





Remuneration Policy and Professional Career of Direct and Indirect Research Support Staff

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1. INTRODUCTION

IRBLleida was founded in 2004 through a collaboration agreement between the University of Lleida (UdL), the Catalan Institute of Health (ICS), the managing entity of the Arnau de Vilanova University Hospital in Lleida, and the Doctor Pifarré Private Foundation, Foundation of the Arnau de Vilanova University Hospital in Lleida. It has been a **CERCA institute** since 2013, and is therefore organised according to a model of good governance and operation that guarantees efficiency, flexibility in management, talent recruitment and promotion, strategic planning and executive capacity. In addition, it is one of the Spanish **Health Research Institutes (IIS)** recognised by the Carlos III Health Institute and the Government of the Generalitat, as established in Law 16/2003, of 28 May, on the cohesion and quality of the national health system.

One of IRBLleida's strategic objectives, which is set out in its Strategic Plan 2021-2025, is to develop the human resources plan drawn up within the framework of the European HRS4R (Human Resources Excellence in Research) strategy and aimed at **promoting training and professional development, as well as attracting and retaining talent**. In December 2010, IRBLleida made a commitment to apply the principles of the Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C). In 2014, it achieved recognition from the European Commission with the HRS4R seal and began the implementation of policies and practices aligned with the principles described in the C&C, developing its human resources policy to deploy the HRS4R Action Plan. In 2023, IRBLleida has successfully renewed the European HRS4R seal of excellence. One of the actions of the plan consists of the development of a policy that regulates the remuneration of people hired in an equitable manner, taking into account the objectives achieved and their performance.


The IRBLleida salary table, approved by the Board of Trustees, establishes the base salary to be received for each salary level. It should be borne in mind that some salaries at IRBLleida are determined by the calls for grants and, for this reason, there may be differences, which can be significant, between the salaries received by the beneficiaries and those established in the salary table, especially between national and European calls.

This document includes the Remuneration Policy and the Professional Career System for direct¹ and indirect research² support staff. The Remuneration Policy and the Professional Career System for Research Staff is set out in a specific document.

In order to develop a tool that pursues maximum objectivity, this remuneration policy has been developed with an internal team and the Works Council has been informed. The remuneration policy will be reviewed periodically to check its efficiency and incorporate the nuances that are detected in the development of its use.

¹ Technical research support staff.

² Administration staff and maintenance and services staff.

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2. REMUNERATION POLICY


This document defines **the remuneration structure** and the **professional career system**, observing at all times the **non-discrimination** principle in terms of remuneration on grounds of gender, or on any other grounds. The objective of this document is to define the framework, processes and procedures by which the compensation elements of the institute are determined, established and developed. This policy applies to research staff hired by IRBLleida.

This policy determines a compensation model to regulate fixed and variable remuneration and remuneration supplements.

This is a document for internal use by the Management and the Human Resources Department. However, in compliance with the principle of transparency, it will be disseminated through internal communication channels.

The Remuneration Policy must meet the following requirements:

- Conform to the principles of equality, merit and ability
- Adapt to IRBLleida's strategy, culture and values
- Achieve a level of internal fairness in the compensation model, taking into account:
 - A basis of retributive justice: for the same work, the same salary
 - The assumption of responsibilities in the workplace and the impact on the organization
 - The performance of people
- Ensure external competitiveness
- Adapt to the budget availability of the IRBLleida
- Comply with current legislation
- Maintain a balanced relationship between the different remuneration elements
- Attract and retain talent
- Value the contribution of the staff in the achievement of the objectives of the institute
- Recognize the staff extraordinary efforts
- Encourage and stimulate promotion and professional development
- Transparency in the compensation model
- Flexibility to deal with exceptional situations
- Generate a positive impact to ensure motivation and commitment
- Have promotion criteria (vertical and horizontal) that are aligned with the evolution and needs of the centre

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3. SALARY STRUCTURE

The remuneration of the staff hired by the IRBLeida will be made up of the following concepts:

3.1 BASE SALARY O FIXED REMUNERATION

Basic remuneration to be received in accordance with the corresponding professional level and grade according to the salary tables in force at the given time.

4 different professional areas are established: Research staff, technical research support staff, administration staff and maintenance and services staff. Each of these areas includes different professional groups and levels/categories.

Characteristics

- Payment system: monthly.
- It is made up of a consolidated gross amount, received in the number of monthly payments agreed (12 or 14 payments), unless they are determined by the grant's call.
- It can be reviewed annually in accordance with the Remuneration Policy, the Employment Agreement of reference, if any, and with what is established by the Budget Law of the Generalitat of Catalonia or the legal regulation that replaces it.

No worker, for work carried out in ordinary working hours, may receive an amount lower than that established in the salary tables for this concept, **with the exception of people hired with funds from grants or calls, who can receive the salary determined by the bases of the call**. The salaries shown in the salary table correspond to people hired full-time (37.5 hours per week). In the case of part-time contracts, remuneration will be adapted in proportion to the percentage of working hours contracted.

3.2 VARIABLE REMUNERATION


Variable remuneration is the remuneration based on salary supplements³, consolidable and non-consolidable⁴

3.2.1 Consolidable Supplements

The consolidable supplements refer to the specific and personal situation of the worker and have an impact on the total wage bill. They are considered an acquired right, and so, they cannot be revoked.

³ These are monetary amounts that are added to the worker's basic salary when a specific and determined cause arises in the work performance.

⁴ In the context of salary policies, the terms "consolidable" and "non-consolidable" refer to whether or not a salary supplement or bonus becomes permanent over time. "Consolidable" means that the supplement or bonus becomes a permanent part of the employee's salary and cannot be removed after a certain period. "Non-consolidable" means that the supplement or bonus is temporary and may be removed or adjusted after a set period, depending on specific conditions.

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a) Complement for attracting or retaining talent

Research centers are highly competitive and have great complexity in retaining or attracting certain talent. For this reason, it is necessary to make remuneration policies that can be comparable at the national and international level.

In any case, this supplement may only be used, **exceptionally** (at the discretion of the management team), for the remuneration of research staff who have the following qualities:


- a) highly competitive profiles that want to attract from other countries
- b) Highly Needed Profiles for the Institution
- c) Highly qualified profiles
- d) Highly sought-after profiles in the market or sector

It will be essential that there is a committee of experts in the Institution to endorse the application of this supplement in each case, and which will be made up of members of the management team, the management of the People Department and the person responsible for the evaluated employee, if applicable. This committee of experts will issue a justifying report that will be forwarded *a posteriori*, for information, to the workers' legal representation.

In accordance with the interpretative criteria applicable to research centres in Catalonia (CERCA), this is a supplement that has its origin in **a unique and exceptional adaptation of the job**, and is exempt from the calculation of the wage bill for the year under of generation. Subsequently, given their consolidation, these concepts must be computed in future years, with the limitation of the growth established in the General State Budget Law. The Board of Trustees must approve for each financial year the maximum amount to be allocated to this supplement and, in any case, prior to its recognition, the future budgetary impact must be assessed. It is a remunerative and individual condition of the job that must be recognised in the employment contract.

To quantify this supplement, the following may be taken into account as a reference value: the salaries of these people in their institutions of origin, or in the case of different situations, a reference salary may be agreed annually for each specific case. Once the reference salary has been agreed with the worker, the salary increases must be carried out in accordance with the budgetary laws or regulations that replace them and their establishment must be of a unique and exceptional nature.

The entity's governing body must approve for each financial year the maximum amount to be allocated to this supplement and, in any case, prior to its recognition, the future budgetary impact must be assessed.

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This supplement may not be compensated or absorbed⁵, and will be revalued⁶.

3.2.2 Non-consolidable supplements

The non-consolidable supplements are related to the job or the situation and results of the company and **can be revoked if the conditions change**. They are received by the person on a one-off basis (their collection must have a start and end date) **and are paid with the research group's own funds**. They will disappear at the moment the cause that has led to them ends. If it lasts more than one year, the People Department, together with Management, will study whether the job has become part of a different responsibility or if the cause that justifies the temporary nature of the supplement persists. The application of any of these supplements requires management approval and the disposition and retention of the necessary funds of the group for payment.

a) Coordination or Supervision Complement

This personal supplement may be used to pay all those people with a minimum category of R1 to whom the management of the centre or the Group Leader entrusts, on a temporary basis, certain coordination or supervision functions relevant to the operational functions of the job they carry out, in addition to those that usually make up their job. Once the corresponding coordination or supervision is no longer assigned, for any reason, this supplement will automatically cease to be received. This supplement will be determined according to the coordination or supervision tasks assumed and may not exceed 20% of the gross annual salary.

This supplement cannot be compensated or absorbed, and will not be revalued with the increases that are established at any given time.


a) Supplement per project

It will be paid to those people who are hired with specific financing that provides for a higher remuneration than they would be entitled to due to strict application of the salary tables. The supplement would be made up of the difference between the remuneration in the salary tables and that set out in the corresponding call or project with a specific additional budget. This supplement is limited in time, and will only be paid for the corresponding period.

It will be absorbable and compensable with the salary increases that are applied. It will not be revalued.

⁵ Absorption and compensation: Mechanisms through which we want to prevent wage improvements from different sources from overlapping with each other. Thus, the increase in the Minimum Interprofessional Wage (SMI) is absorbed and, therefore, does not increase the higher salary that the worker already receives based on the agreement or pact regulating their working conditions, or by agreement between the worker and the employer. For example, let's imagine that the SMI increases from 18,000 to 18,500 euros per year. If a person receives 19,000 euros per year, their salary will not increase because their contract already stipulates an amount higher than the legal minimum. However, if the worker earns 18,300 euros per year, 200 euros more will have to be paid to reach the established minimum. Compensation and absorption act automatically, unless otherwise agreed.

⁶ Revaluation: Application of salary increases approved by law or by agreement.

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b) Supplement by objectives

It will be paid for the achievement of objectives that must be measurable, quantifiable and achievable. This remuneration will accrue by natural year and the payment will preferably be made in a single payment in the first half of the following year. In accordance with the budgetary regulations and the interpretative criteria applicable to CERCA centres, any supplement linked to the achievement of objectives or performance incentives does not form part of the wage bill as long as it is individual and responds to the achievement of assessable objectives. The amount to be paid will be determined according to the objectives achieved and will be, at most, 3% of the gross annual salary.

The purpose of the objective-based remuneration system is:


- Implement a continuous improvement culture.
- Motivate and encourage the fulfilment of IRBLleida's objectives.
- Lead the institute towards success and excellence.

SMART is a methodology for defining objectives. It is an acronym for the basic characteristics of the SMART objectives. These must be Specific, Measurable, Achievable, Realistic, and Time-bound.



Examples of career objectives:

1. Improve existing processes or create new ones (planning, organization, order, traceability, etc.).
2. Acquire knowledge and apply it to be more versatile or more specialized in some field of action.
3. Maintenance and care of equipment or infrastructures (Extend the useful life, cleaning, calibration, protection, location, etc.).

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- To be up to date with market updates in the field of new techniques, systems, methodologies, products, material, tools, machinery, equipment, external services, and to apply them to the workplace or to the Organisational Unit.
- Transfer of knowledge internally to other members of the organization.
- To provide added value to the higher level or to the internal customer.
- Collaborate in corporate projects or participate in Corporate Services functions.

The professional objectives fulfil a triple function:

- Remunerate the worker for their performance.
- To constitute a criteria for vertical promotion.
- To contribute to the achievement of IRBLeida's strategic objectives.

3.3 SUMMARY TABLE OF SUPPLEMENTS

SUPPLEMENT	CONSOLIDABLE	COMPENSABLE/ ABSORBABLE	REVALUABLE	CRITERIA	PERIODICITY	AMOUNT	INCLUDED IN THE WAGE BILL
Talent attraction or retention	Yes	No	Yes	Salaries from the institutions of origin, the professionals' countries of origin, or for hard-to-fill profiles.	Annual	To be set according to benchmark salaries	Yes
Coordination or supervision	No	No	No	This payment will be made only when the supervision or coordination of teams is not part of the job description and is performed on an occasional basis	Occasional	The amount to be paid will be determined based on the coordination or supervision tasks assumed.	No
Project	No	Yes	No	Payment will be made solely for the duration of participation in the project and contingent upon the availability of additional funding allocated for this supplement within the project.	Occasional	The salary difference between the centre's salary and the budget allocation granted for hiring staff or supplementing salaries.	No
Objectives	No	No	No	Achievement of objectives that are required to be measurable, quantifiable, and achievable."	Occasional	To be set based on the objectives to be achieved. Maximum 3% of the gross annual salary	No

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4. PROFESSIONAL CLASSIFICATION OF PERSONNEL

4.1 TECHNICAL RESEARCH SUPPORT STAFF, ADMINISTRATION STAFF AND SERVICES AND MAINTENANCE STAFF

This includes staff who provide direct or indirect assistance to the Institute's activity in order to collaborate in the necessary research processes or in their administrative management.

Technical research support staff (direct assistance)

Professionals who directly collaborate in Research, Development or Transfer (R+D+T) activities, as technicians, assistants or operators, for the correct execution of them.


PROFESSIONAL AREA	PROFESSIONAL GROUP	LEVEL	CATEGORY
TECHNICAL RESEARCH SUPPORT STAFF	SUPERVISOR	11	Supervisor C3 (Projects, infrastructure, SCT, laboratory...)
		10	Supervisor C2 (Projects, infrastructure, SCT, laboratory...)
		9	Supervisor C1 (Projects, infrastructure, SCT, laboratory...)
	SUPERIOR RESEARCH TECHNICIAN	8	Superior Research Technician C4
		7	Superior Research Technician C3
		6	Superior Research Technician C2
		5	Superior Research Technician C1
		4	Research Technician C4
	RESEARCH TECHNICIAN	3	Research Technician C3
		2	Research Technician C2
		1	Research Technician C1

Administrative staff (indirect support)

Professionals who indirectly collaborate with R+D+T activities. Their functions include administrative support and maintenance for the proper functioning of the organization.

PROFESSIONAL AREA	PROFESSIONAL GROUP	LEVEL	CATEGORY
ADMINISTRATION STAFF	HEAD	14	Head of Department C3
		13	Head of Department C2
		12	Head of Department C1
	SUPERVISOR	11	Unit Supervisor C3
		10	Unit Supervisor C2
		9	Unit Supervisor C1
	ADMINISTRATIVE TECHNICIAN	8	Technician C4
		7	Technician C3
		6	Technician C2
		5	Technician C1
	ADMINISTRATIVE ASSISTANT	4	Administrative Assistant C4
		3	Administrative Assistant C3
		2	Administrative Assistant C2
		1	Administrative Assistant C1

Service and maintenance staff (indirect support)

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Professionals who indirectly collaborate with R+D+T activities. Among their functions it is to ensure that the maintenance of the facilities is the correct and desired for all people.

PROFESSIONAL AREA	PROFESSIONAL GROUP	LEVEL	CATEGORY
SERVICES AND MAINTENANCE	CONCIERGE	3	Concierge C3
		2	Concierge C2
		1	Concierge C1
	CLEANING	3	Cleaner C3
		2	Cleaner C2
		1	Cleaner C1

The categories and levels are classified based on criteria related to training, competences, skills, problem solving, responsibility, etc.

5. PROFESSIONAL CAREER SYSTEM FOR TECHNICAL RESEARCH SUPPORT STAFF, ADMINISTRATIVE STAFF AND SERVICE AND MAINTENANCE STAFF WITH A PERMANENT EMPLOYMENT RELATIONSHIP

The professional career is a recognition, promotion and development system for people in their workplace, which collects in an individualized, public and express way the contribution of each worker to the objectives and results of the institution.

IRBLeida will ensure the promotion and professional development of its employees through continuous training programmes and horizontal and vertical promotion processes.


5.1 GENERAL CONSIDERATIONS OF THE EVALUATION AND PROMOTION SYSTEM

IRBLeida will establish an evaluation system for all workers, based on the achievement of objectives and/or the analysis of indicators in different competences, as tools to stimulate and recognize individual contributions and performance and achievement of the Institute's objectives.

The results of this evaluation will constitute the basic starting point in any of the promotion procedures that are established below.

The evaluation system is a tool that allows the identification of the worker's specific skills and potential or detect and channel difficulties and improvement opportunities, optimizing the development of people's talent and the organization's results.

Professional promotion will be subject to budgetary availability and compliance with applicable legal regulations. In any case, professional promotion must respect the organization of IRBLeida in a sustainable and adequate personnel structure to guarantee the proper functioning of its areas of action.

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5.2 PROMOTION OF STAFF IN THE AREAS: TECHNICAL RESEARCH SUPPORT STAFF, ADMINISTRATION STAFF AND SERVICES AND MAINTENANCE STAFF⁷

5.2.1 Horizontal promotion

Horizontal promotion consists of **access to jobs in the same category**, without this entailing a salary increase. To access jobs in the same job category that are vacant, it will be necessary to participate in the corresponding calls when they are called and the requirements demanded in the call must be met.

5.2.2 Vertical promotion

Vertical promotion is understood to be the reclassification of personnel within the different categories and levels of professional classification.

5.2.3. Commission for the evaluation of technical staff for research support, administration and services and maintenance

The Evaluation Committee for Technical Research Support, Administration and Services and Maintenance Staff will evaluate the applications submitted following the duly established internal procedure, and will be specific to each job.

Its composition will be as follows:


- The manager of the person assessed.
- The head of the people department or the person to whom they delegates.
- A member of the Top Management team.

5.3 CRITERIA FOR VERTICAL PROMOTION

In order to be promoted in level or category, the following criteria must be met cumulatively.

No.	Criterion	Description
1	Availability of a vacancy at the higher category (exclusive requirement)	To be promoted to a higher level/category, it is an exclusive requirement that there is a vacancy available.
2	Fulfillment of the requirements of the upper position	As a requirement for vertical promotion, the candidate must meet the minimum requirements of the job in the higher professional group, which includes: minimum training, experience, technical knowledge, among others.

⁷ The Professional Career System for Research Staff will be set out in a specific document drawn up for this purpose.

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3	Training	<p>The attitude of continuous learning and training is part of IRBLleida's values of excellence. The worker will choose training from those among the IRBLleida Training Plan, or from those proposed by the direct manager, <u>related to their job</u>, in order to enable a better development of their tasks. The direct manager must validate this choice for the purpose of determining its validity as a promotion criteria.</p> <table><tr><td rowspan="3">Minimum hours of training in the last 3 years</td><td colspan="3">Levels/ Categories</td></tr><tr><td>1-2-3</td><td>4-5</td><td>6-7-8</td></tr><tr><td>10 hours</td><td>8 p.m.</td><td>25 hours</td></tr></table>	Minimum hours of training in the last 3 years	Levels/ Categories			1-2-3	4-5	6-7-8	10 hours	8 p.m.	25 hours
Minimum hours of training in the last 3 years	Levels/ Categories											
	1-2-3	4-5		6-7-8								
	10 hours	8 p.m.	25 hours									
4	Assessment of competences	<p>Each year, the worker and the direct manager will assess the development of the previous year through a Skills Questionnaire (autonomy, responsibility, organisational capacity, leadership, etc.). Based on this evaluation, an individual development action will be planned with the aim of consolidating or improving skills. The evaluation will be carried out by the person in charge and also includes a self-evaluation. It is necessary to pass both questionnaires with a minimum score of 80 out of 100 points. In the event that the new position involves team management: training in leadership/coaching in a public or private entity will be required, complying with the minimum required hours/credits.</p>										
5	Professional objectives	<p>The person in charge will determine annually the professional objectives that he/she considers necessary. In order to promote, it is required that the established objectives are adequately developed.</p>										

6. LIMITS APPLICABLE TO THE INCREASE IN STAFF REMUNERATION

The annual budget laws establish, among other aspects, the overall increases that the remuneration of staff in the service of the public sector may experience. The wage bill of employees is made up of all salary and non-salary remuneration and social action expenses accrued by these personnel in the previous year. The wage bill may be increased, at most, by the percentage established by the Budget Law applicable to the current year.

The following are excluded from the calculation:

- Social Security benefits and compensation.
- Social Security contributions paid by the company.
- Compensation for transfers, suspensions and dismissals.
- Compensation for expenses incurred by the worker.

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The wage bill will include these items referring to permanent employees. Staff hired on an interim basis, in accordance with Article 15 of the Workers' Statute, will be considered included in the calculation, i.e. temporary staff who are hired for the replacement of workers with job reservations for vacant positions of a structural nature of the entity and interim contracts due to vacancies.

Excluded from the calculation of the wage bill are managerial staff with senior management contracts and other employees with managerial functions, as well as employees whose working conditions have not been determined by collective agreement. Personnel who are expressly excluded from a collective agreement and who have their working conditions exclusively through an individual contract are considered not to have their conditions regulated by a collective agreement, as well as those to whom a sectoral collective agreement with improved economic conditions is applied by means of an individual contract or company agreement.


The limitation on the increase in the wage bill of a year compared to the previous one, which is included in the annual budget laws, refers to the increase in the wage bill between the current budget year and the previous one; variation that must be made in annualized terms and homogeneity.

This homogeneity refers to:

- Number of staff (in full-time equivalent terms)
- Antiquity
- Working day regime (duration and distribution)
- Overtime
- Other working conditions (permits, licenses, etc.)

This limit can only be exceeded in relation to remuneration adjustments that are singular and exceptional in nature and are essential for singular and exceptional adjustments, which must be adequately motivated, will be calculated in addition to the wage bill in the first year in which they occur, and in future years only those that have been consolidated in relation to the variation in the content of the jobs and the variation in the number of staff will be included. In any case, adjustments linked to the degree of achievement of objectives will not be included in the wage bill, therefore, any supplement linked to the achievement of objectives or performance incentives will not form part of the wage bill as long as it is individual and responds to the achievement of assessable objectives.

The application of any supplement or promotion will require verification, prior to its approval, that its establishment does not entail an increase greater than the permitted increase in the wage bill. Otherwise, even if the necessary requirements for promotion or receipt of the supplement are met, it cannot be paid.

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