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DIPLOCAT AGORA 21

The role of industry in the recovery of European competitiveness

Opportunities and incentives for reshoring in Catalonia and Auvergne-Rhône-Alpes

DIPLOCAT DIGITAL TALK - 15 September 2022

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1. Background

Our world is currently in the presence of a new landscape marked by the outbreak of the Covid-19 pandemic and the war in Ukraine. Both events have had a strong global impact. Indeed, they have disrupted the EU economy while highlighting the interdependence of global value chains and the critical role of a globally integrated single market.

The closure of borders affecting the free movement of goods and services, the blocking of supply chains for essential products, the logistical difficulties and the disruption in products demand stressed the need to rethink the industrial policy strategy presented by the European Union in 2020, with the lessons learned from the Covid-19 crisis. We would probably not be talking about a change towards concepts such as strategic autonomy, reshoring or multi-localization without all the deep consequences that the pandemic crises has had in our globalized world.

The phenomenon of rising energy prices and supply shortages must be added to this difficult context, stressing Europe's economy further. Regarding the dual green and digital industry transition that this strategy puts forward, new measures directed at strengthening the resilience of the single market and supporting Europe's strategic autonomy have been adopted. Likewise, with the recent signature of Catalonia's new National Industry Plan 2022-2025, the Catalan industry can make a significant leap forward in competitiveness at both transitions.

Although some experts point to reshoring as a necessary process, it is also important to remember that, in 2022, the European Union had a strong strategic dependence on imports from China. In fact, 55% of the products on which the EU has a critical dependence come from the Asian giant. Against this backdrop, Europe needs to find a balanced response, which is not easy. However, what seems clear is that the crisis has had deep implications for our society and the way trade works.

Some analysts speak of a new concept of globalization, characterized by the fragmentation of international trade by blocks and its regionalization. In front of these expected changes, Europe and its regions must confront them and take advantage of this opportunity. Given this new industrial landscape, the question that we must ask ourselves is whether Europe, and Catalonia in our specific case, are in the position of taking any advantage from it. The debate organized by DIPLOCAT tried to find out the answer to this and to other questions.

2. Presentation

On 15 September 2022, within the series of debates "New challenges, old problems: the world seen from a decentralized perspective", DIPLOCAT hosted an online talk on the "Role of industry in the recovery of European competitiveness". Laura Foraster i Lloret, Secretary General of DIPLOCAT, opened and chaired the session. The three speakers that participated in the debate were Clotilde Barbot, Head of the Economic Development Department from the French region of Auvergne-Rhône-Alpes; Natàlia Mas, Director General for Industry at the Government of Catalonia; and Karina Azar, economist analyst at Catalonia's entrepreneurs association Foment del Treball Nacional.

Foraster explained that DIPLOCAT works to raise awareness of Catalonia's values and assets among international public opinion, to contribute to major global debates and to establish ties of trust with citizens and institutions in other countries. The objective of the consortium is to build bridges between Catalonia and the rest of the world by facilitating the exchange of people, ideas, and projects. International debates such as the present one help to achieve this goal. The aim is, above all, to share knowledge and exchange good practices among international actors on the strategies that should be followed in the immediate future.

With this debate, the consortium puts on the table the opportunities for change that the green and digital strategy offer to Catalan and European industries. More specifically, we will see how the strategy of strengthening the industry's resilience, recovering its autonomy, and reducing its external dependence can help regain European and global competitiveness.

Foraster argues that DIPLOCAT wants to add value to shared European and global problems by generating a common story and strategy with other international actors to face these challenges. In this way, one of the topics of interest are the new opportunities available regarding industrial matters.

3. Debate

3.1. Opportunities and incentives for reshoring

Foraster asks a series of questions to the speakers. Given the ecological and social potential of these relocations, what other opportunities do you see? In a context in which the probability that many companies will relocate part of their production chain to eastern European countries, where the regulations are often softer, what mechanisms or incentives have been given to companies, so they come to relocate to regions such as Auvergne-Rhône-Alpes or Catalonia?

Auvergne-Rhône-Alpes

Clotilde Barbot started by pointing out that this debate should ideally take place within the framework of the whole European Union. Regarding the opportunities linked to reshoring, two processes stand out: the green transition and digitalization. It is through the consolidation of both processes in the industrial field that Barbot thinks that regions such as Catalonia or Auvergne-Rhône-Alpes can become more competitive and wealthy. She is conscious that Eastern Europe regions could be attractive due to their more flexible legislation in aspects such as labour, environmental and commercial law.

Barbot makes a short introduction to her region to discuss which factors can make it attractive to businesses undertaking a re-shoring process. She points out variables such as demography, business and traditional industry, as well as the dynamism, plurality and charm that can appeal to both tourists and international investors. Auvergne-Rhône-Alpes is a region that is very well connected in terms of both infrastructure and trade. Indeed, it has strong trade relations with its European neighbours and imports from and exports to countries such as Spain, Italy and Germany. In the field of education, Auvergne-Rhône-Alpes stands out for its universities and the influx of engineering students, who are crucial for the reindustrialization of Europe. They will acquire the training and skills necessary to improve industrial production and its competitiveness in the field of innovation and technology, among others.

Besides the characteristics and the industrial ecosystem, Auvergne-Rhône-Alpes has adopted a new economic and industrial strategy in 2022. This new strategy comes after the worst post-Covid 19 period, a time in which Europe's heavy industrial dependence on other countries, especially China, became evident. Faced with this reality, the region

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decided to approve this plan and to implement a "toolkit" aimed at companies, assisting companies wishing to set up in the region and helping them in the search for a location, qualified workers or capital, among others. The strategy also focuses on the training of workers. Efforts are being made to train personnel, promote engineering schools and provide the industry with the necessary skills. Furthermore, the exchange of knowledge, skills and abilities is to be encouraged through the association of companies in clusters.

Catalonia

Natàlia Mas starts by mentioning the close relationship between Auvergne-Rhône-Alpes and Catalonia in the framework of the *Four motors for Europe* network. This réseau was created 30 years ago and is related to the subject under discussion, as it ambitioned to promote and adopt competitive industrial policies for Europe.

Over the last few decades, especially in developed countries, the industry has lost weight due to the trend of offshoring and the transfer abroad of part of the industrial processes, explains Mas. This has significantly shaped and affected the economic structure of many advanced regions. According to several pieces of evidence, it has weakened their power and made their economies less resilient. On top of it, it has also contributed to increase social and economic inequalities. One of the reasons is that many of these jobs were moved to other territories and got lost. This increased inequalities, since the dispersion of industrial activities throughout the territory fosters territorial equilibrium.

Then the Covid pandemic arrived and shook the global economic structure by breaking the main supply chains worldwide and disrupting global trade. In addition, when we started seeing a light at the end of the tunnel, the Russian invasion of Ukraine added to the difficulties, completely tensioning the energy market.

Thus, after analyzing the current context, the Catalan representative points out that the European industry is marked by 3 variables:

- Policies that for decades have promoted the offshoring of companies to other countries,
- High inflation caused by the Covid-19 pandemic and drastically increased by the beginning of the Russian invasion of Ukraine,
- The lack of supplies for certain products and key components for the industry.

All three factors have had an impact on the global economy, on consumers and on many industrial sectors. Thus, to face these uncertainties it is crucial to go beyond temporal measures and design and activate a structural reform that will help strengthen the economy and increase resilience. This response will also be key to face external and unpredictable factors that may as well arise in the future.

It is important to remember that challenges always come with opportunities. According to Mas, there is a window of opportunity now to bring back manufacturing activities, mainly high-value-added digitalized factories and partly reverse all the decades of offshoring dynamics. In the same way, there is the opportunity to tackle the challenge of climate change. It was Bill Gates who said that "climate change is the greatest opportunity for innovation that the world and humanity have ever seen". Therefore, we need to understand the challenges in order to activate the policies and take advantage of the opportunities.

To reverse the lasting tendency of offshoring dynamics, the Catalan Government, with a broad consensus and in agreement with many different economic and social agents, has recently approved a strategy to guide the industrial policy of Catalonia in the coming years. The National Pact of Industry 2022-2025 aims at 3 objectives for a territory with 7.7 million inhabitants and a strong industrial base:

Make the economy more resilient. Generate equality of occupation and territorial equilibrium.

Achieve an industrial policy that can act as leverage to accelerate the double green and digital transition. The industrial sector plays a key role in the transport linked to industrial activity in the fight against climate change.

Need to regain strategic industrial autonomy.

Mas explains that the general goal is to boost industry and transform the industrial model according to a very ambitious, detailed and quantified plan. The plan includes a schedule and an associated budget for each measure, as well as a mechanism to verify its development, execution and effectiveness. The total public budget of 3.2 billion euros will be deployed through 152 actions and measures designed to increase the weight of industry within Catalan economy from the current 20.3% to 25% of the GDP by 2030. Beyond this figure, there are also qualitative objectives that will only be achieved if many agents join forces: administrations, employers, trade unions, universities, professional associations, technological centers, etc.

Another vital point is the industrial policy, which must be the primary economic tool. Outsourcing production abroad may no longer be profitable or as profitable as before, also taking into account that the productive sector needs to cut CO_2 emissions. In this context, highly automated factories and the incorporation of advanced technologies facilitate relocation, increasing opportunity and at the same time offering a tool to reduce global emissions. Regions, member states and the EU itself must adopt a clear and innovative industrial policy that can attract companies interested in reshoring processes.

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One point of tension is that this strategy or concept should not be understood as a return to protectionism. Rhone Alpes is a territory very much open to the world, with a high degree of economic openness, which is shared by Catalonia. According to Natàlia Mas, what we need is to achieve a higher degree of resilience, diversification and economic closeness to consolidate our global competitiveness and, very importantly, to achieve a more equitable society.

In the context of relocation, there is another important variable, which is the use of the Next Generation Funds (hereinafter referred to as "NGF") as part of a broader strategy. In Catalonia, these funds have achieved positive results over the last years while the government was designing its industrial plan.

According to the latest statistics, the share of industry in Catalan economy has grown for the first time in 14 years to 20.3%, with industrial production rising at the highest level in 20 years. Outside of the NGF scope, Catalonia has been able to materialize large industrial projects:

- South Korean battery component *ILJIN Materials* invested 600 MEUR to open its first European factory in Catalonia.
- Austrian company *Kronospan* investment of 230 MEUR in a new manufacturing plant.
- US company *Intel* and Barcelona Supercomputing Center to build a €400M pioneering microchip design laboratory.
- Japanese company *AGC Pharma Chemicals* will invest €90 million and create 100 new jobs in a new manufacturing plant.

Likewise, Catalonia activated a new line of support called "REINDUS", which is capitalized with 27M euros, in order to support 44 small and medium industrial projects, generating 2.000 jobs and more than 500M euros in investments. With this instrument, specific services are designed to solve existing logistic challenges, face supply and logistics problems and deal with other variables such as the Russian invasion of Ukraine and the suspension of the Spanish-Algeria trade relationship. It's a global toolkit that is very much coordinated with other EU territories and authorities and it employs targeted actions to face concrete conjunctival difficulties.

3.2. The impact of reshoring on the consumer

The debate continued with the moderator's question to analyst Karina Azar, who was asked about the alleged impact of the reshoring processes on consumers. The Tony Blair Institute for Global Change stated that this processes would lead to an increase in production costs and therefore to a reduction in supply and innovation, which could ultimately harm the consumer.

Karina Azar first pointed out that this debate is not new, as it is an issue that has already been around for more than a decade. Indeed, there has been a deep analysis of the effects and the phenomenon of reshoring. This debate has led to many reports, as well as the creation of the EU Reshoring Monitor instrument between 2013 and 2018. More recently, a Follow-up Committee in International Trade has organized round tables on supply chains, among other subjects.

Any analysis of reshoring will show pros and cons. The increase of production costs is obviously one of the most evident negative consequences for consumers, but Azar thinks that the reshoring strategy must be analyzed from other points of view as well. Among the possible gains for consumers and firms are efficiency, resilience and security. In this regard, Azar emphasizes that the analysis should be made sector by sector to assess the tradeoff that each process of reshoring implies.

Following her line of thought, she supported that not all sectors have to be reshored. In fact, there are other strategies that can be considered by diversifying global value chains and improving preparedness by assessing concrete potential threats to essential activities. To explain this, she mentioned some specific examples of proposals. In first place, as mentioned above, the National Pact for Industry considers that the reshoring process is an opportunity to promote industrial activity and attract foreign direct investment. As also stated before by Mas and Barbot, the question is not about protectionism but about attracting talent and gaining resilience and security without losing the efficiency in industrial production processes.

Secondly, the entrepreneurs association Foment del Treball, which is the organization she works for, recently analyzed what happened after the Covid crisis and the invasion of Ukraine by Russia. There were important disruptions in global value chains and in supply chains, resulting in a lack of products. As the access to certain strategic products, such as semiconductors and microchips is crucial, Foment believes that a local industry of these products is necessary. Another need is to foster and develop a hydrogen industry ecosystem. These are examples of strategies whose objective is to reduce dependency and boost competitiveness while enhancing the double green and digital transformations.

The National Pact for Industry considers that the reshoring process is an opportunity to promote industrial activity and attract foreign direct investment.

3.3. Lessons learned

After the first two questions, Foraster asked the following questions to the three speakers: What do you think are the lessons that companies and public organizations have learned regarding the phenomenon of offshoring after the experience of the pandemic and the current war in Ukraine? What lessons or new paradigms would you highlight?

Azar defends that the most important lesson learned in recent times is that changes happen at an amazingly fast speed. Therefore, and with the aim of coping with future events, everyone from consumers to firms, public administrations and actors present in the decision-making process must develop three types of abilities: to adapt, to foresee and to cooperate.

Having this in mind, Azar highlights two other important lessons. The first lesson is that, in some way, there has been a structural change, a shift in consumer preferences, changes in firms' strategies and a redefinition of public policies that move from quantity to quality. It is a "just-in-case" strategy, rather than the usual "just in time". Azar believes that we can accept some loss in efficiency if that implies a gain in resilience. Likewise, she considers that security and sustainability should be prioritized over agility.

The second lesson is that there are two other very important strategies, digitalization and sustainability, which aim at reducing costs whilst reducing the carbon footprint. It could be a historical opportunity to change some dependencies that we have had over the last decade and the way to do so is through social dialogue and trough collaboration between regions, countries, and public and private corporations.

Barbot agrees that there has been a radical change in the world panorama. Thus, the regional strategy she represents goes beyond the needs of its area but encompasses the European industrial strategy. Following the same argument as Azar, Barbot points out that not all sectors should be reshored, but only the ones which are essential for the region's resilience and in which they have a competitive advantage. In this regard, her department has conducted a product analysis and has come to the conclusion that those sectors that are key, in the sense that they should be reshored, are those that can be classified as sectors of excellence, such as healthcare industry, sustainable materials, microelectronics and artificial intelligence, and hydrogen.

Together with the sectors of excellence, a series of other sectors are also identified and included in the toolkit of this strategy. These other key sectors are energy, mobility, health, chemistry, textile, luxury, sports, digital, electronics, aeronautics, plastic, mechanics/robotics and agriculture. There are already some big projects on the way to build factories for important products such as microchips, semiconductors and batteries. For the government, as well as for the local and regional firms, it is much preferable that these key products are produced near them rather than in Asia or in other offshored territories. To help the industrial recovery of the region, they have clustered the firms regarding the key sectors, with the aim of fostering public and private partnerships, and thus achieving a higher degree of innovation and competitiveness.

Currently, after the Covid-19 impact, there is a new priority to reindustrialize in attractive sectors that will foster digitalization and promote neutral carbon activities. The aim is to give a new image of the industry, which innovates and makes efforts in the green transition.

Regarding the lessons learned about offshoring, Barbot points out that there has been a change in how the public administration and the firms related during the Covid-19 crisis. Due to the lack of knowledge of how to act in such situations, quarantines, closures of businesses and general descent or stoppage of industrial activity, a line of communication between companies and administrations was required. Barbot thinks that the firms' capacity to communicate directly with the public administration is something that will remain, as it provides many advantages and security in the face of future challenges.

Over the last decades, there has been a decrease in industrial activities in all Western Europe. Currently, after the Covid-19 impact, there is a new priority to reindustrialize in attractive sectors that will foster digitalization and promote neutral carbon activities. The aim is to give a new image of the industry, which innovates and makes efforts in the green transition. The prior strategy for the region was focused on startups, but now it is more focused on a different kind of industry, a neutral carbon one with a high degree of digitalization. For workers and engineers to adapt to these changes and to be at the forefront of this field, they need to train the necessary new skills. In this regard, one of the industries that has undergone major changes in recent years is the automotive industry, as they shift to electric, more sustainable and smarter vehicles

Natàlia Mas thinks that one of the main lessons learned is that the most liberal theory over the last years, which states that the best policy is one that does not exist, is wrong. The policy lack favoured the process of relocation of companies and weakened Europe's industrial capacity. Currently, it seems that Europe wants to reverse this situation with a proactive strategy to regain strategic autonomy with projects like the battery alliance and the currently developing European chips act.

This is also the case in Catalonia. The strategy designed in the region is a proactive and hybrid industrial policy combining broad horizontal measures intended to support competitiveness in most sectors, together with deep-targeted vertical measures to support strategic areas of the economy. Mas recalls that at the beginning of the common EU project, the Treaty of Rome stated that the European industrial policy was not necessary since the achievement of the common market and the elimination of the trade barriers would be enough for the industrial sector to develop without problems.

With the financial crisis of the 1970s, a defensive industrial process was activated for sectors in difficulty. From the mid-'80s, this changed to crucially horizontal strategies with the goal of generating an environment favorable to business competitiveness. Currently, in line with the lessons that were mentioned, there is a need to look in detail the partition in strategic value chains, the dependencies, how these are growing, which technological specialization is needed, etc.

This is also the approach followed by Catalonia's National Pact for Industry, which identifies strategic sectors very much in line with the ones mentioned by Barbot: agro-food, mobility, sustainable mobility, biotechnology, pharmacy, microelectronics, and semiconductors, among others. It is important to point out that the industrial policy and toolkit must be systematic and crosscutting and it has to involve the collaboration of all agents, from parliamentary groups, universities and associations of all types, to technological centers and employer associations.

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Mas agrees with Karina regarding the need for flexibility and adaptability, as well as Barbot's point about selectivity, as she supports that we should not aim at reshoring all types of activities but instead go deeper into really what are the needs and the best strategy to follow.

Let us also recall that with the pandemic many companies in the industrial sector were forced to reorganize the manufacturing processes, faced very important shortages of raw materials and still face important shortages of key imports such as semiconductors. More than half of the EU industrial companies depend on semiconductors and chips, for which there is almost no production in Europe, and this is an example that can be applied to other strategic sectors.

To conclude, Mas points out that there is a need for a common response from companies and governments. There must be a public-private effort or collaboration to reflect on which public and private policies can be designed and deployed in the current times. The result of this collaboration is named "shared prosperity" for all the actors, and offers resilience while maintaining efficiency. This toolkit must be very broad for innovation, internationalization, employment, training, infrastructure, the availability of industrial land, finance on investment and the business dimension of companies.

"We are facing a decisive junction, a moment of dual nature in which great challenges and difficulties coincide in time and intensity with big opportunities that we cannot let go. We need to see and assist, and I think that a shared strategy is the key to success. I am optimistic that through collaboration, many different EU territories and authorities can all deploy a shared strategy", Natàlia Mas stated.

4. Questions from the audience

Someone asked how the intention to reprioritize resilience over efficiency translates into policy. The answer to this question is a sum up of everything that has been said by the three speakers. All three coincide that if the pros outweigh the negative aspects, this will be translated into policies and firm choices to change certain strategies.

Azar pointed out that no one would be talking about reshoring or relocating it if would not imply a gain in either efficiency, security or resilience. As mentioned by Barbot and Mas, it is a matter of selecting and choosing the right strategy, the right sector, the right firms and the right activities. It is also an opportunity for SMEs (Small and Medium-sized enterprises) to participate in the global market, attract talent, foster public and private collaborations, and coordinate between regions.

Mas shares her views with Azar regarding the need to work in parallel to address both the aim and the challenge of increasing efficiency and resilience at the same time. With the purpose of doing that, the new industrial strategy for Catalonia points to five key areas of work that go in parallel: energy in circularity (we need to decarbonize the industry both as a response to climate change but also as a key policy for future competitiveness); foster innovation, digitalization and internationalization; the working conditions, education and human capital; infrastructures and industrial land; and financing and increasing the size of industrial companies.

A second question suggests that offshoring could move to countries on the periphery of the EU instead of the EU itself. Then, if a manufacturer moves from China to Morocco or Turkey, is it a risk or an opportunity?

Azar thinks that this topic should be widely debated. She points out that when we speak about industrial strategies and relocation, we are also talking about the labour market and the workers. She believes it would be an opportunity for the industry to be relocated to a neighboring country and not to Spain. She justifies the answer because the transport costs would be much lower than before. However, this should be analyzed on a case-by-case basis.

Mas outlined what are the two technical factors that are changing the rules of the game: digitalization and climate. The possibility of implementing advanced technology in factories could increase exponentially their efficiency and productivity. As for climate change, the European Union has set the target to be climate neutral by the year 2050. In fact, Europe should cut carbon emissions by more than

40% by 2030. While this objective is intended to be a major step in the defense of planet earth, it is also an advantage for improving innovation, competitiveness and the efficiency of the productive sector. Mas emphasized that Europe needs to lead the transformation into a carbon-neutral economy. If the EU can lead this process, breakthroughs in technology and innovation will occur and it will help make Europe become one of the most competitive or even the leading competitive territory in the world.

Barbot reminded that not all sectors must be reshored to achieve autonomy and that there are other possibilities such as the diversification of the supply chains. Thus, if an industry moves from China to Morocco, this will contribute to the diversification of the supply chain and would be something positive. According to her, the aim of reshoring is not at all to be alone on our island, but to keep strong economic relations with other countries.

The following question dealt with the role that railway transport should play in Europe. Is there going to be an increased demand for railway transport? Some parts of the American continent like Mexico have heavily invested in railway transport. What are the opportunities and challenges in that area?

Mas recalls that, as previously mentioned, the entire area of infrastructure will be key to fostering or making the European industrial policy a reality. One of the key areas in infrastructure is railway transport and Europe is one of the areas in the world that must lead its development. Transport by this means is a crucial step for companies to reduce their carbon print as well as achieving higher competitiveness, said Mas. Having good railway connections is a key aspect that big investors will consider when deciding to reshore some of their industries. The Mediterranean corridor is a critical infrastructure in Europe that could boost European competitiveness.

As a mode of conclusion, Azar supports the idea presented by the previous speaker that industrial policy will not prosper without good infrastructures. She agrees that the finalization of the Mediterranean corridor is an essential infrastructure for Europe's industrial productivity.

Annex. Participants

› KARINA AZAR

ECONOMIST ANALYST, FOMENT DEL TREBALL NACIONAL

Karina Azar is a senior economist at the Department of Economy of the Catalan entrepreneurs association Foment del Treball, a member entity of DIPLOCAT. She was born in Monteviedo, Uruguay, and studied at the Universidad de la República. She has been living in Catalonia for more than 10 years.

› CLOTILDE BARBOT

HEAD OF DEPARTMENT *"PARTENARIAT ET DISPOSITIFS"*, AUVERGNE-RHÔNE-ALPES

Clotilde Barbot is the Head of the "Partenariat et Dispositifs" Department at the Economic Department in the regional government of Auvergne-Rhône-Alpes. After a business school and a master's degree in Philosophy at Sorbonne University, she became a public servant in charge of various projects of local development: urban renewal, digital use planning, and green transformation of industrial sectors. She is now working as an economic development manager for local authorities.

› NATÀLIA MAS

DIRECTOR GENERAL FOR INDUSTRY, GOVERNMENT OF CATALONIA

Natàlia Mas holds several degrees and master degrees from Pompeu Fabra University, the College of Europe and Columbia University. She has worked and studied in China and completed a Postgraduate Study Programme in Chinese Language and Civilization at the School of East Asian Studies. She has worked at the European Central Bank, the World Bank, and Banc Sabadell. In June 2021, she was appointed Director General for Industry and shortly after Chief Executive Officer of ACCIÓ. Since October 2022, she is the Minister of Economy of the Catalan Government.

› LAURA FORASTER I LLORET

MODERATOR. SECRETARY GENERAL OF DIPLOCAT

Laura Foraster i Lloret (Barcelona, 1976) holds a Degree in Business Administration from the Pompeu Fabra University, a Degree in Humanities from the Open University of Catalonia and a Master's Degree in European Studies from the KU Leuven, in addition to specific training in public diplomacy and electoral observation missions. From 2012 to 2018, she was the Executive Director of DIPLOCAT and had previously served as Chief of Cabinet in the Catalan Ministry of Trade, Tourism and Consumer Affairs (2003-2006) and the Catalan Ministry of Innovation, Universities and Business (2006-2010). Prior to these positions, she worked in Brussels, undertaking various jobs in the European Parliament, the European Commission, the Committee of the Regions, and the Delegation of the Government of Catalonia to the European Union.

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- Government of Catalonia
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- Conselh Generau d'Aran
- Catalan Association of Municipalities and Counties
- Federation of Municipalities of Catalonia

Entities of the business sector

- General Council of the Official Chambers of Commerce, Industry and Navigation of Catalonia
- Entrepreneurs association Foment del Treball Nacional
- Association of Micro-, Small and Medium-Sized Enterprises of Catalonia (PIMEC)
- Confederation of Cooperatives of Catalonia
- Multi-Sector Business Association (AMEC)
- Private Foundation of Entrepreneurs (FemCAT)

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- The Group of Entities of the Voluntary Sector of Catalonia
- Trade union Unió General de Treballadors de Catalunya (UGT)
- Trade union Comissions Obreres de Catalunya (CCOO)
- Football Club Barcelona

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