs)** reinforces basic research of excellence in specific areas of the university environment.
- The **Cooperative Research Centres (CICs, *Centros de Investigación Cooperativa*)** carry out their basic and applied research activities, promoting competitive strategic research and its transfer to the industrial sector.
- The three **Health Research Institutes (IIS, *Institutos de Investigación Sanitaria*)** constitute a fundamental part of health research in the Basque Country.
- **Technology Centres** are important players in the generation of applied science through strategic actions with companies.

3.2.3. Performance Analysis

In order to position the Basque Country as an international benchmark in science, it is necessary to have a science system of the highest quality and excellence.

Although historically the Basque system has had a technological focus, in recent decades it has invested in boosting basic research, with the aim of generating beneficial results for society, in line with European strategy.

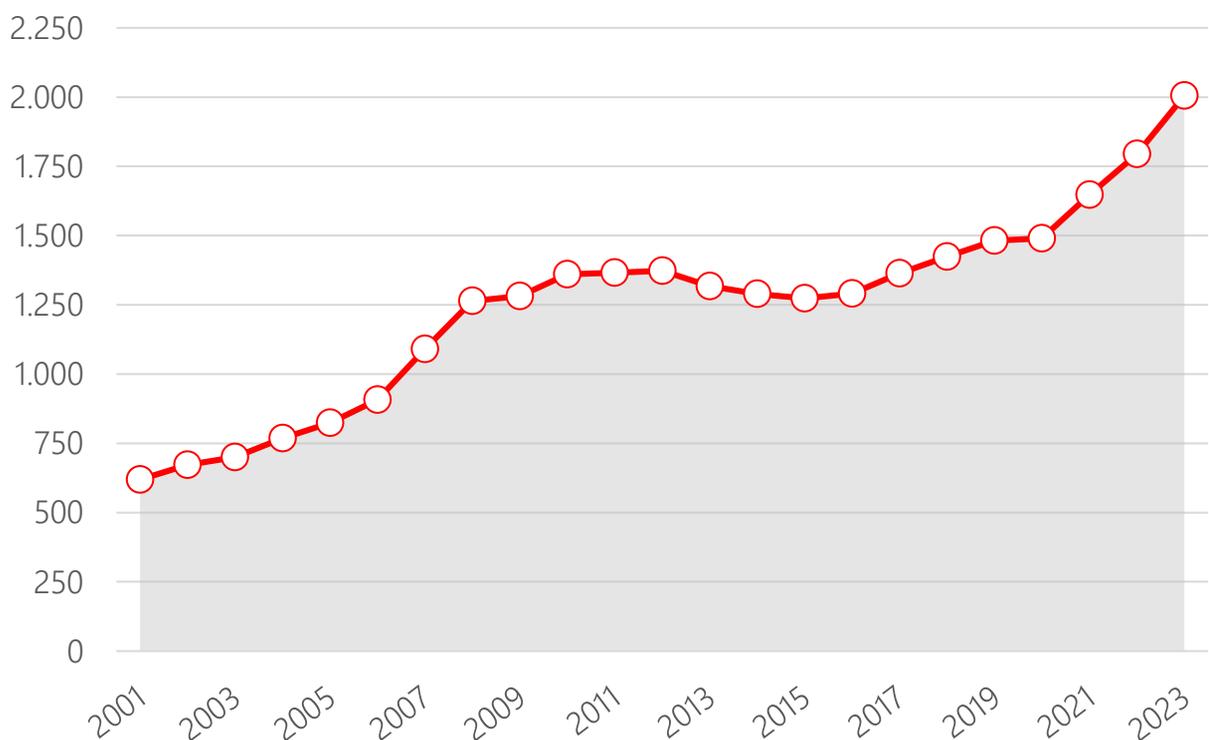
Funding

Research funding plays an important role in R&D policies, given that one of the bases of the competitiveness of a science and technology system is solid and sustained investment over time.

Investment in R&D in the Basque Country has shown a very positive trend in recent decades, reaching over 2,000 million euros in 2023 (Figure 03), which represents more than 2% of the Basque Country's GDP.

Investment in R&D in the Basque Country in the last few decades, in millions of €.

Figure 03 • Source: Eustat



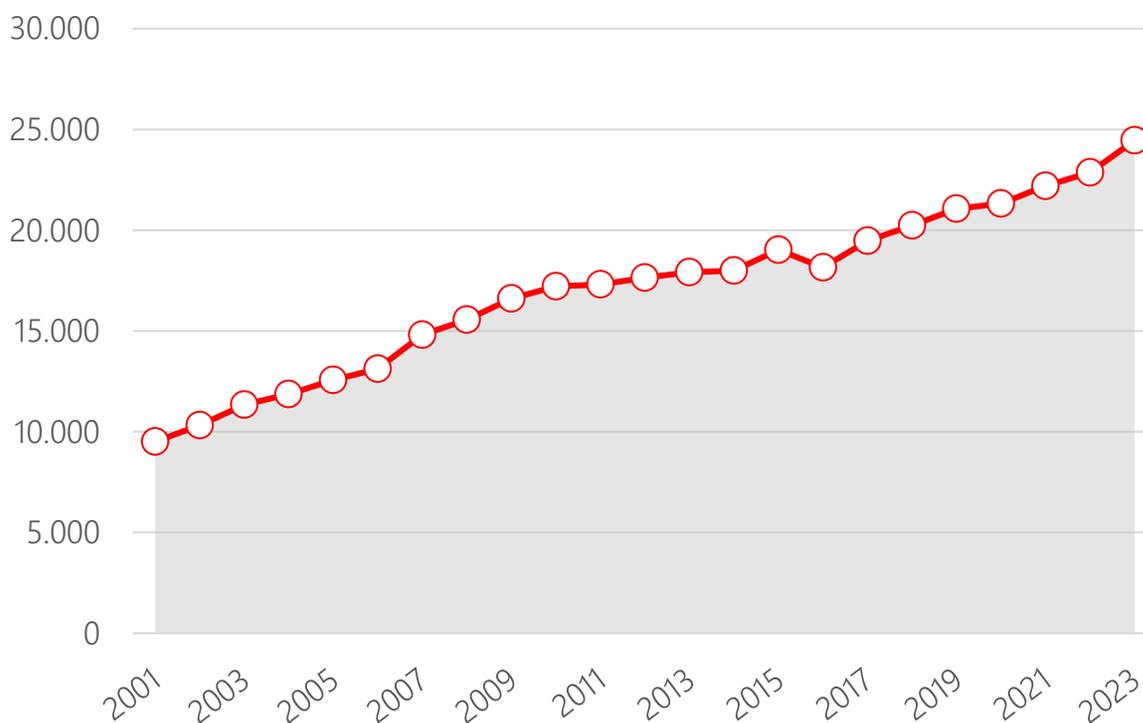
People

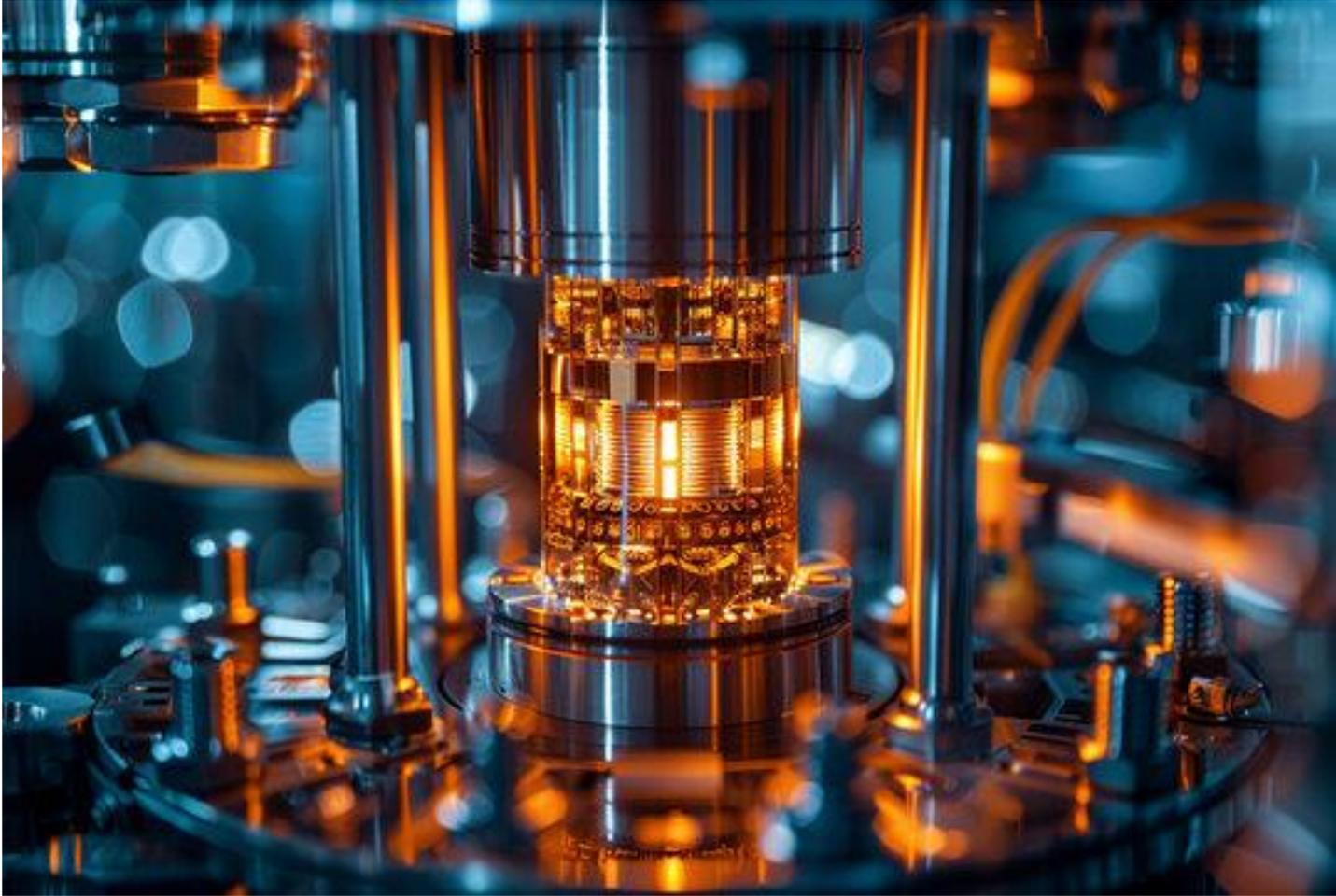
This commitment to Science has made it possible to incorporate people into the Basque Science, Technology and Innovation Network (RVCTI), increasing the number of personnel dedicated to R&D, who are the driving force behind scientific development in our region.

This continuous effort has meant that around 25,000 people are totally or partially dedicated to research in the Basque Country (Figure 04), more than 2% of the active population. This figure reflects the commitment to scientific and technological development in the region, as well as the impact of policies to promote R&D and innovation.

Number of people fully or partially dedicated to research in the Basque Country.

Figure 04 • Source: Eustat



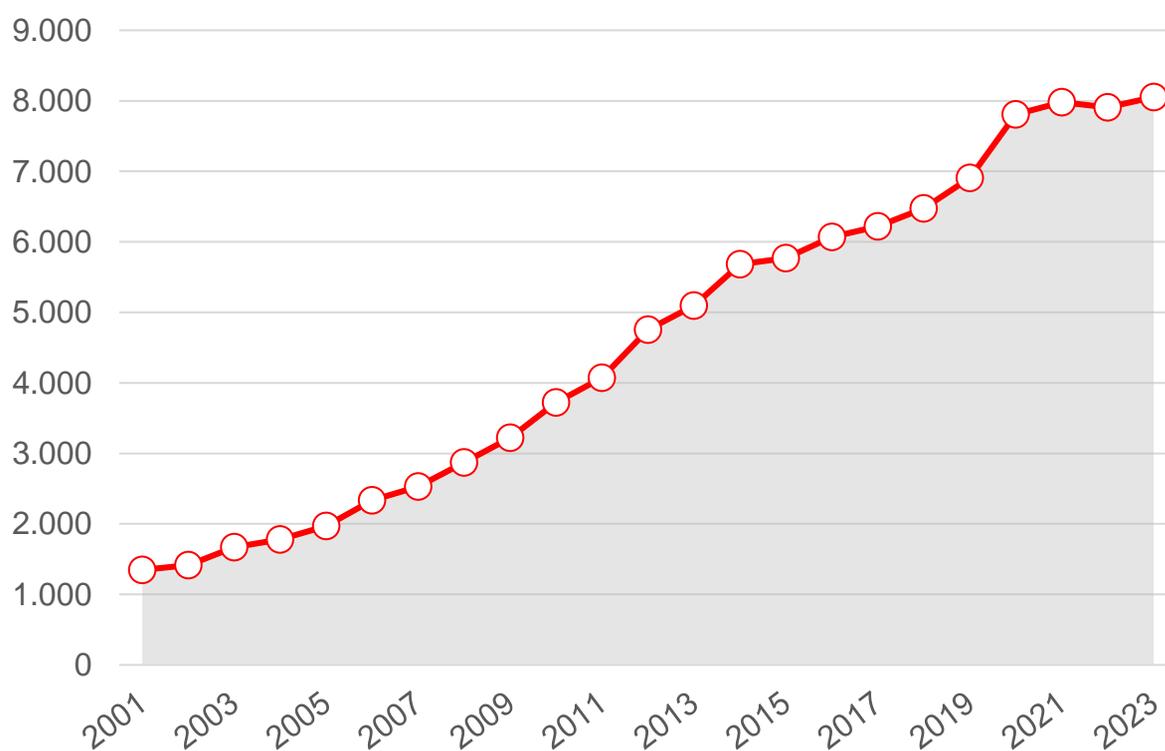


Scientific output

The increase in research staff in the Basque Country has made it possible to increase the new knowledge generated in the region, measured in terms of the number of scientific documents published in scientific journals and indexed in international databases (Figure 05).

Number of scientific papers published in the Basque Country.

Figure 05 • Source: Scopus

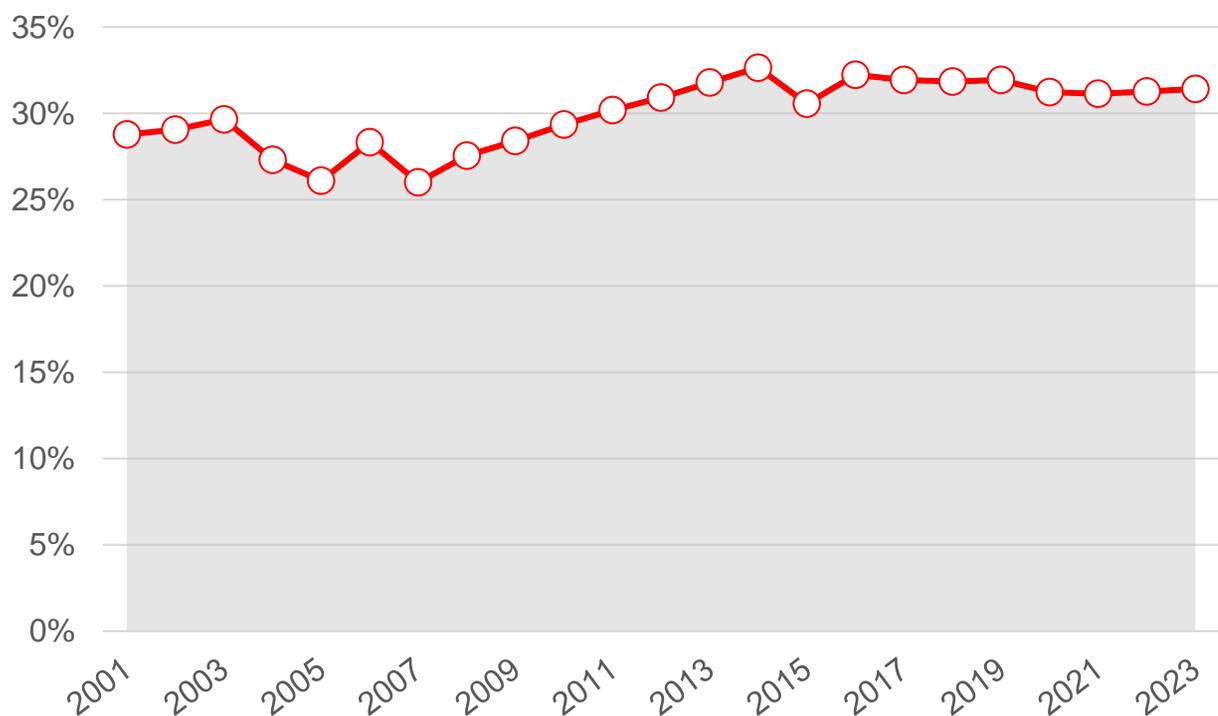


Furthermore, if we analyse the percentage of publications in leading journals worldwide, we can see that the figure has increased, especially since 2007 (Figure 06).

This suggests that the quality of the work published in the Basque Country has improved over the last decade, with a higher percentage of publications in internationally renowned journals.

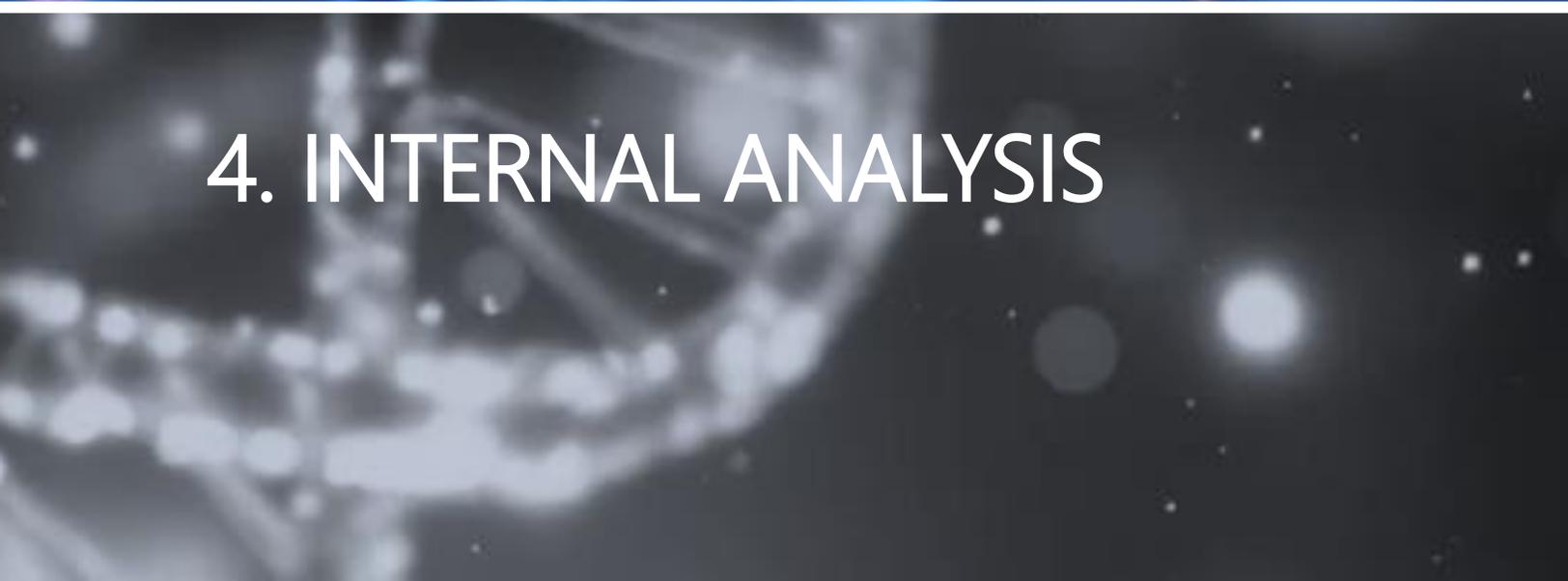
Basque scientific output in the top 10% of the world's best-rated journals according to the Scimago Journal Rank (SJR).

Figure 06 • Source: SciVal





4. INTERNAL ANALYSIS





4.1. IKERBASQUE IN FIGURES



+15,000
scientific
publications

+400
researchers

9
research centres
created

+40
ERC
grantees

+35
spin-offs

+350M€
competitive
funding

4.2. PEOPLE

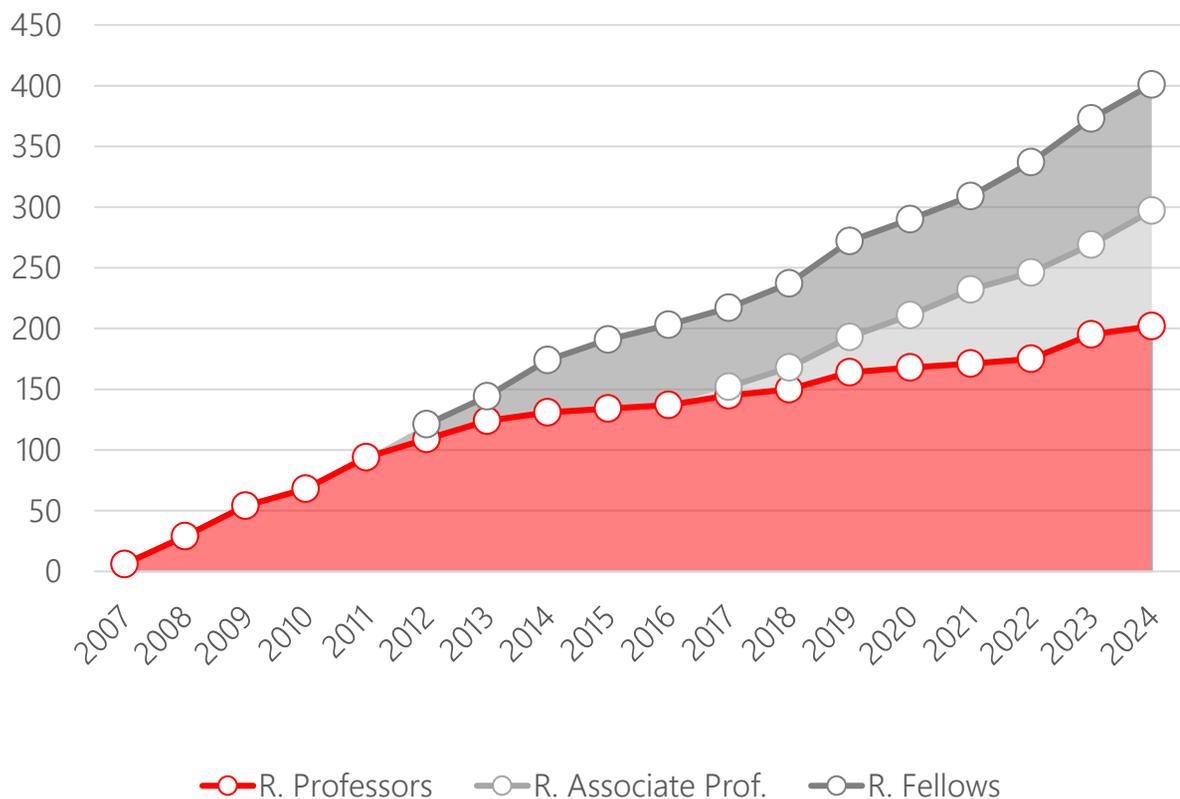
Since our beginnings, attracting research talent has been the central focus and hallmark of Ikerbasque.

We have worked to bring the best scientific minds to the Basque Country and support their work in centres of the Basque Science, Technology and Innovation Network (RVCTI), from universities and hospitals to BERCs, CICs and technology centres.

In this way, Ikerbasque's research staff has increased continuously since its foundation, reaching 400 research staff in 2023 (Figure 07). These people are divided into three categories: Research Professors (senior researchers, leaders in their research areas), Research Associate Professors (consolidated researchers) and Research Fellows (promising young scientists).

Number of research staff at Ikerbasque, by category.

Figure 07 • Source: Ikerbasque



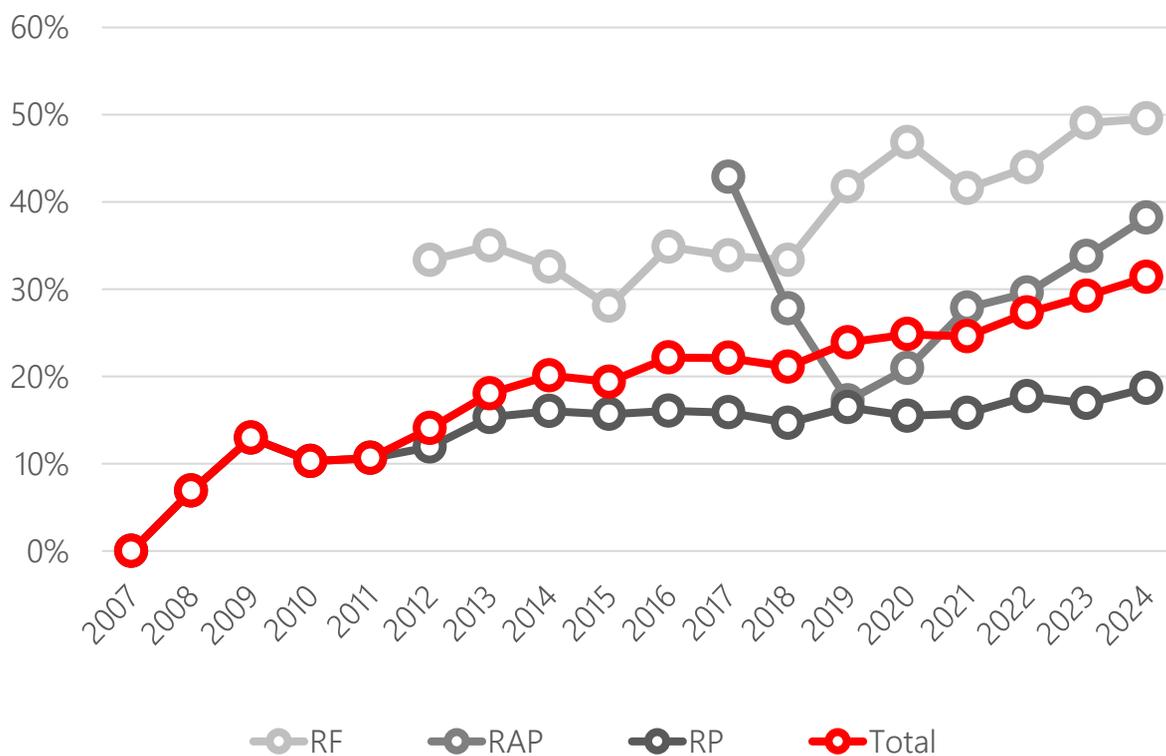
Although the gender distribution of research staff is still far from being equal, Ikerbasque's ongoing efforts in this area have helped to reduce this gap.

Through various initiatives orchestrated from our Equality Plan, we managed to ensure that in 2024 more than 30% of Ikerbasque's research staff were women, an advance that reflects our commitment to equality, diversity and inclusion in the scientific field (Figure 08).

However, we are aware that there is still some way to go and we continue to promote measures that will favour a more balanced representation in the future.

Percentage of female researchers, by category.

Figure 08 • Source: Ikerbasque

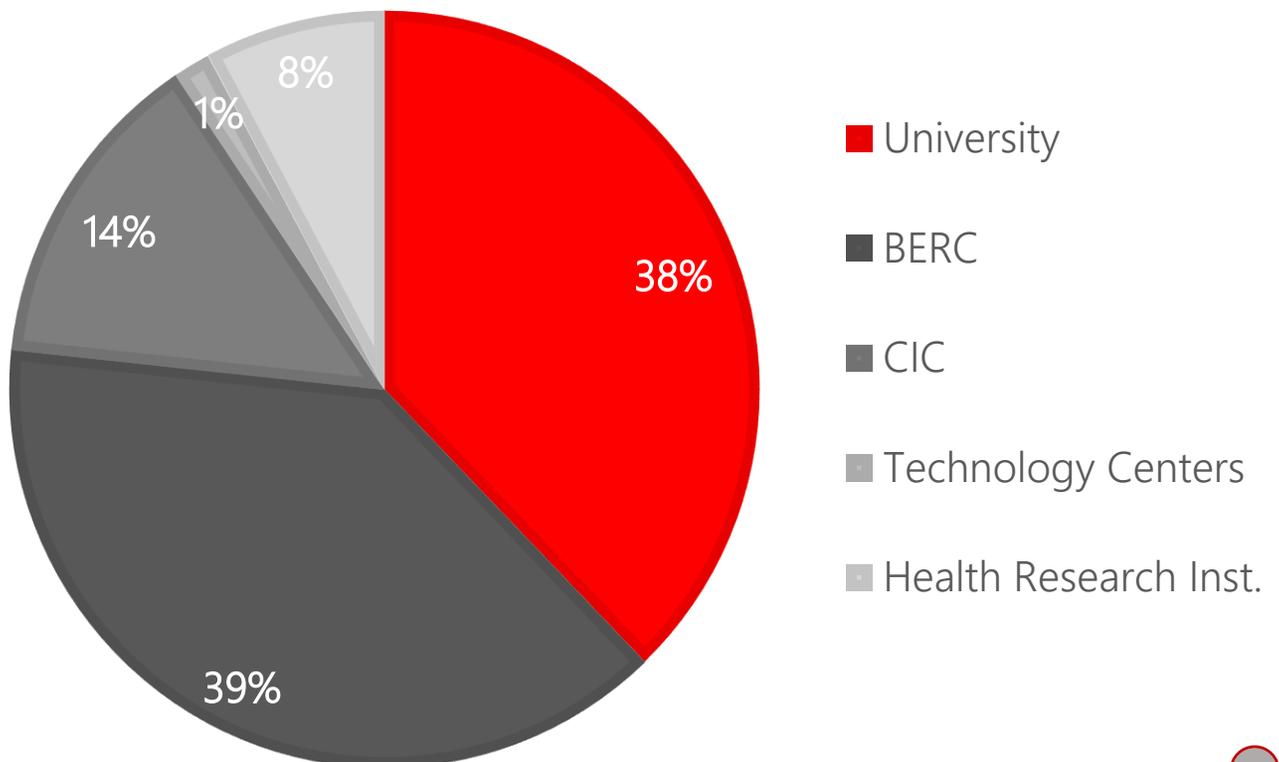


The distribution of Ikerbasque's research staff is spread across all sectors of the Basque Science System, with special relevance in those centres more oriented towards basic research, such as BERC centres and universities (Figure 09).



Distribution of Ikerbasque research staff by sector.

Figure 09 • Source: Ikerbasque

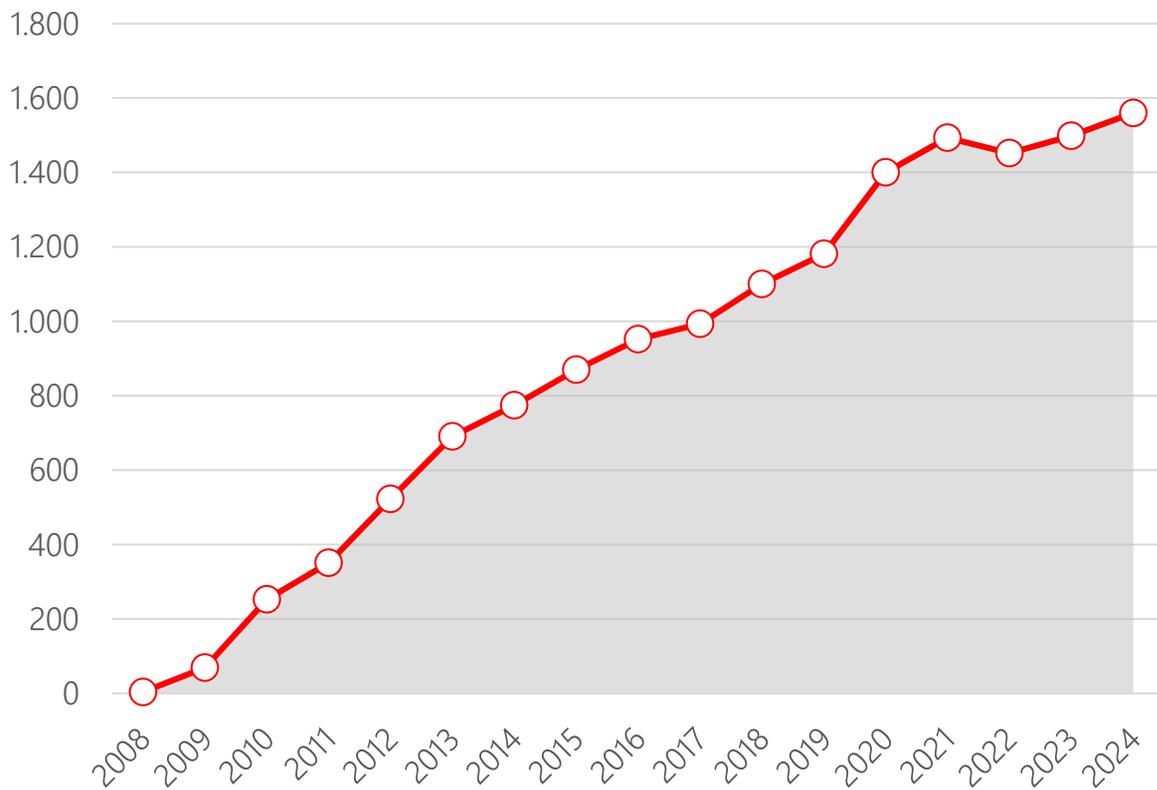


4.3. SCIENTIFIC OUTPUT

Since its creation in 2007, Ikerbasque has steadily increased its scientific output, nearing 1,600 scientific publications in 2024 (Figure 10).

Number of scientific papers published by Ikerbasque.

Figure 10 • Source: Scopus

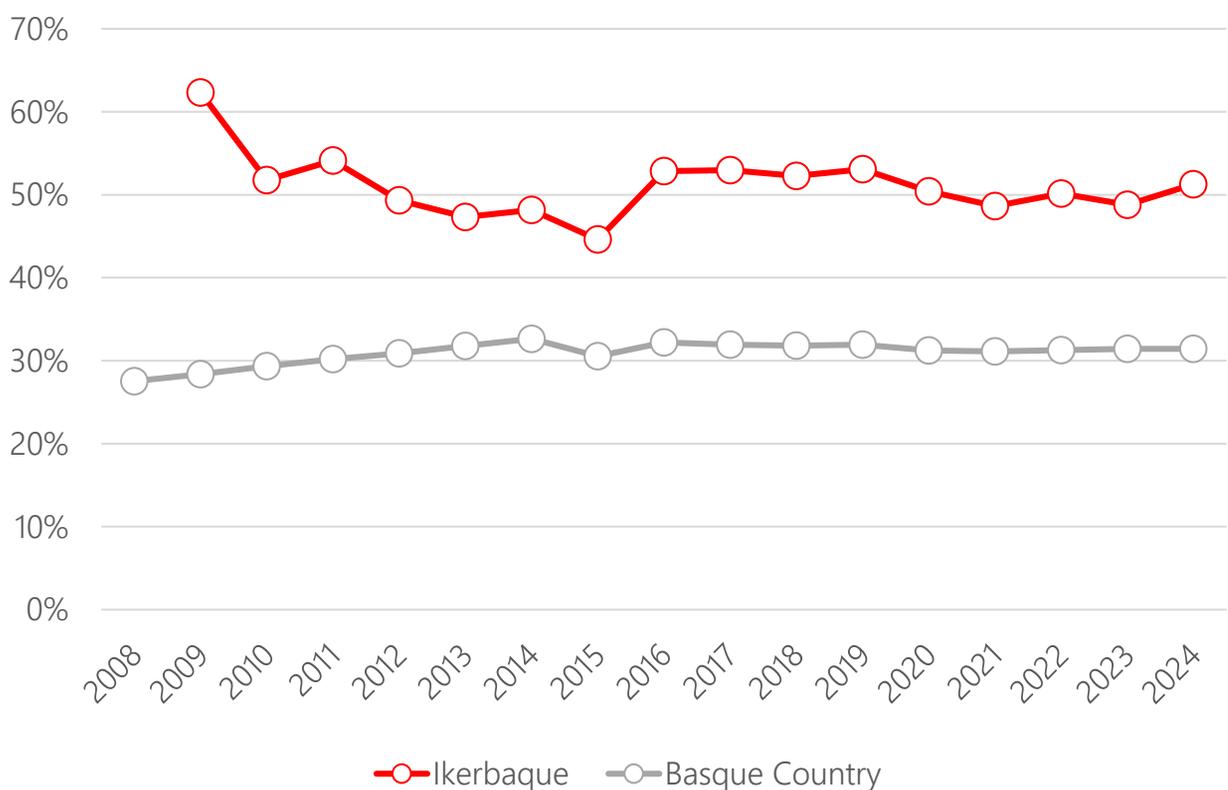


Moreover, not only has the total scientific output increased, but also its quality (Figure 11), measured by the percentage of publications in the top 10% of scientific journals worldwide (D1).

In this way, Ikerbasque has positioned itself as a benchmark in high-quality scientific production in the Basque Country.

Percentage of the scientific production of Ikerbasque and the Basque Country in the top 10% of journals rated by Scimago Journal Rank (SJR).

Figure 11 • Source: SciVal



4.4. ANALYSIS OF THE 2021-2024 SP

In the 2021-2024 Strategic Plan, 12 challenges were set out to be achieved by 2024.

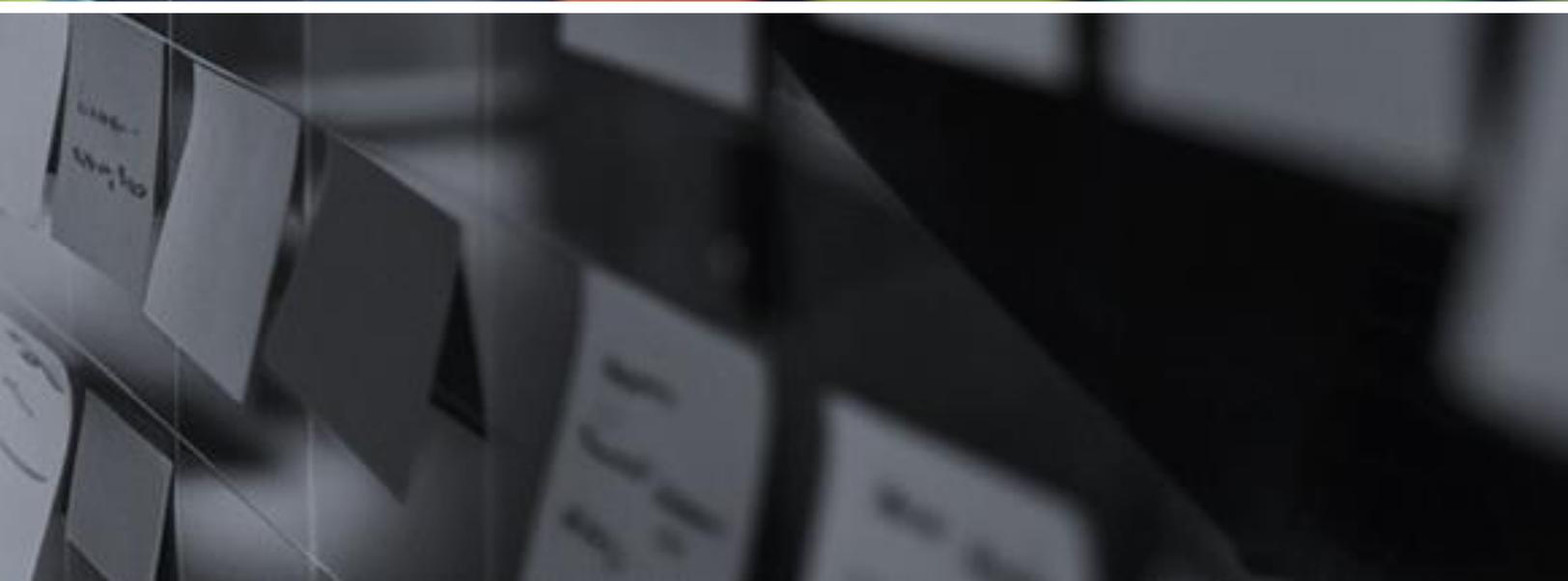
It can be seen that 7 of the 8 objectives relating to Ikerbasque have been met (+85%).

| Challenges for 2024 | | | |
|---------------------|-----|---|--|
| Basque Country | 01. | The Basque Country to reach 9,000 annual scientific publications | |
| | 02. | 60% of scientific production in the Basque Country to be carried out with international collaboration | |
| | 03. | A third of the Basque Country's publications to appear in the top 10% of maximum impact journals (D1) | |
| BERC | 04. | BERCs to publish 1,700 scientific articles, 18% of the Basque total | |
| Ikerbasque | 05. | Ikerbasque to hire 100 new researchers in the 2021-2024 period to reach a total of 370 | |
| | 06. | Ikerbasque to recruit 30 Basque fellows in the 2021-2024 period | |
| | 07. | More than 40% of new research staff recruited by Ikerbasque in 2024 to be women | |
| | 08. | Ikerbasque researchers to publish more than 1,600 scientific articles in 2024 | |
| | 09. | 50% of Ikerbasque publications in 2024 to appear in the top 10% of maximum impact journals (D1) | |
| | 10. | Ikerbasque to achieve a return of 150 million euros in the 2021-2024 period | |
| | 11. | Ikerbasque researchers to receive 10 ERCs in the 2021-2024 period | |
| | 12. | Ikerbasque researchers to lead 2,000 people in their research groups | |





5. SWOT ANALYSIS



SWOT ANALYSIS

For the strategic reflection, Ikerbasque has used the different monitoring tools of the organisation (performance indicators, satisfaction surveys, personal interviews, participative sessions) to carry out internal and external analyses, which have resulted in the following SWOT:

STRENGTHS

- Institutional support for Ikerbasque
- Good relationship with all the entities involved in the Basque Science System
- External recognition and prestige of Ikerbasque
- Pride of belonging to the Ikerbasque community
- Excellent scientific results and a positive economic return on investment
- Professional stability of Ikerbasque research staff
- Flexibility and agility in the management of Ikerbasque
- Experience in the processes of attracting and assessing talent
- Ikerbasque's support for the new generations

OPPORTUNITIES

- Growing attractiveness of the Basque Country as a scientific hub
- Promoting the incorporation of women into positions of scientific leadership
- Commitment of the Basque Government to research
- The Basque Science System's need to incorporate promising young research staff
- Research community in different research areas
- New sources of funding
- Improvement of scientific infrastructures in the Basque Country
- Growing interest in Science in society, positive social discourse
- Transfer of knowledge

WEAKNESSES

- Gender gap in the Ikerbasque community
- Limited knowledge within the Basque society about Ikerbasque
- Transparency in evaluations
- Lack of diversified funding
- Lack of alignment with host institutions
- Limited resources to attract specific profiles
- Difficulty in achieving international visibility
- Excessively academic orientation
- Imbalance between research areas in the Ikerbasque research staff

THREATS

- Long-term financial sustainability
- International competition for talent
- Shortage of physical space for research staff in some research centres
- Increasing bureaucracy and regulation
- Potential competition between research centres in the Basque Country
- Dependence on public funding
- Given the growth of the Ikerbasque community, the possibility of interpersonal conflicts with third parties is increasing



6. THE 10 CHALLENGES FOR 2028



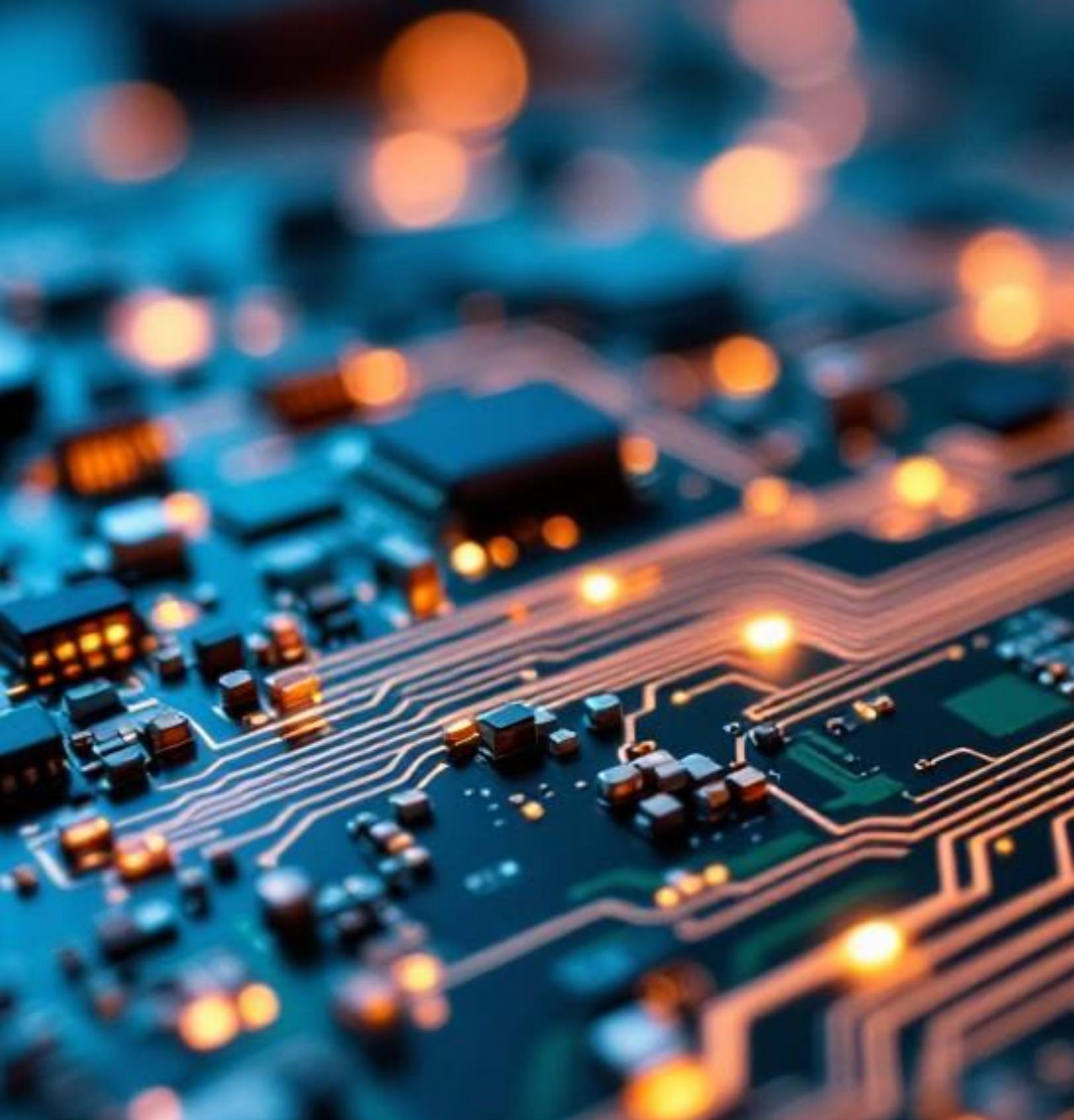
10 CHALLENGES FOR 2028

Projecting current trends and maintaining our commitment to scientific research, Ikerbasque has set 10 challenges to be achieved in this Strategic Plan, setting out our priorities and aspirations for the coming years.

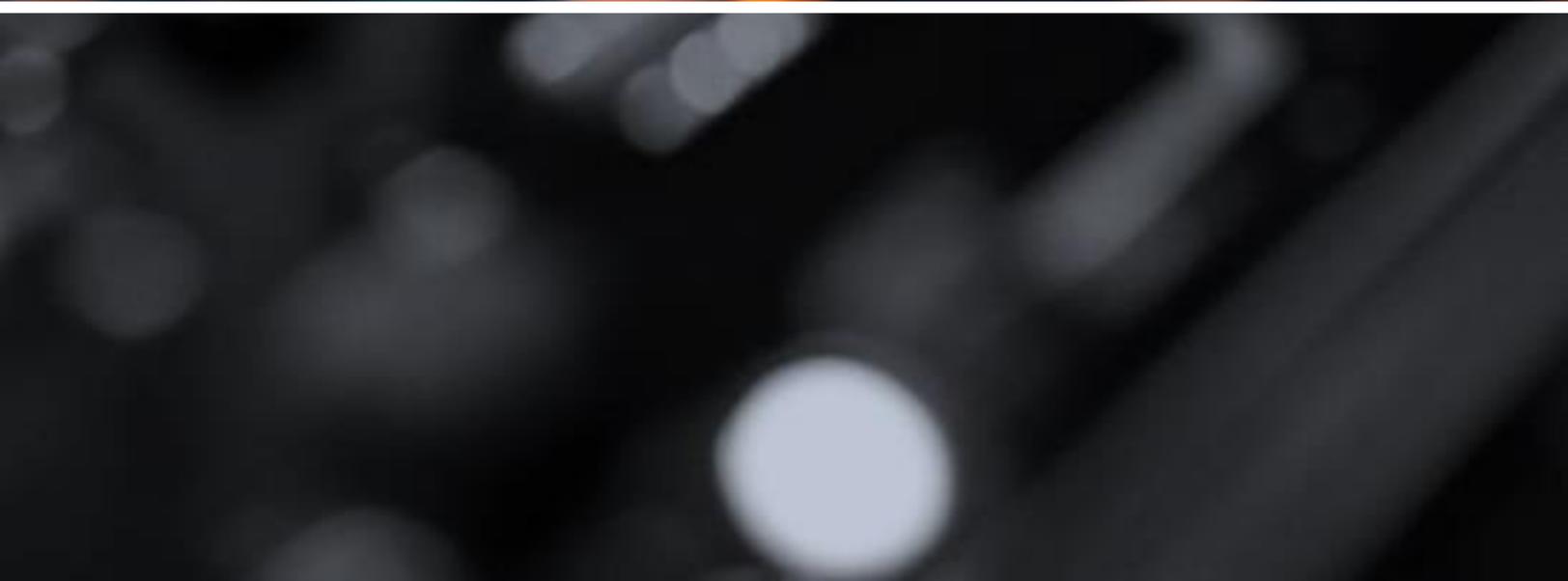
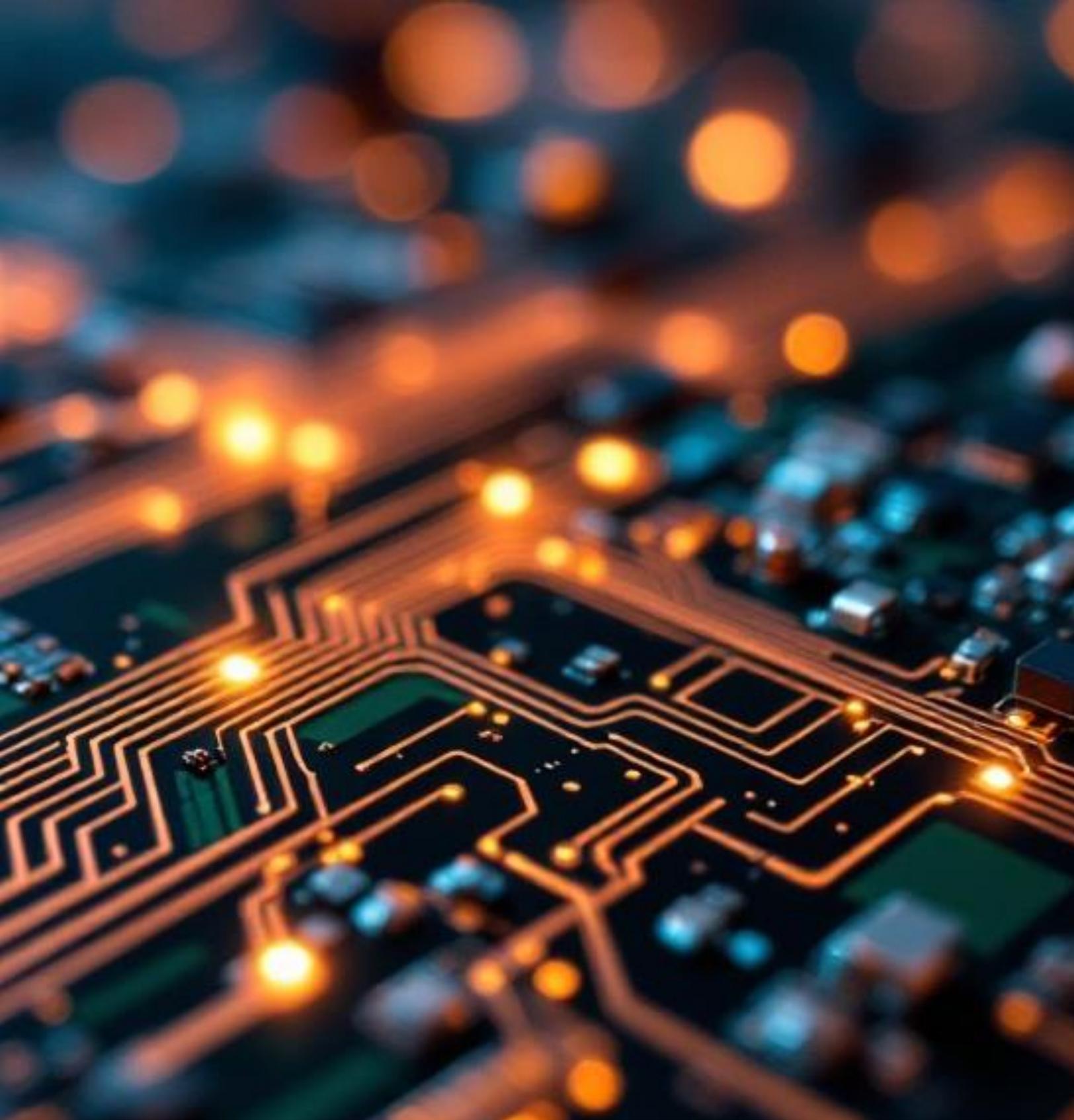
These are ambitious and demanding challenges that seek to boost research in the Basque Country, strengthen our relationship with our stakeholders and generate a positive impact on our society.



| Scopes | Key challenges | |
|---|----------------|--|
| Fostering and retaining scientific talent | 1 | Ikerbasque to reach 450 researchers in 2028, with the incorporation of 80 new researchers in 4 years, of which at least 40% are women . |
| | 2 | Ikerbasque to incorporate 30 basque fellows in the period 2025-2028. |
| | 3 | By 2028, 100% of the centres where Ikerbasque staff are integrated to have implemented a psychological wellbeing programme as a result of a psychosocial diagnosis. |
| | 4 | Ikerbasque research staff to be leading 2,000 researchers in their research groups in 2028. |
| Strengthening the Basque Science System | 5 | In the period 2025-2028, Ikerbasque to publish more than 2,800 articles in high impact scientific journals (D1) , where at least a third of these articles are contributed by BERCs and CICs. |
| | 6 | More than 15 strategic projects with TRLs above 4 to be developed in the IKUR strategic framework in 4 years. |
| | 7 | Ikerbasque researchers to secure 10 ERCs and EICs in the period 2025-2028. |
| Increasing the impact of Science in Society | 8 | By 2028, 100% of BERCs and CICs to have implemented a strategy to promote science for citizens in coordination with Ikerbasque. |
| | 9 | Ikerbasque to achieve a return of 200 million euros in research projects in the period 2025-2028. |
| | 10 | In 2028, 50 companies derived from research activity promoted by Ikerbasque researchers will be established. |



7. THE 2025-2028 STRATEGIC PLAN



7.1. MISSION, VISION AND VALUES

Ikerbasque is the organisation promoted by the Basque Government to strengthen Science and Innovation of excellence in the Basque Country through programmes for the incorporation and consolidation of researchers and the stimulation of the Basque Science System, in cooperation with research centres and universities.



In 2028 Ikerbasque aspires to consolidate its position as:

- a benchmark in the attraction, consolidation and welfare of scientific talent
- a dynamic and productive community of scientific excellence
- a dynamic agent of the Basque Science System
- a strategic ally of scientific and innovation entities in the Basque Country
- a promoter of the transfer, impact, innovation and social dissemination of knowledge
- recognised by the public



Efficiency. We are committed to achieving the goals we have set ourselves, making optimal use of the resources at our disposal.

Transparency. Our stakeholders must be able to know how our strategy is being deployed (what we are doing), the means used and the results obtained.

Consideration. We treat all people and institutions with whom we interact with respect and care.

Equity. We value the merit and ability of each individual, and work to ensure equal opportunities and conditions in our organisation.

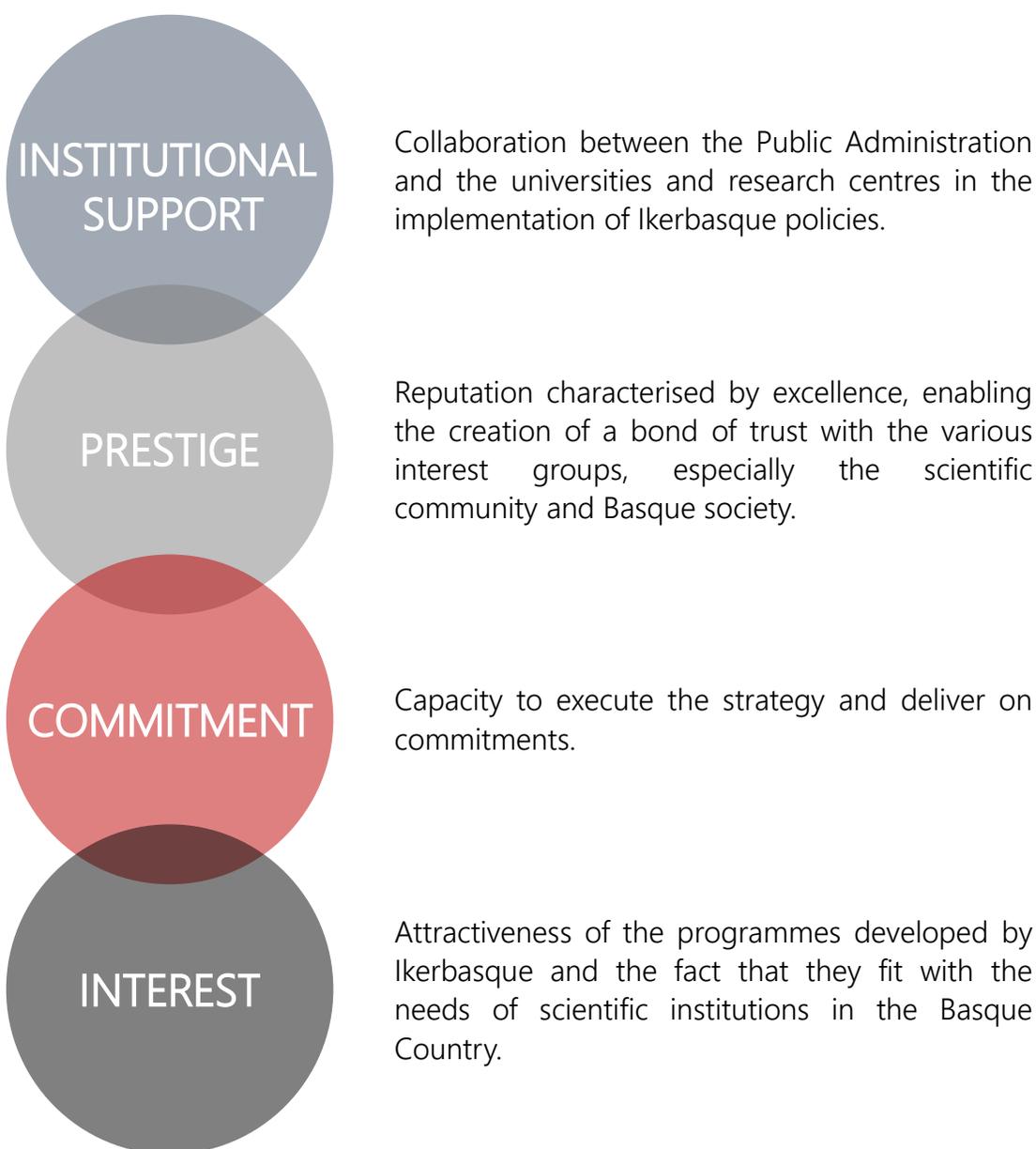
Innovation. We have a working environment that encourages creativity and the development of innovations that improve and streamline our processes.

Cooperation. We are an extended organisation, which cooperates closely with its stakeholders and works as a team.

7.2. KEY FACTORS FOR SUCCESS

The external and internal analysis carried out has allowed us to identify a series of critical factors that have a strong influence on the good functioning of the organisation and the achievement of the objectives set.

The key factors for the achievement of these objectives are:





7.3. STRATEGIC LINES OF ACTION

Ikerbasque's founding objective is to strengthen the Basque Science System.

To this end, six strategic objectives have been set, divided into three areas of action:

| Scopes | Strategic Objectives | |
|---|----------------------|---|
| Fostering and retaining scientific talent | IK.1 | Attracting international and local scientific talent |
| | IK.2 | Developing and retaining scientific talent |
| Strengthening the Basque Science System | IK.3 | Developing the Basque Country's scientific capabilities and infrastructures through strategic projects and programmes |
| | IK.4 | Strengthening the BERC and CIC research centres of excellence |
| Increasing the impact of Science in Society | IK.5 | Advancing Science in Society |
| | IK.6 | Fostering innovation and knowledge transfer |

IK 1

ATTRACTING INTERNATIONAL AND LOCAL SCIENTIFIC TALENT

Ikerbasque's talent attraction programmes have been the hallmark of the foundation since it was set up.

Ikerbasque's research staff play a key role in advancing science in the Basque Country, becoming a significant source of knowledge generation and attracting external resources that directly benefit not only the Basque Science System, but society as a whole.

LINES OF ACTION

Incorporate permanent scientific staff of the highest level in the Basque Country's scientific institutions (Research Professor and Research Associate Professor).

Incorporate future scientific leaders into Basque scientific institutions (Research Fellows).

Promote the return of junior scientific talent trained in the Basque Country.

Launch specific calls for the incorporation of the necessary permanent profiles in the Basque Science System.

Incorporate top-level scientific personnel into the Basque Country's scientific institutions by recruiting researchers with international competitive funding at the highest level, such as ERC or EIC.

IK 2

DEVELOPING AND RETAINING SCIENTIFIC TALENT

The continuity of research careers is key to consolidating scientific talent in the Basque Country and to implementing talent attraction policies.

This is necessary to strengthen the R&D ecosystem and ensure long-term sustainable development.

LINES OF ACTION

Consolidate the research career of Ikerbasque Research Fellows as Research Associate Professors.

Offer the consolidation of the research career of the Ramón y Cajal and Miguel Servet researchers of the Basque Science System.

Generate a suitable environment for the scientific development of young researchers..

Care for the psychosocial well-being of our research community.

Promote the full integration of research personnel in the Basque Country's scientific institutions.

Offer support, mentoring and assistance to Ikerbasque researchers.

Develop a competitive career plan for Ikerbasque researchers with clear training, monitoring and evaluation processes.

Promote the incorporation of women in all calls and in scientific leadership positions.

Promote equal opportunities in Ikerbasque through the implementation and development of an Equality Plan.

Implement the European HRS4R policy for research staff and promote it in the affiliated centres.

IK 3

DEVELOPING THE BASQUE COUNTRY'S SCIENTIFIC CAPABILITIES AND INFRASTRUCTURES THROUGH STRATEGIC PROJECTS AND PROGRAMMES

Due to its central location within the Basque Science System, Ikerbasque can implement science policy initiatives to improve the overall scientific performance of our region.

This allows it to identify and tackle strategic areas that require a larger scale of action, developing projects of inter-institutional interest and boosting the Basque Country's scientific and technological competitiveness.

LINES OF ACTION

Consolidate the IKUR strategy of multidisciplinary research in key scientific areas.

Promote the BasQ initiative for the development of a centre of quantum excellence in the Basque Country.

To develop BIHAR research spaces and laboratories.

Promote and support new large, unique and critical infrastructures and scientific facilities through the LINKER programme.

To develop telecommunications and supercomputing infrastructures for the agents of the Basque Science and Technology Network through the i2Basque network.

IK 4

STRENGTHENING THE BERC AND CIC RESEARCH CENTRES OF EXCELLENCE

The BERC and CIC research centres of excellence stand out for their generation of new knowledge. These centres also drive innovation and contribute to attracting scientific talent, which improves competitiveness in strategic sectors.

LINES OF ACTION

Advance the development, internationalisation and sustainable growth of BERC and CIC centres of excellence.

Strengthen the Basque Science System by supporting the management, coordination and evaluation of the BERC and CIC network.

Improve coordination, capacities and synergies between research centres of excellence in the Basque Country.

Facilitate and promote the adoption of common policies and protocols in the management of BERCs and CICs.

IK 5

ADVANCING SCIENCE IN SOCIETY

Promoting science and its dissemination is fundamental for the progress of society.

Bringing knowledge closer to citizens encourages critical thinking and facilitates informed decision-making.

It also inspires scientific vocations and strengthens confidence in research, contributing to a more innovative society prepared for the challenges of the future.

LINES OF ACTION

Promote scientific projects for citizenship.

Track and monitor of scientific activity in the Basque Country.

Encourage the dissemination of research results and the impact of Ikerbasque research staff.

Promote initiatives for the social dissemination of science and to improve the brand image of Ikerbasque as an umbrella for scientific excellence in the Basque Country.

Coordinate the communication of scientific activity in the Ikerbasque community.

Extend the functionalities of the science.eus web portal, which includes the capacities of the Basque Country's scientific-technological network.

IK 6

FOSTERING INNOVATION AND KNOWLEDGE TRANSFER

Fostering innovation and knowledge transfer is key to transforming scientific development into concrete benefits for society and the economy.

Innovation boosts competitiveness, generates quality jobs and enables companies to adapt to a changing environment.

Knowledge transfer facilitates the application of scientific advances in productive sectors, improving technology, health, sustainability and quality of life. It also strengthens collaboration between universities, research centres and companies, fostering a dynamic and efficient R&D ecosystem.

LINES OF ACTION

Analyse potential new services or calls for proposals in the areas of technology, business, management of large scientific infrastructures.

Promote entrepreneurship and the creation of new companies derived from research activity by the Ikerbasque community.

Managing and driving impact initiatives such as IKUR, LINKER and BasQ.

Support the generation of value chains from basic science to link with higher TRLs, identifying the applicability of each initiative.

Promote the acquisition of funding for research and innovation in the Basque Country, like that of the ERC or EIC.

7.4. ALIGNMENT WITH THE PCTI 2030

Ikerbasque's strategy and activity are closely aligned with the Basque Country's Science, Technology and Innovation Plan 2030, better known as the PCTI 2030.



The talent of the people who research and innovate, one of Ikerbasque's hallmarks, is the central element on which the PCTI 2030 pivots. That is why Ikerbasque's first strategy of attracting, repatriating and retaining talent is a direct boost to the central element of the Plan.

This central element of the PCTI 2030 is in turn supported by three pillars. Of these, Ikerbasque is an active part of the development of Pillar I of Scientific Excellence, aimed at improving the scientific base and the generation of knowledge through research excellence, as well as increasing the Basque Country's technical and scientific capabilities and competences.

At a more operational level, the three pillars of the PCTI 2030 and its central element are organised across four operational objectives. Among these operational objectives, Ikerbasque can play a relevant role in the first, maximising the results of the Basque Science System; the third, supporting the internationalisation of the Basque R&D&I system by attracting foreign talent and raising funds; and the fourth, boosting the promotion of research talent, especially among women.

Below is a summary of the impact that Ikerbasque's activity and strategy can have on the pillars and operational objectives defined in the PCTI 2030:

-  Direct impact
-  Indirect impact
-  Limited impact

| | Pillar 1 Scientific excellence | Pillar 2 Tech.-ind. leadership | Pillar 3 Open innovation | Talent |
|--|---|---|---|---|
| OPERATIONAL OBJECTIVE 1 Orientation to results |  |  |  |  |
| OPERATIONAL OBJECTIVE 2 R+D and business innovation |  |  |  |  |
| OPERATIONAL OBJECTIVE 3 Internationalisation |  |  |  |  |
| OPERATIONAL OBJECTIVE 4 Talent |  |  |  |  |

7.5. ALIGNMENT WITH THE SDGs

Ikerbasque's strategy has a significant impact on the Sustainable Development Goals (SDGs).

In addition to our own activity as an organisation, Ikerbasque's scientific community widens knowledge in multiple areas, promoting progress on key issues such as education, equality, innovation and climate action.

This approach allows us to contribute directly to 14 of the 17 SDGs, generating a positive impact on society, the environment and global sustainable development.



3 GOOD HEALTH AND WELL-BEING
Around 25% of the Ikerbasque community carries out research in the health and life sciences.



11 SUSTAINABLE CITIES AND COMMUNITIES
Some of the Ikerbasque research staff at universities and BERCs work in the field of sustainable cities and communities.



4 QUALITY EDUCATION
We encourage the participation of the Ikerbasque community in the training of future researchers, promoting quality education.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We make responsible and efficient use of the resources at our disposal.



5 GENDER EQUALITY
We promote gender equality in our calls, ensuring equal opportunities.



13 CLIMATE ACTION
Ikerbasque carries out its activity minimising its environmental impact.



7 AFFORDABLE AND CLEAN ENERGY
Some of Ikerbasque's research staff carry out their research into energy efficiency and non-pollution.



14 LIFE BELOW WATER
Research staff at the PIE and some at universities and some technology centres study marine life.



8 DECENT WORK AND ECONOMIC GROWTH
We are committed to decent working conditions.



15 LIFE ON LAND
Part of the Ikerbasque community, especially in the BC3 and universities, research the life and rehabilitation of terrestrial ecosystems.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
We support infrastructure development and the transfer of knowledge to industry.



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
In addition to research done on peace and justice, we contribute to institutional stability through professionalism and transparency.



10 REDUCED INEQUALITIES
We promote equal opportunities and equal conditions in all areas.



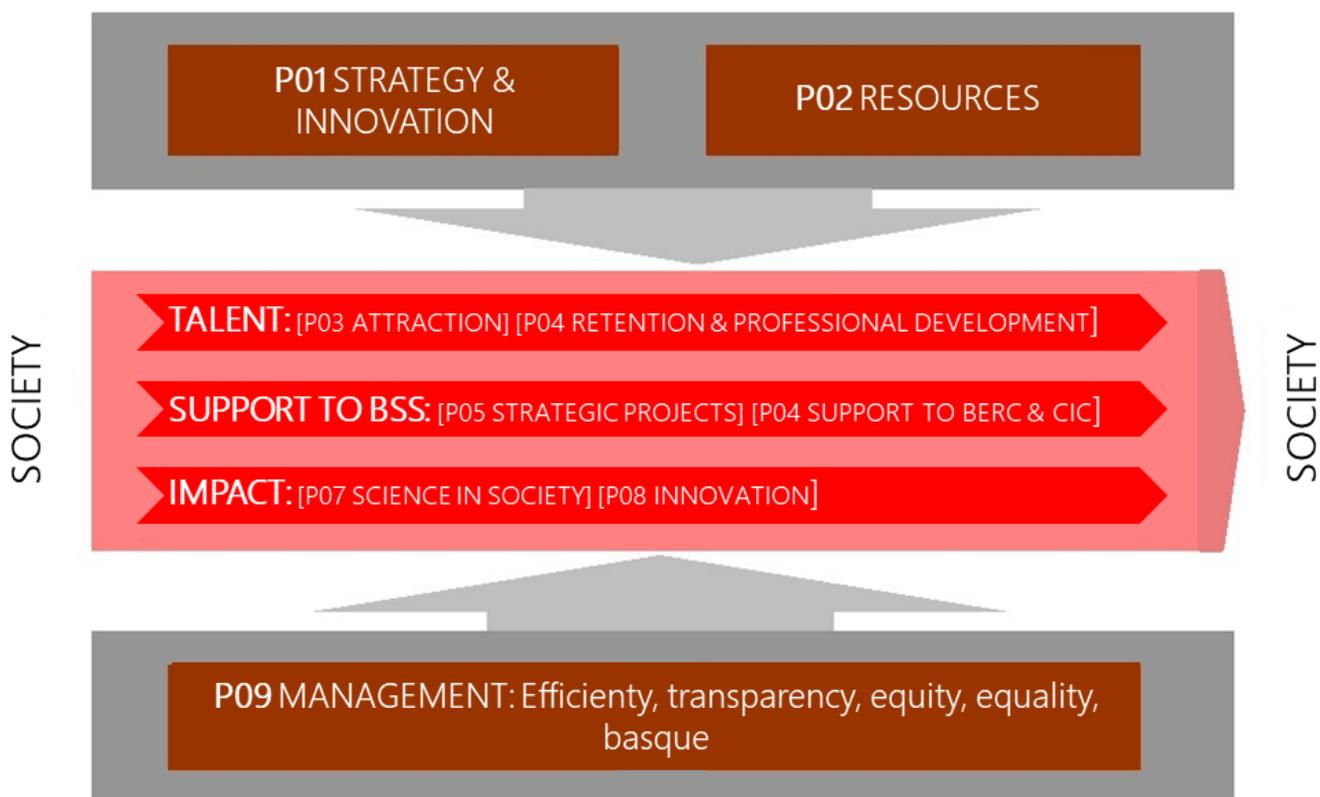
17 PARTNERSHIPS FOR THE GOALS
We carry out our work through mutually beneficial partnerships with our stakeholders.

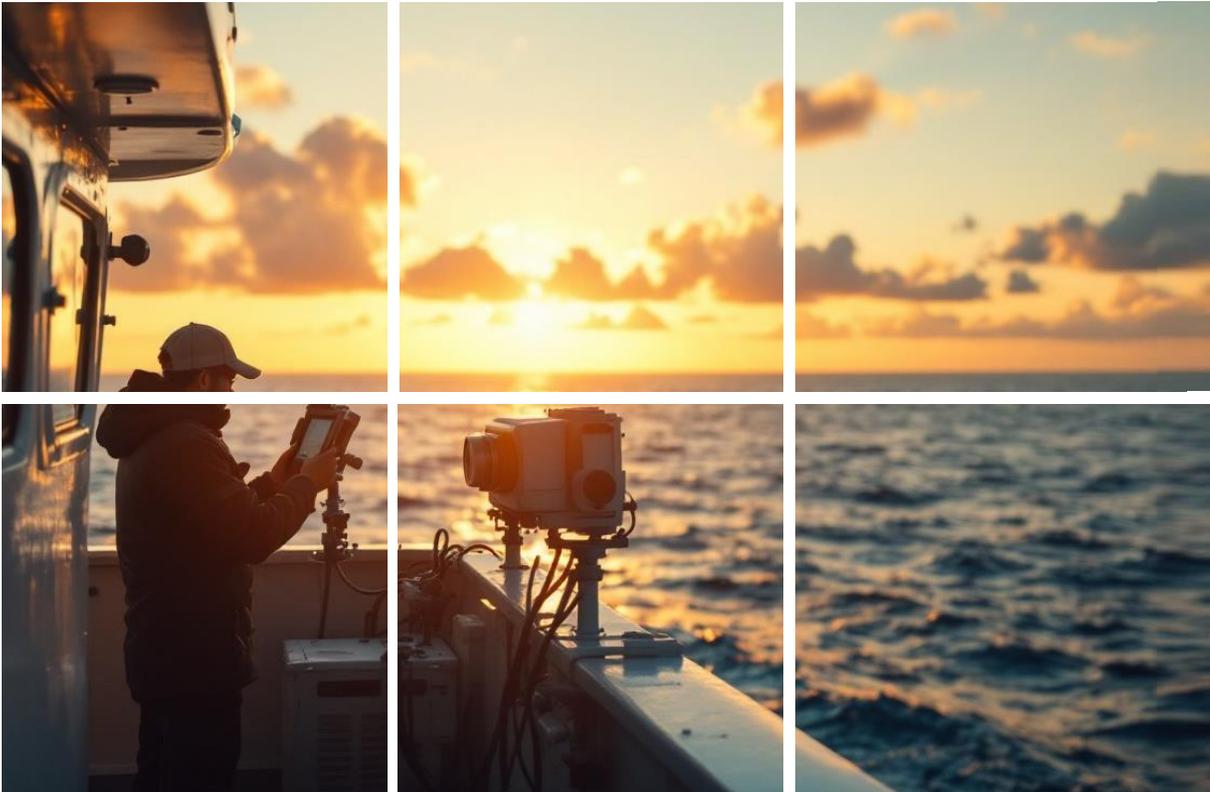
7.6. PROCESS MAP

From the outset, Ikerbasque adopted a process management model, initially based on EFQM and more recently on the Advanced Management Model (AMM), which respond to the organisation's Mission and Vision, and which support the Strategy and the management of the objectives of this plan.

Ikerbasque's strategy and objectives for the period 2025-2028 are implemented in the processes that support the key and supporting strategic issues.

The Ikerbasque process map is reviewed annually. The processes currently defined in Ikerbasque are as follows:







8. BUDGET



BUDGET

Ikerbasque's budget is strongly linked to the projected growth of research staff, and it currently has three main sources of funding:

- the Basque Government, through the Department of Science, Universities and Innovation, and the Innovation Fund.
- the European Union, through funding in various competitive calls.
- the Basque Science System's own scientific institutions, which co-finance the incorporation of Ikerbasque researchers.

For the development of the lines of action set out in this Strategic Plan, the following expenditure and investment budget is estimated for the period 2025-2028:



| ACTION AREA | 2025 | 2026 | 2027 | 2028 | WHOLE PERIOD |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|
| Attraction and development of scientific talent | 15,600,000 | 16,450,000 | 17,300,000 | 18,200,000 | 67,550,000 |
| Strengthening the Basque Science System | 9,100,000 | 9,800,000 | 10,500,000 | 11,210,000 | 40,610,000 |
| Development of strategic projects | 24,200,000 | 24,200,000 | 24,200,000 | 24,200,000 | 96,800,000 |
| Operating costs | 1,250,000 | 1,250,000 | 1,270,000 | 1,270,000 | 5,040,000 |
| TOTAL ANUAL | 50,150,000 | 51,700,000 | 53,270,000 | 54,880,000 | 210,000,000 |

ikerbasque

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