



21
2021-2026

Nationwide strategic initiatives for the recovery and transformation of the Spanish economy

December 2020



Foreword from the President

“European funds represent a historic opportunity for an exceptional moment in time. Spain needs a quick, joint and exemplary response. This is the goal pursued by the business community, with three unequivocal hallmarks: independence, a vision of State and institutional loyalty”.

Progress in **defining and designing the European Recovery Plan** (Next Generation EU) and the **“España Puede” Plan** is approaching a **decisive phase** as the **deadlines for the execution and arrival of the funds**, scheduled for 2021, need to be met.

In both cases, the design and implementation of **reforms and investments** are a **key priority**. Thus, these two elements must be articulated jointly in order to **ensure that the European funds achieve the maximum possible impact in Spain**.

To this end, in recent weeks, CEOE has prepared various reports which have been submitted to the Government with the aim of proposing the **main reforms that Spain needs**.

Now, with this **document explaining “21 nationwide strategic initiatives for the recovery and transformation of the**



Spanish economy”, CEOE seeks to **place the spotlight** on the major projects that Spain needs to **recover and transform its economy**.

Through an **agile and highly participatory process**, Spanish companies and the different sectoral and territorial business organisations have worked on drawing up **21 proposals** with the aim of making them available to the Government for approval and joint implementation in **2021**, through **close public-private collaboration**.

In total, CEOE proposes **21 strategic initiatives with a nationwide perspective**, very much oriented towards accelerating and consolidating the twin green and digital transitions and the reindustrialisation process.

It is worth noting that, in the configuration of each proposal, we have sought to achieve two **goals** that, in our opinion, are **essential**: on the one hand, to **speed up the recovery and transformation**, through

the capabilities of **large companies** and, on the other hand, **for funds to reach SMEs and self-employed people**, thus ensuring the preservation and creation of **jobs**.

Furthermore, this catalogue is based on the **priorities of the EU and the Spanish Government**, as well as on the **UN’s 2030 Agenda for Sustainable Development**, through the 17 SDGs.

With the presentation of this catalogue of proposals, the Spanish business community **reaffirms its commitment to Spain**, which is always based on **three unequivocal hallmarks: independence, a vision of State and institutional loyalty**.



Antonio Garamendi
President of CEOE







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Executive Summary

CEOE presents a catalogue of 21 nationwide strategic initiatives to recover and transform the Spanish economy, created for and aimed at the entire productive fabric (large companies, SMEs and self-employed people), to be implemented in 2021 through various legal channels (public-private collaboration, calls for grants and subsidies, public procurement tenders, consortia, Strategic Projects for Economic Recovery and Transformation (PERTES), etc.).

1. General considerations

The importance of investment products to ensure the maximum possible impact of European Funds

1.1. Context and goals.

- The architecture of the European Recovery Plan grants **investment projects a key role** in the recovery and transformation of the Member States' economies.
- **Major nationwide strategic initiatives** can help to achieve a **driver and carry-over effect on the entire productive fabric**, from **large enterprises to SMEs and self-employed people**.
- The creation of a **new scheme for public-private collaborations** is a **good opportunity** to implement the investments that Spain needs.
- **CEOE** has drawn up a **proposal of initiatives** which are the result of the **joint work and capillarity of companies and sectoral and territorial business organisations**, and in line with **European and national priorities**, with the aim of making them available to the Government.
- The result of this catalogue is a **total of 21 nationwide strategic initiatives**, with **114 lines of investment and more than 400 specific projects, with a direct impact on economic growth and on the preservation and generation of jobs**.

1.2. Characteristics of the initiatives.

- They entail **investments in fixed, human and/or natural capital, which are unique in terms of impact, transversality, size, scope, involvement of all actors** (including the Administration) and, in general, a **country-project approach**, going beyond a corporate, territorial or sectoral perspective.
- Therefore, they **do not reflect specific proposals from specific companies**, but rather a set of **strategic nationwide initiatives** designed in coordination by a **wide range of companies and business and sector organisations**.
 - **Ten characteristics of the strategic initiatives:**

1. **Nationwide perspective.** Transversality and impact on different sectors and on the Spanish economy as a whole.
2. **Driver and carry-over effect** on the entire production fabric, from large enterprises to SMEs and self-employed people.
3. **Dual green and digital transition.** Key pillars for the implementation of funds.
4. **Reindustrialization.** Boosting the economy's resilience by reinforcing the weight of the industrial sector in the GDP.
5. **European Semester.** Response to the specific nationwide recommendations.
6. **Public-private collaboration.** Implementation through different channels (subsidies, tenders, PERTES, etc.).
7. **Tactical-strategic balance.** Scalability, with early benefits.
8. **Milestones and partial goals.** Continuous improvement approach.
9. **Leadership.** Focus on the sectors in which Spain can achieve a significant competitive advantage at a global level.
10. **Spain's potential.** Building solid foundations for the Spain of the future.

1.3. Commitment to Important Projects of Common European Interest (IPCEIs).

- When implementing the European funds, it is essential to **take into account** the **European framework for state aid**, as well as **some exceptions** to this framework (such as Important Projects of Common European Interest, IPCEIs).
- The IPCEIs are an **opportunity for Member States** and have a **high strategic value** for the EU.
- In this regard, they have significant advantages :
 - For the purpose of the compatibility of State aid with the internal market, when these projects meet the established eligibility criteria, the **presence of a market failure, a major systemic failure**, as well as their contribution

to the Common European Interest is presumed, thus justifying this type of aid.

- **The State could cover up to 100% of the financing gap** on the basis of a long list of eligible costs.
- Unlike the ordinary system, **industrial deployment costs are considered eligible**.
- CEOE is committed to **promoting Spain's participation** in IPCEIs, which are led by France and Germany.
- To this end, **some of the initiatives** in this catalogue are specifically aimed at **strengthening the role of Spanish companies in this field** in view of the new IPCEIs that will be launched in the short term (e.g. batteries II, hydrogen and microelectronics II).



2. Catalogue of nationwide strategic initiatives (NSI)

21 proposals for the recovery, transformation and resilience of the economy



2.1. Digital transition

Spain has the opportunity to experience a turning point in its digitisation, primarily through connectivity (5G, 6G and Gigabit); cloud capacities, progress in the digitisation of the Public Administration and associated public services; digital literacy and talent among its citizens, and the integration and implementation of advanced digital technologies by companies, especially in areas such as Artificial Intelligence, cyber security or blockchain.

- **NSI 1.** Smart and competitive tourism value chain.
- **NSI 2.** Digitisation for a competitive SME.
- **NSI 3.** Digital and sustainable transformation of the agri-food sector.
- **NSI 4.** Health, data and clinical research.
- **NSI 5.** Media for the challenges of the 21st century.
- **NSI 6.** Digitisation of payment methods and secure digital identity.



2.2. Green transition

The green transition is the roadmap for providing Spain with a sustainable and climate-neutral economy, with six main pillars: decarbonisation and the promotion of new energies (such as hydrogen), energy efficiency in buildings, zero pollution, the "farm to fork" approach, the circular economy and sustainable and intelligent mobility. As a result, Spain will make firm progress towards Europe's climate neutrality goal for 2050.

- **NSI 7.** Transformation of the complete water cycle.
- **NSI 8.** Smart networks and deployment of renewable energies.
- **NSI 9.** Sustainable mobility.
- **NSI 10.** Transformative and sustainable blue economy.
- **NSI 11.** Connected and decarbonised industry and hydrogen.
- **NSI 12.** Development of non-urban infrastructure, logistics capacity and transport.
- **NSI 13.** Aeronautical and multimodal hub.
- **NSI 14.** Circular economy and waste management.
- **NSI 15.** Renovation and integral refurbishment of buildings. Urban regeneration.



Social and territorial cohesion

Social and territorial cohesion is one of the country's major challenges, with increased importance in recent years.

On the one hand, it is necessary to guarantee an inclusive and socially integrated Spain for all its people, strengthening areas that have an impact on national competitiveness; and, on the other hand, it is essential to ensure an appropriate territorial backbone to curb the effects of the "empty Spain", especially in rural areas.

- **NSI 16.** Vertebration and promotion of cultural and creative industries.
- **NSI 17.** The sports industry as an engine of economic and social development.
- **NSI 18.** Demographic challenge, territorial cohesion and dynamisation of the rural environment.
- **NSI 19.** Transforming vocational training.
- **NSI 20.** Education, training and entrepreneurship.



2.4. Equality

With this initiative, CEOE, as part of its permanent commitment to contribute to equality and to the elimination of gender gaps, seeks to promote women's training, entrepreneurship, the concept of a work-life balance and co-responsibility and for women to be included in all areas, in a participative and open manner, in order to join efforts between the public and private sectors.

- **NSI 21.** The business community's commitment to equality.

1

General considerations

- 1.1. Context and goals
- 1.2. Characteristics of the nationwide strategic initiatives
- 1.3. Commitment to the Important Projects of Common European Interest (IPCEIs)

1.1. Context and goals

The architecture of the European Recovery Plan grants investment projects a key role in the recovery and transformation of the Member States' economies.

The main priority of the design of the Next Generation EU is the **generation of impact on Member States' economies**, with the aim of accelerating their recovery and transformation.

Therefore, it is essential to **conceive and develop investment projects** that enable the advance towards the achievement of European and domestic priorities, especially with regard to the **dual digital and green transition**.

Furthermore, to ensure a higher efficiency for these projects, it is vital to provide them with a **nationwide approach** around **major strategic investments**.

In addition, as CEOE has conveyed in various documents in recent weeks, it is necessary to **complement investments with the structural reforms that Spain needs**.

The major nationwide strategic initiatives can help to achieve a driver and carry-over effect on the entire productive fabric, from large companies to SMEs and self-employed people.

Spain faces a **double challenge** when it comes to developing investment projects. On the one hand, **to speed up the economy's recovery and transformation**, through the capabilities of **large companies** and, on the other hand, for **funds to reach SMEs and self-employed people**.

In this way, through nationwide projects involving public-private collaboration and, as part of the latter, with contributions from **large companies and their ecosystems of SMEs and self-employed people**, Spain will achieve a **driver and carry-over effect** on its investments under the Next Generation EU, making its potential accessible to the country's entire productive fabric.

The creation of a new scheme for public-private collaborations is a good opportunity to implement the investments that Spain needs.

The implementation of European funds requires an **agile processing procedure, guaranteeing the principles of competition, transparency and control at all times**.

It is, therefore, important for the **Royal Decree** drafted by the Government to eliminate bottlenecks and speed up the deployment of Next Generation EU funds to include, in line with some of the proposals put forward by CEOE in this area, a scheme to provide coverage to these initiatives: **Strategic Projects for Economic Recovery and Transformation (PERTES)**.

In this sense, CEOE considers that PERTES can constitute an optimum vehicle for responding to this balance, as well as for channelling some of the areas of investment and the more specific actions included in the proposals in this catalogue.

To this end, CEOE believes that **PERTES** may constitute an **optimum vehicle** to support this balance, as well as to **channel some of the investment fields and the more specific actions included in this catalogue's 21 proposals**.

CEOE has drawn up a proposal of strategic investment initiatives fruit of the joint work and capillarity of companies and sectoral and territorial business organisations, and in line with European and national priorities, with the aim of making them available to the Government.

As part of the CEOE's commitment to actively contribute to the recovery and transformation of the Spanish economy, one of the **main lines of action** in recent months has been to draw up a **catalogue of major investment initiatives**.

The **majority of companies and sectoral and territorial business organisations affiliated to CEOE** have participated in this work process, guaranteeing total **capillarity** and wide **reach** covering the entire Spanish productive fabric.

It should be noted that the **action framework** upon which the strategic investment initiatives have been developed has been based, on the one hand, on the EU's priorities reflected on the European Recovery Plan and, on the other, on the **axes, levers and scope of the "España Puede" Plan**.

The result of this catalogue is a total of 21 proposals, broken down into 114 investment lines with more than 400 specific projects.

The catalogue proposed by CEOE and submitted to the Government has **21 strategic investment initiatives**, grouped around the four axes defined in the "España Puede" Plan and deployed in **114 investment areas and more than 400 specific projects**, with the aim of highly impacting our country's economic growth while preserving and creating quality jobs.



1.2. Characteristics of the nationwide strategic initiatives

The strategic initiatives proposed by CEOE entail **investments in fixed, human and/or natural capital, which are unique in terms of impact, transversality, size, scope, involvement of all actors** (including the Administration) and, in general, **a country-project approach**, going beyond a corporate, territorial or sectoral perspective

Therefore, these initiatives **do not reflect specific proposals from specific companies**, but rather a set of **strategic nationwide initiatives** designed in coordination by a **wide range of companies and business and sectoral organisations**, aimed at being implemented **jointly with the Public Sector**.

For all these reasons, the nature of these initiatives is very specific and their execution requires a **solid foundation of public-private collaboration**.

Furthermore, in order to guarantee **total alignment** with the structure of the **European Recovery Plan** and the **“España puede” Plan**, they respond, on the one hand, to the challenges of the Spanish economy identified by the EU as high priority within the European Semester and, on the other hand, to the axes, levers and areas defined by the Government in the National Plan.

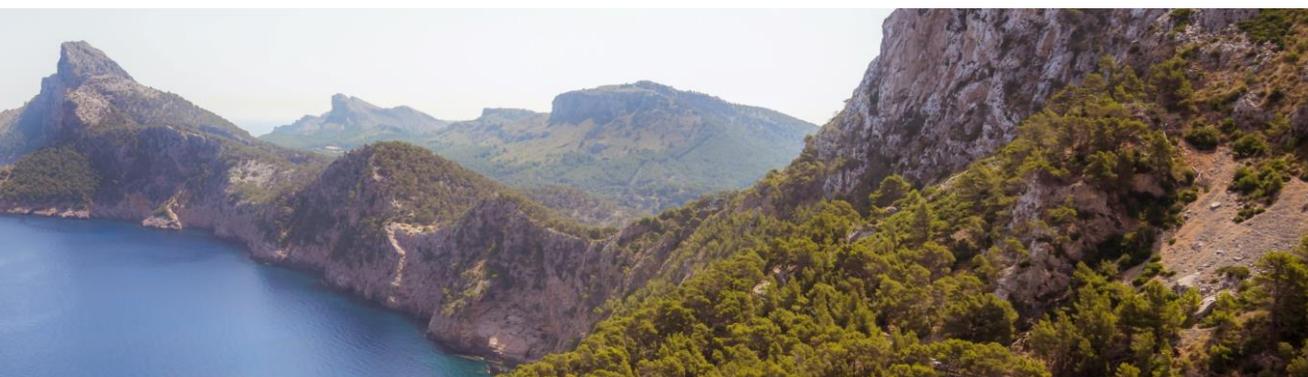
In addition, due to the relevance of the **UN’s 2030 Agenda**, they are also aligned with the 17 Sustainable Development Goals.

Taking all of this into account, the **characteristics of the strategic initiatives** drawn up by CEOE reflect the following catalogue:

- 1. Nationwide approach.** To have a cross-country perspective, based on transversality and on achieving a positive impact on different sectors and on the Spanish economy as a whole, as well as being aligned with the “España Puede” Plan.
- 2. Driver and carry-over effect.** To generate collaborative ecosystems that involve the entire productive fabric, from large companies to SMEs and independent workers, as well as other types of organizations (research centres, etc.), together with the support from the Public Sector.
- 3. Dual transition, green and digital.** To contribute to the recovery and growth of the economy, the creation of employment, the transformation of the productive model to include green and/or digital changes, the improvement of productivity and social and territorial structuring, thereby mitigating the socio-economic impact of the crisis and strengthening cohesion and convergence. All this by taking advantage of the opportunities offered by technological progress and innovation processes.



- 4. Re-industrialisation.** To boost the resilience of the Spanish economy through the improvement and modernisation of existing value chains and the creation of new ones, reinforcing the weight of industry in the national GDP.
- 5. European Semester.** To respond to one or several of the challenges of the Spanish economy identified by the European Commission during the European Semester, both in the business fabric and in society, so that, if successful, a leading global position may be achieved, with special focus on employment.
- 6. Public-private collaboration.** To undertake the leadership of projects from the private sector, with the Government's firm and determined support, in order to speed up their implementation and impact on the economy.
- 7. Tactical-strategic balance.** To enable quick scalability that would allow early success of the proposed actions and full implementation within the deadlines set by the EU.
- 8. Milestones and partial goals.** To exercise a continuous improvement approach through maturity cycles, with tangible partial achievements from the early stages. Achievements derived from these projects should lead to significant advances in the competitiveness of the solution's target sectors.
- 9. Leadership.** To place the spotlight on those areas or sectors in which Spain may achieve a significant competitive advantage at a global level, contributing, in addition, to maintaining its current leading position in certain areas.
- 10. Spain's potential.** To build solid foundations for the Spain of the future, through a digital, sustainable and resilient economic model, to underpin the recovery and transformation of its economy in the long term.





1.3. Commitment to Important Projects of Common European Interest (IPCEIs)

It is essential to take into account the European framework for State aid, as well as the exceptions for IPCEIs.

The **Treaty on the Functioning of the European Union (TFEU)** includes (Articles 107, 108 and 109) a **general ban on state aid to the private sector**. In particular, state aid, together with the **principle of non-discrimination in taxation**, is **one of the main pillars of the common market and European taxation**.

However, the TFEU itself contains **some exceptions** to this general principle, including the possibility, on the part of the European Commission, of approving aid to promote the execution of **Important Projects of Common European Interest (IPCEI)**.

This scheme, which was seldom used until 2014, saw a turning point that year. Thus, to date, there has been approval of **an infrastructure project** (“Fehmarn Belt” between Denmark and Germany, 2015) and **two R&D projects** (microelectronics, 2018, and batteries, 2019), **with no Spanish participation in any of them**.

IPCEIs are an opportunity for the Member States and have a high strategic value for the EU.

These projects, **which are not specifically linked to the Next Generation EU funds**, must **contribute to the EU's objectives and have a significant impact on its competitiveness, sustainable growth or value creation**. In addition, **at least two Member States must be involved**.

Furthermore, in line with the characteristics of CEOE's initiatives, **they must generate positive driver and carry-over effects**, in this case at European level and not only limited to the participants.

They must also be **co-financed by the beneficiary companies** and provide, in the case of **R&D&i projects**, a significant **innovative or value-added element** and, in the case of **industrial deployment projects**, new **products with high R&D&i content** or an **innovative production process**.

Based on all of the above, these projects arise with the **presumption of the existence of a market failure, an important systemic deficiency and a great contribution to the common European interest**, which makes it possible for **the State to cover up to 100% of the financing deficit**, and makes industrial deployment costs eligible.

CEOE is committed to promoting Spain's participation in IPCEIs. To this end, some of the strategic initiatives in this catalogue are specifically aimed at strengthening the role of Spanish companies in this area.

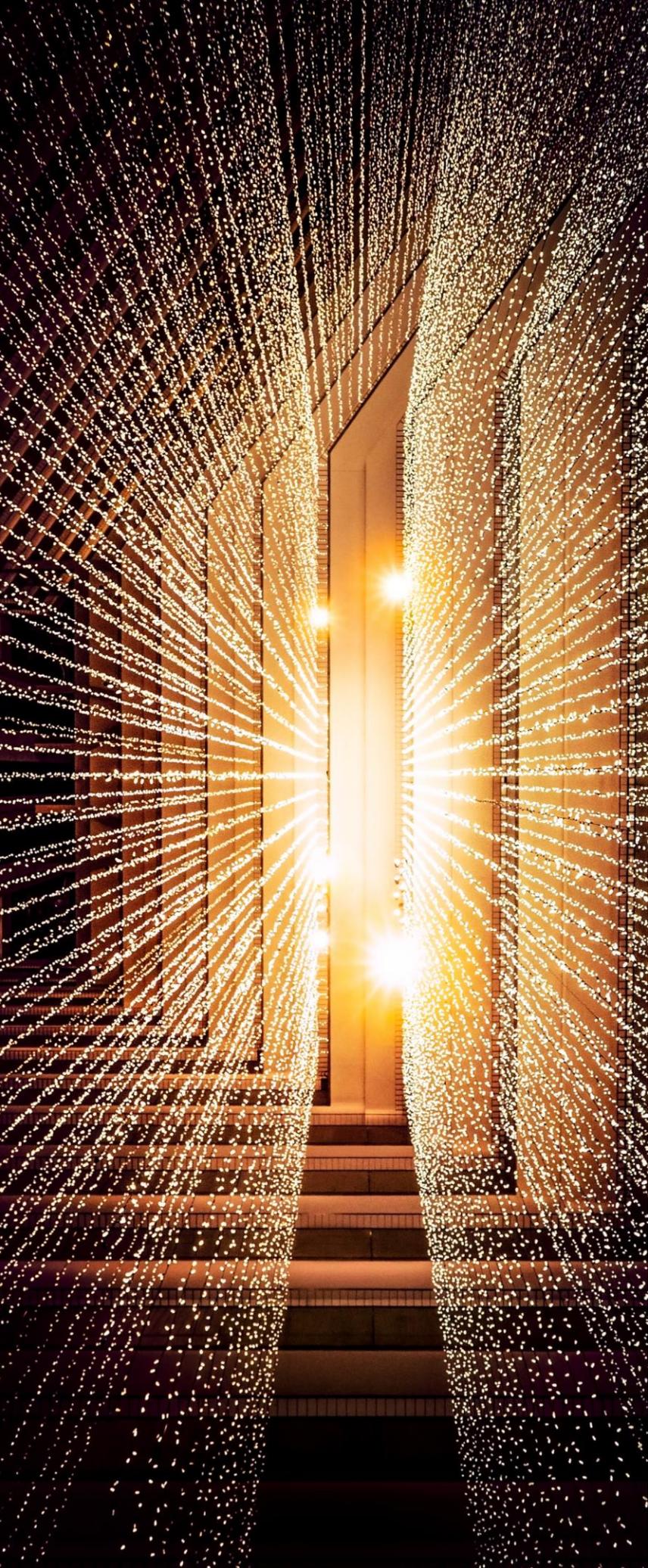
Germany and France lead the development of the IPCEIs that have been approved until now. However, among those that will be implemented in the short term (batteries II, hydrogen and microelectronics II), **Spain is already beginning to be present**.

CEOE believes that the arrival of the Next Generation EU funds is a very good **opportunity to accelerate Spain's participation in the IPCEIs** which is why some proposals in the catalogue include **investment areas aimed at entering this race (they are identified with this icon **).

2

Catalogue of nationwide strategic initiatives

- 2.1. Digital transition
- 2.2. Green transition
- 2.3. Social and territorial cohesion
- 2.4. Equality



2.1. Digital transition

NSI 1. Smart and competitive tourism value chain.

NSI 2. Digitisation for a competitive SME.

NSI 3. Digital and sustainable transformation of the agri-food sector.

NSI 4. Health, data and clinical research.

NSI 5. Media for the challenges of the 21st century.

NSI 6. Digitisation of payment methods and secure digital identity.

The European Recovery Plan offers an unprecedented opportunity to accelerate Europe's digital transformation process and strengthen our commitment to the digital transition.

In this regard, the European Commission is proposing the allocation of at least 20% of the spending budget to the digitisation field, with Spain having pledged to increase this figure to 33%. The measures proposed must, therefore, be aligned with the priorities established within the framework of the European Digital Agenda. These are aimed at introducing improvements to society's level of digitisation, taking as reference the parameters analysed in the European Commission's DESI Index.

CEOE thinks that some of the areas which should be a target for improvement are those related to connectivity (supporting the implementation of very high capacity 5G and 6G networks and guaranteeing Gigabit connectivity); cloud capacities; progress in the digitisation of the Public Administration and all public services; an improvement in citizens' digital skills, with special emphasis on the most vulnerable social groups; the availability of ICT professionals; and the integration and implementation of advanced digital technologies by companies, especially in areas such as Artificial Intelligence, cyber security or blockchain.

NSI 1. Smart and competitive tourism value chain



Goal

To address the digital transformation of the tourism value chain in order to increase the competitiveness of companies and destinations and improve the experience and safety of tourists, through new technological infrastructures, training, international promotion, data intelligence and the search for energy efficiency and sustainability.

Executive description

Implementation of a digital economy programme for at least 150 tourist destinations and at least 35,000 business units. With a dual approach, it will focus on both the public administration and SMEs within the tourism value chain.

One of the key elements of the Initiative is the Tourism Intelligence Technology Platform which, together with the other 9 driving lines, will conform the complete ecosystem so that our sector continues to be a world leader in competitiveness.

Investment areas

1. Digital applications.
2. Quality and security.
3. Connectivity.
4. Development of digital capacities.
5. Promotion and positioning.
6. Tourism Intelligence Observatory.
7. Tourism Intelligence Technological platform .
8. Green transition and sustainability.
9. Digital transformation of destinations.
10. Digital transformation of SMEs in the sector.

Main actions

- Creation of a tourism intelligence platform.
- Reinforcing the quality and safety of the industry's processes with a special focus on destinations, companies and agents in the sector.
- Improvement in data transmission through 5G networks.
- Qualification and development of 35,000 business units.
- Promotion and Positioning Plan for the Initiative in the national and international tourism sector.
- Creation of an Observatory that provides real-time information useful for decision making.
- Reduction of the carbon footprint, promotion of energy efficiency and promotion of circular economy models.
- Digital transformation of tourist destinations and SMEs.

Agents involved

- Tourist facilities.
- Transport companies.
- Travel agencies.
- Lodgings and hotels.
- Restaurants
- Other related activities (operators, rental vehicles, guides, etc.).
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as the intermediate bodies under them such as SEGITTUR, TURESPAÑA, etc.).

Alignment with the flagships

- Power up.
- Renovate.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an Entrepreneurial Nation.
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 9. Promotion of the culture and sports industries.
- Components:
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 14. Plan for the modernisation and competitiveness of the tourism sector.
 - 19. National Plan for digital skills.
 - 24. Revaluation of the cultural industry.

Alignment with the SDGs



NSI 2. Digitisation for a competitive SME



Goal

To foster the digital transformation of Spanish SMEs and self-employed people, as the muscle of the productive fabric, contributing to their resilience and improving their competitiveness, as well as advancing towards their internationalisation.

Executive description

Implementation of a massive digitisation plan for the whole spectrum of SMEs and self-employed people to provide knowledge, access and advice on financed technological solutions. The aim is for them to improve their income and/or make their costs more efficient, through an end-to-end support framework that includes advice, training, follow-ups and continuous transformation, taking as the key lever the roll-out of connectivity across the country.

Investment areas

1. Awareness of digitisation, training and capacity building for entrepreneurs.
2. Technological development of self-diagnosis tools and of the different digital solutions.
3. Support, guidance and advice.
4. Certification of the digitisation.
5. Monitoring of the evolution and evaluation of results.

Main actions

- Awareness of digitisation and promotion and circulation of the initiative to attract SMEs and the self-employed people.
- Creation of self-diagnosis tools to determine the digital maturity of companies which, in a simple way, would allow SMEs and the self-employed to assess their situation and define a plan of action.
- Packs of digital solutions, geared and adapted to the degree of digitisation and sector of activity.
- Guidance and implementation of digital tools, including advice, implementation and roll out, training in digital skills, managing change and monitoring of digital maturity.
- Module for digitisation certification, both from the stance of the destination of the funds and to ensure that SMEs and self-employed people have digitalised their jobs and are using the implemented solutions.
- Development of database tools for monitoring the maturity of the programme, by generating insights through the analysis of business and financial metrics of SMEs and self-employed people benefiting from the initiative.

Agents involved

- SMEs and self-employed people.
- Technology companies and consultants.
- Financial institutions.
- Academic institutions.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Entities, as well as the intermediate bodies under them).

Alignment with the flagships

- Power up.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an Entrepreneurial Nation.
 - 7. Education and knowledge, lifelong learning and capacity building.
- Components:
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 19. National Plan for digital skills.

Alignment with the SDGs



NSI 3. Digital and sustainable transformation of the agri-food sector



Goal

To achieve the complete digitisation of the agri-food sector to promote innovation and improve its international competitiveness, in order to position it as a world reference in quality, sustainability and optimisation of resources.

Executive description

Revitalisation and promotion of innovation in the Spanish agri-food sector, contributing to transforming and relaunching this industry on the basis of the integral digitisation of the agri-food network, environmental sustainability and technology. Moreover, all this will substantially improve the sector's competitiveness, progressing towards the goals of the "from farm to fork" approach, thus contributing to making our country's agri-food industry an international leader in innovation, competitiveness and Smart Agro.

Investment areas

1. Integral digitisation: data governance/Open Data, standards and interoperability, digitisation by Operational Areas and ubiquitous digital connectivity.
2. Environmental sustainability: bioeconomics, circular economy and environmental commitment.
3. Promotion of innovation: digital evangelisation and promoting demand for digital solutions.
4. International leadership: SmartAgro internationalisation and market intelligence.

Main actions

- Access of the Smart Agro ecosystem to the Open Data of different worldwide, European, national or regional Public Administrations.
- Implementation of interoperability mechanisms to favour digital collaboration and integration and standardisation.
- Digitisation of the processing industry, the consumer experience and food traceability, among others.
- Analysis of coverage, quality and costs by technology and investment in infrastructure (favouring IoT).
- Recovery of waste, packaging; new materials.
- Measurement and monitoring of environmental impacts.
- Training in digital skills, technologies and analytical culture.
- International promotion of Spanish Smart Agro solutions and companies.
- Alliances and strengthening of economic diplomacy.
- International benchmark of Smart Agro technologies and companies. Identification of main market segments with potential.

Agents involved

- SMEs and self-employed people.
- Companies.
- Business organisations, especially in the technology, food and drink, agri-food, agriculture and livestock, mass distribution, veterinary and agri-food research and development sectors.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as the intermediate bodies under them).

Alignment with the flagships

- Power up.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the "España Puede" Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation (Empty Spain).
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation.
 - 7. Education and knowledge, lifelong learning and capacity building.
- Components:
 - 3. Transformation and digitisation of the supply chain.
 - 4. Conservation and restoration of ecosystems and their biodiversity.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 16. National Strategy for Artificial Intelligence.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.
 - 19. National Plan for digital skills.

Alignment with the SDGs



NSI 4. Health, data and clinical research



Goal

To place the individual at the heart of the system, empowering him or her in terms of health and as a source of information for knowledge, positioning Spain among the leading countries in social and health innovation under the One Health approach, as well as in the development of clinical research of excellence.

Executive description

Through the application of Information and Communication Technologies, coupled with other technologies related to the health industry and the provision of support services, this proposal aims to improve access, efficiency and quality in the management of epidemiological, clinical, caring and business processes used by health organisations and professionals, patients and consumers, as well as the commitment to clinical research of excellence in Spain.

Investment areas

1. Digitisation: therapeutic plans, training, technological equipment, ageing and dependency; digital veterinary science.
2. Interoperability of health systems.
3. Data governance.
4. Clinical research of excellence.

Main actions

- Channels for the use of data.
- Identification and selection for trials.
- Epidemiological surveillance.
- Solutions for health professionals.
- Traceability from the pharmacy/home.
- Secure channels in the cloud.
- Guaranteed privacy of patient data.
- Common platform (P-P) for Online Medical Records.
- Accessibility to tele-assistance and monitoring.
- Training plans.
- Dependency care systems
- Network for detecting changes in ecosystems.
- Development of health standards.
- New health management models.
- Framework for Interoperability.
- Traceability of prescription and non-prescription medicines.
- Qualification and promotion of research centres.
- Development of transversal lines of collaboration in clinical research at a national level: digitisation, precision medicine, training, internationalisation, social communication.

Agents involved

- Companies.
- Research centres.
- Business organisations.
- Agencies related to regulatory frameworks and standards
- Public Sector (Government of Spain, Autonomous Communities and Local Entities, as well as intermediate bodies under them).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 4. An Administration for the 21st Century
 - 5. Modernisation and digitisation of the industrial fabric and SMEs.
 - 6. Pledge for science. Strengthening the capabilities of the National Health System.
 - 8. The new care economy and employment policies.
- Components:
 - 11. Modernisation of the public administrations.
 - 15. Digital connectivity, cybersecurity and 5G deployment.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.
 - 18. Renewal and widening of the capabilities of the National Health System.
 - 22. Emergency Plan for the care economy and the strengthening of gender equality .

Alignment with the SDGs



IPCEI. Cloud capacities.

NSI 5. Media for the challenges of the 21st century



Goal

To promote the transformation of the Spanish media around its digitisation and green transition in order to guarantee plurality and strengthen freedom of expression and the democratic debate.

Executive description

Progress in the digitisation and innovation of national media, development of sustainability and territorial cohesion, strengthening of talent and social awareness and commitment to equality in the sector. The aim is to guarantee a consolidated, quality and future-oriented media map, as well as to enable Spain to lead the response to large digital platforms in Europe. All of this will also contribute to guaranteeing and strengthening freedom of expression and the democratic debate, as well as pluralism and a critical spirit, thus ensuring European and national principles.

This initiative is in line with the European Commission's recent announcement regarding the launch of an action plan to support the recovery and transformation of the media and audio-visual sectors, which are essential for democracy, Europe's cultural diversity and digital autonomy.

Investment areas

1. Fostering digitisation and innovation. Development of an integrated and open digital business ecosystem for the entire Media sector and technological capacities for the creation and distribution of content.
2. Commitment to sustainability and territorial cohesion. Circular economy and media as assets for territorial structuring.
3. Development of talent and social awareness. Reskilling and development of people, education and promotion of a critical mind and social awareness.
4. Commitment to equality.

Main actions

- Development/fostering of a common national or European Adserver.
- Self-management advertising platform for SMEs and start-ups: possibility of buying campaigns, impact analysis, campaign design.
- Energy transformation plan for the manufacturing and distribution process. Sustainable "last mile" plan.
- Specific training programmes for industry professionals in new technologies and new professions within the newsrooms: Audio, video, computer graphics, data journalism, photojournalism.
- Programmes and actions for education and promotion of the critical mind and social awareness.

Agents involved

- Media.
- Print shops.
- Transport and distribution operators.
- Points of sale.
- Technology companies.
- Advertising agencies.
- Advertising companies.
- Business organisations.
- Academic institutions and training schools.
- Public sector (Spanish Government and Autonomous Communities).

Alignment with the flagships

- Power up.
- Scale-up.
- Reskill and upskill.

Alignment with the "España Puede" Plan

- Levers :
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an Entrepreneurial Nation.
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 9. Promotion of the culture and sports industries.
- Components:
 - 2. Housing refurbishment and urban renewal plan.
 - 12. Spain 2030 Industrial Policy.
 - 15. Digital connectivity, cybersecurity and 5G deployment.
 - 19. National Plan for digital skills.
 - 21. Modernisation and digitalization of the education system.
 - 24. Revaluation of the cultural sector.

Alignment with the SDGs



IPCEI. European Platform.

NSI 6. Digitisation of payment methods and secure digital identity



Goal

To promote the universalisation of electronic payments and the development of a secure digital identity solution to protect individuals and companies against fraud and cyber attacks, fostering e-commerce and any other digital activity in Spain.

Executive description

Development of advanced solutions to universalize electronic payments as an essential lever for the digital transformation of the Spanish economy, offering people the possibility of using any of the payment methods available. In addition, to enable a secure digital identity solution for citizens, companies and public and private entities to reinforce the security of digital activity in our country.

Investment areas

1. Electronic payments. Equipment and distribution.
2. Secure Digital Identity (SDI). Development of advanced IDS solutions, promotion of SDI technologies and practices, generation of demand for SDI solutions, development of talent and social awareness. Development of job profiles in the field of IDS, promotion of the business sector associated with IDS services and technologies and standardisation and internationalisation of SDI solutions.
3. Factoring and Confirmed Payment Services. Development and implementation of technological solutions for factoring and confirmed payment activities.

Main actions

- Adaptation of terminals and e-commerce solutions for installation in shops and organisations that do not currently accept electronic payments.
- Development of advanced digital identity solutions to cover the entire life cycle of the secure digital identity.
- Promotion of R&D&I projects and collaboration with centres of excellence and universities to promote innovation in the field of SDI.
- Promotion of SDI services in the different economic sectors.
- Development of technological solutions to enable the implementation of key operational processes for factoring and confirmed payment activities.

Agents involved

- Actors in the following sectors: retail, e-commerce, hospitality, tourism and leisure, transport and communications.
- Companies providing Secure Digital Identity.
- Companies providing authentication and verification services, etc.
- Technology companies supporting Secure Digital Identity (biometrics, voice verification, algorithms, etc.).
- Academic institutions and research institutes.
- Financial institutions.
- Business organisations.
- Public sector (Spanish Government and Autonomous Communities).

Alignment with the flagships

- Recharge and refuel.
- Modernise.
- Scale-up.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda.
 - 2. Resilient infrastructures and ecosystems.
 - 4. An Administration for the 21st Century.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an Entrepreneurial Nation.
 - 6. Pledge for science and innovation and strengthening the capabilities of the National Health System.
 - 7. Education/lifelong learning and capacity building.
 - 10. Modernise of the tax system
- Components:
 - 3. Transformation and digitisation of the supply chain of the agri-food and fisheries system.
 - 6. Sustainable mobility
 - 11. Modernisation of the public administrations.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 15. Digital connectivity, cybersecurity and 5G deployment.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.
 - 19. National Plan for digital skills.

Alignment with the SDGs





2.2. Green transition

NSI 7. Transformation of the complete water cycle.

NSI 8. Smart networks and deployment of renewable energies.

NSI 9. Sustainable mobility.

NSI 10. Transformative and sustainable blue economy.

NSI 11. Connected and decarbonised industry and hydrogen.

NSI 12. Development of non-urban infrastructure, logistics capacity and transport.

NSI 13. Aeronautical and multimodal hub.

NSI 14. Circular economy and waste management.

NSI 15. Renovation and integral refurbishment of buildings. Urban regeneration.

In line with the amounts approved by the EU, Spain will allocate 37% of European funds to a green transition.

In this regard, the following constitutes the roadmap for providing Spain with a sustainable and climate-neutral economy, with six main pillars: decarbonisation of the economy, energy efficiency in buildings, zero pollution, the "farm to fork" vision, the circular economy and sustainable and intelligent mobility.

Along this same line, all six strategic value chains identified by the European Union need to be taken into account within the plan to reindustrialise the European economy. Among them, the ones that stand out are industries with low CO₂ levels, hydrogen systems and technologies, and connected and autonomous vehicles.

Thus, through the strategic initiatives included in this chapter, CEOE seeks to contribute to achieving the climate-neutrality goal defined by Europe and Spain for 2050.

Furthermore, the different strategic initiatives included here are fully aligned with the major strategies implemented by the Government. In particular, they comply with the Climate Change and Energy Transition Act, the Strategy for Decarbonisation to 2050, the Integrated National Energy and Climate Plan (PNIEC) 2021-2030, and the National Plan for Adaptation to Climate Change.

NSI 7. Transformation of the complete water cycle



Goal

To guarantee the efficiency of water management from a technical, economic and environmental point of view, ensuring the water resilience of populations through mitigation and adaptation to climate change, the protection of ecosystems, the green transformation of existing infrastructures and the generation of new infrastructures aligned with the sustainability of ecosystems.

Executive description

Water is an essential and strategic natural resource for Spain's economic development and quality of life. Projections indicate that we will likely suffer great water stress in the future and the frequency of extreme weather events will increase as a result of climate change. To address this, the following initiative constitutes an improvement in all the critical processes of the water cycle, maximising social, environmental and economic sustainability through public-private collaboration. In turn, it contributes to an equitable and sustainable exit from the crisis and promotes the goals of the European Green Pact, in addition to generating positive impacts on the economy by reactivating it and promoting quality employment.

Investment areas

1. Water resources management plan.
2. New way of relating to municipalities.
3. Advanced and adapted sanitation to face intense rains and floods.
4. Water purification.
5. Integration of new technologies.
6. Integral energy use, renewable energies and energy efficiency.
7. Ecosystem restoration plan.
8. Tourism and Culture.

Main actions

- Reduction of the need for surface water through the integral use of water and the use of advanced technology.
- Availability of reused and desalinated water.
- Improvement of groundwater management.
- Minimisation of water losses.
- Increasing the resilience of the urban water cycle
- Flood prevention with nature-based solutions.
- Advanced sanitation: sustainable urban drainage, network renewal, spill control.
- Improvement of wastewater treatment.
- Circular water economy.
- Digital transformation of the integral water cycle.
- Use of available space for integral energy use: solar, hydroelectric, wind, etc.
- Maximising the efficiency of energy consumption in water cycle processes.
- Restoration and regeneration of ecosystems.

Agents involved

- Business fabric as a whole.
- Companies in the construction sector/hydraulic works.
- Construction materials companies.
- Water technology companies.
- Engineering companies.
- Citizenship and society in general.
- Business organisations.
- Public sector. Local and regional governments. Hydrological Administration.

Alignment with the flagships

- Power up.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 2. Resilient infrastructures and ecosystems
 - 3. A fair and inclusive energy transition
 - 4. An Administration for the 21st Century
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
- Components:
 - 3. Transformation and digitisation of the agri-food system's supply chain.
 - 4. Conservation and restoration of ecosystems and their biodiversity.
 - 5. Preservation of the coast and water resources
 - 7. Massive deployment of renewable generation.
 - 15. Digital connectivity, cybersecurity and 5G deployment.

Alignment with the SDGs



NSI 8. Smart networks and deployment of renewable energies



Goal

To position Spain as a leader in decarbonisation, with digitalised electricity distribution that is resilient to climate change and an optimised system for a highly renewable electricity mix, with flexibility and a commitment to storage. In addition, to reindustrialise sectors with high added value that foster territorial cohesion and rural development.

Executive description

Promotion of the decarbonisation of the Spanish electricity system, including the deployment of innovative renewable technologies (management, storage, etc.), as well as the promotion of the energy value chain, and the provision of digitalised electricity distribution networks optimised for the progressive electrification of final energy uses. Furthermore, this initiative includes support for the deployment of technologies and instruments that enable flexibility and resilience, with special emphasis on energy storage technologies. All of this will have a positive impact on the current renewable energy industry as well on the one to be developed in new fields.

Investment areas

1. Development of new renewable technologies.
2. Flexible electricity solutions.
3. Environmental protection and digitisation of electricity distribution networks.

Main actions

- Offshore wind.
- Development of storage technologies.
- Development of hydrogen production plants.
- New photovoltaic technologies: Investment in innovative photovoltaic technologies.
- Innovation around commercial wind farms.
- Collective self-consumption.
- Development of innovative solar photovoltaic technologies.
- Deployment of electric storage.
- Technologies, such as hybridization or storage, that provide manageability or strength to the system.
- Intelligent networks and flexibility.
- Reinforcing the network to facilitate the massive integration of renewables.
- Increasing the resilience of distribution networks against climate change.

Agents involved

- Electricity distributors, sectoral and territorial associations, the Spanish Electricity Network (REE).
- Research centres.
- Installation and construction companies, engineering companies, renewable installation developers, renewable and naval industry, renewable technology-based business fabric.
- Goods and equipment industries.
- ICT companies specialised in the automation of electrical networks, value-added services and cyber security.
- Business organisations.
- Public sector (Government of Spain and Autonomous Communities, as well as the intermediate bodies under them, such as IDEA and CNMC).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Modernise.
- Scale-up.
- Connect.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers :
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
- Components:
 - 7. Massive deployment of the pool of renewable sources aimed at developing renewable electrical power.
 - 8. Electrical infrastructure, promotion of smart networks and deployment of flexibility and storage.
 - 9. Roadmap for renewable hydrogen and its sectoral integration.
 - 10. A Fair Energy Transition.
 - 12. Spain 2030 Industrial Policy.

Alignment with the SDGs



NSI 9. Sustainable mobility



Goal

To develop and implement global and ambitious sustainable, innovative and efficient mobility solutions that enhance the competitiveness of the mobility ecosystem, stimulating the Spanish industry and improving the quality of life of its citizens.

Executive description

Strengthening of the national mobility ecosystem through the implementation of strategic and unique projects developed by the public sector as well as within the framework of public-private partnerships, including all transport modes (road, rail, sea and air) and consolidating the modernisation and digitisation of its infrastructures and related industries (electric vehicles, etc.). It also implies a new approach to the urban environment and public spaces.

Investment areas

1. Vehicles. New “made in Spain” vehicles: autonomous driving, new technologies and materials and interfaces with the user and the environment. Road mobility infrastructure.
2. Railways. The railway transport of the future: sustainable, competitive, safe, connected, flexible and integrated.
3. Maritime transport. Infrastructure, maritime industry, shipbuilding and Smart Ports.
4. Air transport.
5. Multimodality and public transport.
6. Freight and last mile transport.
7. Public spaces, urban environments and access.
8. Development of Digital Innovation Hubs and global platforms as well as mobility services.

Main actions

- Automotive: the new “made in Spain” vehicles.
- Infrastructure for vehicles. Hybrid connectivity (ITS-G5, 5G), Data storage (cloud), Artificial Intelligence and Cybersecurity, Sustainable and competitive energy supply (electricity, green hydrogen, others) and batteries.
- Mobility Hubs based on integrated mobility management systems.
- Passenger and freight trains of the future.
- Connectivity of ports and ships. New fuels, loading and propulsion systems. Smart Ports.
- Advanced air mobility.
- Green logistics.
- Connected public transport plan.
- Public transport with sustainable and competitive energy.
- Mobility as a Service (Maas) platform
- Deployment of electricity concession points for distribution in industrial parks and urban environments.

Agents involved

- Transport and logistics operators (public and private).
- Companies in the various industries linked to mobility (automotive, railways, shipbuilding, etc.).
- Construction and public works companies.
- Technology and telecommunications companies.
- Energy companies.
- Standardisation and conformity assessment organisations.
- Business organisations.
- Public sector (Government of Spain, Autonomous Communities and Local Entities, as well as the intermediate bodies under their them).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 8. The new care economy and employment policies.
- Components:
 - 1. Action plan to ensure sustainable, safe and connected mobility in urban and metropolitan areas.
 - 6. Sustainable, safe and connected mobility.
 - 7. Massive deployment of the pool of renewable sources aimed at developing renewable electrical power.
 - 8. Electrical infrastructure, promotion of smart networks and deployment of flexibility and of the national science, technology and innovation system.
 - 19. National Plan for digital skills.
 - 23. New public policies for a dynamic, resilient and inclusive labour market.

Alignment with the SDGs



IPCEI. Batteries.

NSI 10. Transformative and sustainable blue economy

Goal

To advance towards the maximum sustainable and intelligent use of our seas and ocean as a critical economy with great potential for the transformation, recovery and resilience of Spain.

Executive description

Promotion of new economic models and the development of technologies to identify resources, exploitation systems, infrastructures, means of transport. Specialised training for workers and a reinforced public-private collaboration that will provide a new model for the economies in coastal areas and enable social improvement. It will consolidate our country as one of the European leaders in the blue economy, with one of the strongest capacities for growth and generation of employment and inclusion in dependent and depopulated areas.

Investment areas

1. Construction and repair.
2. Maritime transport.
3. Extraction of living marine resources: fishing and aquaculture.
4. Port activities.
5. Maritime and coastal tourism.
6. Maritime defence and security.
7. Blue energy.
8. Desalination.
9. Blue biotechnology.

Main actions

- Internationalisation, training, R&D&I, environmental improvements in shipbuilding and repair.
- Measures to promote the competitiveness of merchant ships with the Spanish flag.
- Modernisation, training, research and investment in environmental technologies for fishing.
- Updating, optimisation, digitisation and decarbonisation and security of ports
- Digitisation and reinforcement of coastal tourism, water sports and leisure sailing and cruising industries.
- Public-private collaboration in maritime defence and security.
- Development of projects and R&D&I in offshore wind and marine energy capture.
- Optimisation and R&D&I in desalination technologies.
- Biotechnology: drugs, vaccines, therapies, feeds, nutrients, dyes, enzymes, algae for energy production.

Agents involved

- Construction, repair and maintenance: shipyards and ancillary industries
- Institutions with a driver effect (public and private): Spanish Navy, Vessel Owners, Marine Energy, Recreational Boating, Shipping Companies and Utilities.
- Support services for maritime activities: Bunkering, stevedoring, ports, sports marinas, placements, port services.
- Professional, technical and scientific service companies: Banking, Brokers, Consultancy, RDI, engineering, defence and security, insurance, legal services, maritime and coastal tourism, universities, academic institutions.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Entities, as well as the intermediate bodies under them).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 8. The new care economy and employment policies.
- Components:
 - 3. Transformation and digitisation of the supply chain of the agri-food and fisheries system.
 - 4. Conservation and restoration of ecosystems and their biodiversity.
 - 5. Preservation of the coast and water resources.
 - 6. Sustainable, safe and connected mobility
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 14. Plan for the modernisation and competitiveness of the tourism sector.
 - 19. National Plan for digital skills.

Alignment with the SDGs





NSI II. Connected and decarbonised industry and hydrogen

Goal

To contribute to the strengthening and evolution of all the value chains associated with the Spanish manufacturing industry, promoting sustainable innovation through the necessary technological deployment and acquisition of the appropriate production capacities, with a firm commitment to hydrogen.

Executive description

Evolution of the Spanish manufacturing industry to ensure that it contributes to the decarbonisation of the economy, incorporating different technologies and with hydrogen as a key element. To foster the development of the different areas necessary to facilitate this transition and enable an effective implementation, from innovation in the transport and distribution of hydrogen to the modernisation of production processes and the provision of resources to industrial parks to adapt to the new environment.

Investment areas

1. Hydrogen.
2. Decarbonisation, energy efficiency and self-consumption.
3. Sustainable environment in industrial parks.
4. Digital Transformation: Digitalization and Connectivity.
5. Modernisation of production processes.
6. SMEs towards an industry 4.0.
7. Use of fusion as an energy source.
8. Training.

Main actions

- Integration of hydrogen as an energy source and/or raw material, R&D&I of its behaviour in the gas network, green and sustainable hydrogen production plants, injection into the network and storage, renewable hydrogen and CO2 capture, and alternative uses of hydrogen.
- Production of green ammonia through renewable hydrogen.
- Energy efficiency based on eco-design.
- Natural refrigerant gases with low or no greenhouse effect.
- Decarbonisation of industrial cogeneration facilities.
- Energy self-sufficiency.
- Renovation and improvement of electrical installations of industries and associated consumer equipment.
- Industrial implementation of 4G and 5G, digital diagnosis and cyber security.
- Refitting and updating of productive means with a high multiplier value.
- Flexibility and efficiency in manufacturing.
- Intelligent productive processes.
- Collaborative design.

Agents involved

- Transport and Distribution Network Managers.
- Industries, engineering and design companies, manufacturing and assembly companies, energy companies, financial institutions, etc.
- Private research institutes and centres.
- Industrial parks.
- SMEs and self-employed people.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as intermediate bodies under them, such as energy authorities).

Alignment with the flagships

- Power up.
- Connect.
- Scale-up.

Alignment with the “España Puede” Plan

- Levers:
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation and strengthening of capabilities of the National Health System.
- Components:
 - 7. Massive deployment of the pool of renewable sources aimed at developing renewable electrical power.
 - 8. Electrical infrastructure, promotion of smart networks and deployment of flexibility and storage.
 - 9. Roadmap for renewable hydrogen and its sectoral integration.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 16. National Strategy for Artificial Intelligence.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.

Alignment with the SDGs



IPCEI. Hydrogen.

NSI 12. Development of non-urban infrastructure, logistics capacity and transport



Goal

To promote the deployment of an investment strategy for the modernisation of the transport system's infrastructures and logistics, ensuring their maintenance and future development in order to improve competitiveness, reduce pollution and boost economic activity.

Executive description

Integration of the different modes of transport and optimisation of their infrastructures, with a resulting reduction in pollution and greenhouse gas (GHG) emissions, while alleviating the current deficit in the maintenance of transport and logistics infrastructures. To this end, solutions based on intermodality, decarbonisation and digitisation will be applied; furthermore, rail freight transport and the improvement of logistics capabilities at all levels will be promoted, with specific focus on defence and national security, making Spain one of the main European hubs in this field.

Investment areas

1. Greener, safer and more connected roads.
2. Towards more intermodality: priority investments in logistics, rail freight and rail-port connections, as well as in mobility in public transport infrastructures.
3. Infrastructures for economic growth and the development of national logistics capabilities: Spain, the EU's main logistics hub for defence and security.

Main actions

- Adaptation of the road network to improve safety.
- Decarbonisation and electrification of road mobility.
- Generalisation of SMART roads.
- Reduction of vulnerability and increase in the resilience of road infrastructure for sustainable mobility.
- Optimisation of the road network in response to the depopulation of the territory.
- Priority investments in logistics, rail freight and rail port connections
- Investment in mobility in public transport infrastructures.
- Creation of a green infrastructure in the urban environment by undergrounding urban and metropolitan railway infrastructures.
- Technological project "Logistics Army Base": reference logistics hub in Europe.
- Promoting intelligent logistics management models.

Agents involved

- Transport and logistics operators (public and private).
- Transport and distribution network managers.
- Transport and logistics service companies and professionals, construction and public works companies, technology and telecommunications companies, fuel manufacturers and distributors and companies from the electricity and renewable energy sectors.
- SMEs and self-employed people.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as intermediate bodies under them, such as State Ports, ISDEFE, etc.).

Alignment with the flagships

- Power up.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the "España Puede" Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation and urban development.
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 4. An Administration for the 21st Century.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation.
- Components:
 - 1. Action plan to ensure sustainable, safe and connected mobility in urban and metropolitan areas.
 - 4. Conservation and restoration of ecosystems and their biodiversity.
 - 6. Sustainable, safe and connected mobility.
 - 8. Electrical infrastructure, promotion of smart networks.
 - 10-A Fair Energy Transition to ensure job preservation.
 - 13. Fostering the digitisation of SMEs and the adaptation of the productive fabric.
 - 15. Digital connectivity, cybersecurity and 5G deployment.
 - 20. Strategic Plan to promote Vocational Training.

Alignment with the SDGs



NSI 13. Aeronautical and multimodal hub



Goal

To position Spain as a European leader in the aeronautical sector, promoting our country as the gateway to Europe for people and goods, with a main focus on clean energy, multimodality, digitisation and R&D&I.

Executive description

Implementation of a national aeronautical hub through the use of new sustainable fuel sources for aviation, the most efficient national multimodality (with concentration in Madrid and Barcelona) for both passengers and goods, and the reindustrialisation and use of new technologies to help digitalise services, diversify the Spanish economy and generate stable and quality employment.

Investment areas

1. Renovation of the air fleet with more efficient aircrafts in terms of CO2 emissions.
2. Development of clean technologies to reduce emissions and accelerate the use of renewable energy.
3. Promotion of multimodal transport.
4. Reinforcement of cargo capacity.
5. Digital industrialisation.
6. Digitisation of services: improved airspace management, enhanced travel experience, cyber security and development of digital services based on new technologies.
7. Talent and knowledge management.

Main actions

- Development of new models of renewable hydrogen-based fuels: Zero Emissions Operations on land.
- Creation of an aeronautical industrial pole to support the green transition and an innovation campus in Madrid, which will be a world reference in southern Europe.
- Implementation of an International Centre of Digital Excellence at the Service of the Ecosystem (CIDA), between Barcelona, Zaragoza, Madrid and Lleida.
- Development of a new Cargo Terminal at Barajas Airport to reinforce Madrid as an international cargo hub, at the same level as Frankfurt, London, Amsterdam and Istanbul.
- Construction of an additional train section connecting the AVE to the Barajas T4 and improvement of the airport's connectivity with Barcelona's port.

Agents involved

- Aeronautical companies.
- Airlines.
- Energy companies.
- Companies linked to mobility, logistics and pharmaceuticals.
- Financial institutions.
- Companies linked to the construction of infrastructure.
- Public companies linked to air traffic management.
- Companies and start-ups involved with sustainability and digitisation.
- Academic and R&D&I centres.
- Social economy organisations.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Entities, as well as the intermediate bodies under them, such as AENA, ENAIRE, etc.).

Alignment with the flagships

- Power up.
- Renovate.
- Modernise.
- Recharge and refuel.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation. Strengthening of capabilities of the National Health System.
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 8. The new care economy and employment policies.
- Components:
 - 1, 2, 6-10, 12-17, 19, 20 and 22

Alignment with the SDGs



NSI 14. Circular economy and waste management



Goal

To promote the Circular Economy for the development of a production and consumption model with great growth potential in Spain, contributing to the promotion of industrial development, economic development and environmental sustainability in our country.

Executive description

To develop investment actions that would contribute to the Spanish commitment to the circular economy, through the design of initiatives related to bioproducts; bioenergy and energy recovery; alternative technological processes and innovation in production processes, optimisation in the use of raw materials and waste management in industry; and integral circularity of plastics.

Investment areas

1. Bioproducts.
2. Bioenergy and energy recovery.
3. Alternative technological processes and innovation in production processes, optimisation in the use of raw materials and waste management in industrial processes.
4. Integral circularity of plastics.

Main actions

- Development of products made with recoverable organic matter.
- Cogeneration with biomass resources.
- Production of biofuels.
- Promote the technical and economic efficiency of installations.
- Plants for the production of biomethane injected into the network.
- Treatment of slurry.
- Waste-Derived Fuel.
- Innovative manufacturing processes of products, such as sodium carbonate.
- Oil desulphurisation.
- Optimisation of the energy consumption of production or ancillary machinery.
- Waste minimisation studies.
- Inter-site connection.
- Eco-design and recyclability of products.
- New sustainable and innovative raw materials.
- Waste management production capacity.
- Education, awareness.
- Quality, traceability, characterisation and labelling.
- Creation of intelligent systems.
- Bioplastics and biodegradable polymers.

Agents involved

- Industrial companies and the entire value chain involved (biomass, plastic, metal, others).
- Management bodies of transport and distribution networks.
- Institutes and research centres.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as the intermediate bodies under them).

Alignment with the flagships

- Power up.
- Scale-up.

Alignment with the “España Puede” Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation .
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation
 - 7. Education and knowledge. Lifelong learning and capacity building .
- Components:
 - 3. Transformation and digitisation of the supply chain of the agri-food and fisheries system.
 - 5. Preservation of the coast and water resources.
 - 7. Massive deployment of the pool of renewable sources aimed at developing renewable electrical power.
 - 12. Spain 2030 Industrial Policy.

Alignment with the SDGs







NSI 15. Renovation and integral refurbishment of buildings. Urban regeneration.

Goal

To promote the integral refurbishment of buildings and urban regeneration as a revitalising element of the economy through the adaptation of cities to new environmental, labour and social needs.

Executive description

Modernise cities and buildings to tackle the challenges posed by climate change and the need for digitisation, reduction of structural unemployment and increase in productivity. This will boost the economy and certain strategic sectors and consolidate cutting-edge and sustainable urban spaces, with a focus on the people.

Investment areas

1. Urban rehabilitation and regeneration.

Main actions

- Refurbishment programme, including energy and complete renovations, in residential and tertiary construction. Energy efficiency measures in the residential sector.
- Urban planning action plan with regulatory modification of the "Ley Estatal del Suelo" (State Land Law) and other regional laws.
- Programme to implement energy saving and efficiency measures in publicly owned buildings, public sports facilities, universities, hotels, health centres and schools, etc.
- Housing-Access Plan with financial aid schemes for young people and middle-income families.
- Bio-construction. Fostering the use of wood and its industrialisation in construction.
- Optimisation of energy efficiency and incorporation of the advantages of digitisation in homes and buildings with the installation of renewable energy sources, updating of lighting technology, installation of networks for full high-speed connectivity, RENOVE plans for heating systems and domestic appliances, etc.
- Development of urban spaces. Urban transformation, technology campuses, hubs for innovation, incubation and acceleration, etc.

Agents involved

- Companies in the construction and public work sectors, as well as in construction materials and real estate development.
- Energy production and distribution companies.
- Technology companies.
- Engineering and architecture companies and professionals.
- Research centres and clusters.
- Business organisations.
- Public sector (Government of Spain, Autonomous Communities and Local Entities, as well as intermediate bodies under them).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Reskill and upskill.

Alignment with the "España Puede" Plan

- Levers:
 - 1. Urban and rural agenda and the fight against rural depopulation .
 - 2. Resilient infrastructures and ecosystems.
 - 3. A fair and inclusive energy transition.
 - 4. An Administration for the 21st Century based on the digitisation of services and of the energy transition of public infrastructures and facilities due to its ripple effect on the rest of the economy.
- Components:
 - 1. Action plan to ensure sustainable, safe and connected mobility in urban and metropolitan areas.
 - 2. Housing refurbishment and urban renewal plan.
 - 8. Electrical infrastructure, promotion of smart networks and deployment of flexibility and storage.
 - 12. Spain 2030 Industrial Policy.

Alignment with the SDGs





2.3. Social and territorial cohesion

NSI 16. Vertebraion and promotion of cultural and creative industries.

NSI 17. The sports industry as an engine of economic and social development.

NSI 18. Demographic challenge, territorial cohesion and dynamization of the rural environment.

NSI 19. Transforming vocational training.

NSI 20. Education, training and entrepreneurship.

Social and territorial cohesion is one of the country's major challenges, whose importance has been growing in recent years.

On the one hand, it is necessary to guarantee an inclusive and socially integrated Spain for all its people, strengthening areas that have an impact on national competitiveness; and, on the other hand, it is essential to ensure an appropriate territorial vertebration to curb the effects of the "empty Spain", especially in rural areas.

Within this framework, CEOE proposes a set of strategic investment initiatives to respond to these challenges, with a specific focus on infrastructure, employment, education and training, sports, cultural and creative industries, territorial competitiveness and the demographic challenge.

These proposals are fully aligned with the various sectoral strategies implemented by the different Administrations, with a specific link to the goals set out in the general guidelines of the National Strategy to Address the Demographic Challenge.

NSI 16. Vertebation and promotion of cultural and creative industries



Goal

To structure and promote the business field of Cultural and Creative Industries (culture, art, gastronomy, fashion, etc.), as generators of innovation, through digitalization, training, localization, financing and creation of new companies, copyright protection and internationalization.

Executive description

Structuring of the sector through a new joint model of governance between the ICCs and Public Administrations. Based on the above, work will be carried out to achieve business growth capable of exerting a carry-over effect to reach the international market. This development of the sector will be based on the acceleration of digitisation and the integration of new technologies which, together with the values of sustainability, education and innovation, will help to improve the efficiency and productivity of the sector. It will also be important for the agents in the sector to collaborate, creating regional clusters and networks at national and European level to allow for transversal cultural activities and favour a creative ecosystem in the industry as a whole.

Investment areas

1. Structuring of the creative and cultural industries sector.
2. Development and promotion of creativity as an engine for job and wealth creation. Talent management and promotion of training.
3. Promotion for incorporating new technologies to creative and culture-related industries.
4. Internationalisation of the creation of creative and cultural industries.
5. Deployment of investment funds for the development of creative projects.

Main actions

- Preparation of a mapping of actors and creative cultural infrastructures.
- Creation of a Confederation of Creative Industries in the business field.
- Generation of a specialised platform in the field of creativity and cultural leadership.
- Development of a platform to promote the use of new technologies among current creators.
- Development of training and talent management programmes.
- Implementation of an accelerator to promote new businesses linked to technology and the digitisation of culture.
- Promotion, through the network of cultural institutions, ICEX and other institutions abroad, of the internationalisation of creative and cultural companies and a continuous campaign of promotion abroad.

Agents involved

- Companies and SMEs.
- Freelance artists and professionals.
- Universities and training and/or research centres.
- Creation networks.
- Professional and sector associations (Academies, professional rights and defence societies, etc.).
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as the intermediate bodies under them such as ICEX).

Alignment with the flagships

- Power up.
- Renovate.
- Modernise.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 2. Resilient infrastructures and ecosystems.
 - 4. An Administration for the 21st Century.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation . Strengthening of the capabilities of the National Health System .
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 9. Promotion of the culture and sports industries.
- Components:
 - 4. Conservation and restoration of ecosystems and their biodiversity.
 - 11. Modernisation of the public administrations.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.

Alignment with the SDGs



NSI 17. The sports industry as an engine of economic and social development



Goal

To promote the generation of a sustainable economy and the improvement of social well-being by transforming the ecosystem of sports as a whole. To promote sports as an economic sector, a public service sector and a sector of healthy, educational, professional, social and personal activity.

Executive description

Promotion of the sports industry in all its sub-sectors, generating economic development drivers to boost growth, improve the competitiveness and internationalisation of its companies and promote innovation and the generation of a new economy based on digital platforms and new flows of sports data. To this end, the plan is to create a new sports management model, conduct training programmes, roll out technology with digital solutions available at all levels, transform sports facilities and improve public services in sports.

Investment areas

1. Sustainable development of sports.
2. Education and training.
3. Sporting events.
4. Sports industry.
5. Sports facilities and healthy spaces.
6. Innovation in sport.
7. Sports organisations.
8. Digital sports platforms.
9. Health and sports.

Main actions

- New modules, programmes and tools for professional training on digital sports that will increase and defend employability in the sector.
- Streaming and broadcasting platforms for non-professional sporting events.
- Intelligent and connected sports facilities. Sports centres and gyms as engines for the generation of sports and wellness-related contents. Outdoor facilities.
- Sports innovation centre.
- Development of female talent.
- Generation of data banks.
- Digital transformation of sports organisations. Internal and sports management tools.
- Implementation of a Digital Sports Observatory.
- Reinforcement of security in sporting events.

Agents involved

- Sports organisations and institutions: Federations, Clubs, leagues, associations, sporting events, sports academies and other similar institutions.
- Companies, SMEs and transversal organisations linked to the sports industry as agents and productive and dynamic alliances for the economy: fitness, tourism, catering, logistics, transport, consumption, food, teaching, textile, media, third sector, etc.
- Athletes and amateurs.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Bodies, as well as the intermediate bodies under them (such as CSD, Red.es, etc.).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - 2. Resilient infrastructures and ecosystems.
 - 4. Modernisation of the the Administration.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 9. Promotion of the culture and sports industries.
- Components:
 - 2. Housing refurbishment and urban renewal plan.
 - 11. Modernisation of the public administrations.
 - 13. Fostering the growth of SMEs.
 - 15. Digital connectivity, cybersecurity and 5G deployment.
 - 16. National Strategy for Artificial Intelligence.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.

Alignment with the SDGs





NSI 18. Demographic challenge, territorial cohesion and dynamisation of the rural environment



Goal

To accelerate the revitalisation of sparsely populated areas through territorial competitiveness, structured around retaining and attracting talent, services to businesses and society, tourism and connectivity and 5G.

Executive description

Promotion of territorial cohesion and the dynamisation of the rural environment through the revitalization of sparsely populated areas (Soria, Cuenca, Teruel, etc.), focusing on the business fabric, both existing and future companies, and with an impact on society as a whole. This should be structured around the retention and attraction of talent, services to companies, services to society, intelligent tourism and bringing the territory as a whole closer to its new inhabitants; and with connectivity and 5G as enabling vehicles.

Investment areas

1. Retaining and attracting talent, helping to create, accelerate and attract start-ups focused on collaborative innovation and technological experimentation.
2. Development of services to companies, sowing the seeds of innovation in the more traditional productive fabric.
3. Deployment of services to the population so that society as a whole becomes the protagonist of technological change.
4. Intelligent tourism to convert these areas (specifically, Soria, Cuenca and Teruel) into intelligent and sustainable destinations.
5. Bringing the territory as a whole closer to its new inhabitants.

Main actions

- Digital training and qualification, integrating specific advisors with the capacity to promote management strategies and mentoring to be able to apply new ideas.
- Development and global deployment of applications based on the FIWARE platform, promoted by the European Union and characterised by providing developers with a totally open, public and free architecture.
- Development of co-housing models to generate housing solutions for start-uppers.
- Creation of sandbox offices.
- Digitisation of public services (telemedicine, etc.).
- Creation of a Territorial Social Responsibility programme in order to consolidate the rooting of companies in the territory.
- Implementation of 5G to encourage the competitiveness of consolidated companies.

Agents involved

- Companies in the telecommunications sector.
- Technological companies and start-ups.
- Private health companies.
- Companies in the region.
- Business organisations.
- Public sector (Spanish Government, Autonomous Communities and Local Entities, as well as the intermediate bodies under them).

Alignment with the flagships

- Power up.
- Renovate.
- Recharge and refuel.
- Connect.
- Modernise.
- Scale-up.
- Reskill and upskill.

Alignment with the “España Puede”

- Levers:
 - This strategic initiative has a transversal impact on the 10 levers defined in the “España Puede” Plan, focused on the following:
 - 1. Urban and rural agenda and the fight against rural depopulation and agricultural development.
 - 2. Resilient infrastructures and ecosystems.
 - 4. An Administration for the 21st Century.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 7. Education and knowledge, lifelong learning and capacity building.
- Components:
 - This strategic initiative has a transversal impact on the 30 Components defined in the “España Puede” Plan.

Alignment with the SDGs



NSI 19. Transforming vocational training



Goal

To generate a transforming impact on vocational training, contributing to greater employability and to the economic and social development of Spain, with three major lines of action: guidance, training and enhancing the image of vocational training, as well as alliances between the Public Administrations and the private sector.

Executive description

Progress towards the digital transformation of vocational training throughout Spain, based on an approach focused on the user. Establishment of alliances between Public Administrations and the private sector, with three priority areas: vocational and professional guidance for the educational community; training in digital tools and disruptive methodologies; and enhancing the image of vocational training as a key asset for employability and for the economic and social development of our country.

Investment areas

1. Vocational/professional guidance for the new employability.
2. Promotion of digitisation and innovation in vocational training.
3. Enhancing the concept of vocational training, changing social stereotypes and stigmas around it.

Main actions

- Creation of a digital solution for vocational guidance on training paths.
- Creation of a digital solution for observing and forecasting the labour market aimed at vocational guidance.
- Reinforcement of the digital skills of the teaching staff.
- Learning to learn in the digital context (new disruptive methodologies for the digital world)
- Generation of reference points in vocational training for young people.
- Bringing the new digital professions closer to society.

Agents involved

- Vocational Training Centres.
- Business foundations.
- Companies in the sector.
- Business organisations.
- Social entities.
- Public sector (Government of Spain and Autonomous Communities, as well as the intermediate bodies under them).

Alignment with the flagships

- Modernisation.
- Reskill and upskill.

Alignment with the “España Puede”

- Levers:
 - 4. An Administration for the 21st Century .
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation.
 - 6. Pledge for science and innovation and strengthening of capabilities of the National Health System.
 - 7. Education and knowledge, lifelong learning and capacity building
 - 8. The new care economy and employment policies.
- Components:
 - 11. Modernisation of the public administrations.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 15. Digital connectivity, cybersecurity and 5G deployment
 - 16. National Strategy for Artificial Intelligence.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.
 - 19. National Plan for digital skills
 - 20. Strategic Plan for Vocational Training.

Alignment with the SDGs



NSI 20. Education, training and entrepreneurship



Goal

To contribute to the evolution of the national education and training model with the aim of bringing it closer to the entrepreneurial world, through four investment levers: education, vocational training (formal and informal), university education and entrepreneurship.

Executive description

Development of a national education and training model to reduce the imbalance between supply and demand and provide greater adaptation to the new digital transition context, leveraged in 4 investment areas: education, vocational training (formal and informal), university education and entrepreneurship. This model will be dynamic, scalable and will have employability goals, offering packaged training that includes disruptive methodologies (such as bootcamps); training guidance, and financial aid adapted to the vulnerability needs of the more disadvantaged groups.

Investment areas

1. Promotion of employability as a driver of change in the labour market.
2. Promotion of employability in Vocational Training programmes.
3. Promotion of employability within the Spanish university environment.
4. Promotion of entrepreneurship and an entrepreneurial spirit within the Spanish educational field.

Main actions

- Comparative diagnosis with the aim of establishing a starting point to help define a strategic plan for human capital ("Strategic Workforce Planning") at a territorial and sectoral level. Identifying possible new training needs based on the European framework of competences.
- Defining training itineraries, both theoretical and practical, that include disruptive methodologies (bootcamps) aimed at complementing and/or modifying traditional educational programs as well as formal and non-formal training.
- A single showcase to give visibility to training and provide individualised guidance on digital skills.
- Incorporation of academic content and materials aimed at promoting entrepreneurship and the business spirit from an early age.

Agents involved

- Companies.
- Financial institutions.
- Universities, vocational training centres, business schools and other educational organisations
- Training providers, employment platforms and academic institutions.
- Business organisations.
- Public sector (Government of Spain and Autonomous Communities, as well as the intermediate bodies under them).

Alignment with the flagships

- Modernisation.
- Reskill and upskill.

Alignment with the "España Puede"

- Levers:
 - 4. An Administration for the 21st Century.
 - 5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation .
 - 6. Pledge for science and innovation and strengthening of capabilities of the National Health System.
 - 7. Education and knowledge, lifelong learning and capacity building.
 - 8. The new care economy and employment policies.
- Components:
 - 11. Modernisation of the public administrations.
 - 12. Spain 2030 Industrial Policy.
 - 13. Fostering the growth of SMEs.
 - 15. Digital connectivity, promoting cybersecurity and 5G deployment.
 - 16. National Strategy for Artificial Intelligence.
 - 17. Institutional reform and strengthening of the capacities of the national science, technology and innovation system.
 - 19. National Plan for digital skills
 - 20. Strategic Plan for Vocational Training.

Alignment with the SDGs





2.4. Equality

NSI 21. The business community's commitment to equality

Our country is failing to generate 2.8% of its GDP as a result of not incorporating female talent, as stated in a report conducted by Vodafone and ClosingGap.

In fact, Spain could become a more competitive country if certain issues were taken into account, such as making it easier to recruit or encourage the promotion of women to high management positions. These are some of the conclusions of the sixth Global Talent Competitiveness Index (GTCI), which analyses the problems related to business competitiveness, compiled by Adecco and presented at the Davos Forum.

Thus, the incorporation and promotion of women in the labour market is essential for any developed society, with a high impact in terms of progress, social commitment, competitiveness and productivity.

With this strategic initiative, CEOE, as part of its permanent commitment to contribute to equality and the elimination of gender gaps, seeks to foster, from the business world, women's training, entrepreneurship, life-work balance and co-responsibility and their full inclusion, in a participative and open manner, in order for the Public and Private Sectors to join efforts.



NSI 21. The business community's commitment to equality



Goal

To promote the business community as a key asset for equality, with special emphasis on training, fostering entrepreneurship and the entrepreneurial spirit, promoting a work-life balance and co-responsibility and eliminating gaps.

Executive description

Generation of a digital, comprehensive and open platform, focused on women, with the aim of promoting women's training, especially in the digital and scientific fields and throughout their learning cycle (educational programmes, STEM skills, etc.); entrepreneurship and the entrepreneurial spirit, focusing on early promotion, information and financing; co-responsibility and work-life balance; as well as the elimination of gaps, through lifelong reskilling and a change in culture.

Investment areas

1. The business community and the promotion of training for women.
2. The business community and the promotion of entrepreneurship and entrepreneurial spirit among women.
3. The business community and its commitment to enabling a work-life balance and co-responsibility.
4. The business community and the elimination of gaps.
5. The business community and the empowerment of women
6. The business community and inclusion.
7. The business community and women in rural areas and faced with the demographic challenge.

Main actions

- Creation and implementation of a comprehensive digital platform, dedicated to women, to cover all areas concerning their educational and professional development throughout their different stages of life.
- Development of a regional network.

Agents involved

- Companies.
- Academic institutions of all educational stages.
- Business organisations.
- Third sector organisations.
- Media.
- Foundations.
- International organisations.
- Public sector (Government of Spain and Autonomous Communities and Local Entities, as well as the intermediate bodies under them, etc.).

Alignment with the flagships

- Power up.
- Modernise.
- Reskill and upskill.

Alignment with the “España Puede” Plan

- Levers:
 - This strategic initiative has a transversal impact on the 10 leverage policies defined in the “España Puede” Plan.
- Components:
 - This strategic initiative has a transversal impact on the 30 Components defined in the “España Puede” Plan.

Alignment with the SDGs



3

Strategic alignment of the catalogue

3.1. Next Generation EU

3.2. “España Puede” Plan

3.3. The 2030 Agenda for
Sustainable Development

3.1. Next Generation EU

Alignment of the nationwide strategic initiatives with the seven flagships

Flagship	Nationwide strategic initiative								
	1	2	3	4	5	6	7	8	9
Power up	●	●	●	●	●		●	●	●
Renovation	●			●				●	●
Recharge and refuel				●		●		●	●
Connecting	●		●	●			●	●	●
Modernisation	●		●	●		●	●	●	●
Scale-up	●	●	●	●	●	●	●	●	●
Reskilling	●	●	●	●	●		●	●	●



Nationwide strategic initiative												
	10	11	12	13	14	15	16	17	18	19	20	21
	●	●	●	●	●	●	●	●	●			●
	●			●		●	●	●	●			
	●		●	●		●		●	●			
	●	●	●			●		●	●			
	●		●	●		●	●	●	●	●	●	●
	●	●	●	●	●			●	●			
	●		●	●		●	●	●	●	●	●	●

3.2. “España Puede” Plan

Alignment of the nationwide strategic initiatives with the 10 policy levers

Lever	Nationwide strategic initiative									
	1	2	3	4	5	6	7	8	9	
1. Urban and rural agenda and the fight against rural depopulation			●		●	●	●		●	
2. Resilient infrastructures and ecosystems						●	●		●	
3. A fair and inclusive energy transition							●	●	●	
4. An Administration for the 21st Century				●		●	●			
5. Modernisation and digitisation of the industrial fabric and SMEs, recovery of the tourism sector and promotion of Spain as an entrepreneurial nation	●	●	●	●	●	●	●	●	●	
6. Pledge for science and innovation and strengthening of capabilities of the National Health System			●	●		●			●	
7. Education and knowledge, lifelong learning and capacity building	●	●	●		●	●				
8. The new care economy and employment policies				●						
9. Promotion of the culture and sports industries	●				●					
10. Modernise of the tax system for inclusive and sustainable growth						●				



Nationwide strategic initiative												
	10	11	12	13	14	15	16	17	18	19	20	21
	●		●	●	●	●			●			●
	●		●	●	●	●	●	●	●			●
	●	●	●	●	●	●			●			●
			●			●	●	●	●	●	●	●
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				●	●		●	●	●	●	●	●
	●			●					●	●	●	●
								●	●			●
									●			●

3.3. The 2030 Agenda for Sustainable Development

Alignment of the nationwide strategic initiatives with the 17 SDGs

Sustainable Development Goal	Nationwide strategic initiative									
	1	2	3	4	5	6	7	8	9	
No poverty 										
Zero hunger 			●							
Good health and well-being 				●					●	
Quality Education 										
Gender Equality 										
Clean water and sanitation 			●				●			
Affordable and Clean Energy 					●			●	●	
Decent Work and Economic Growth 	●	●								
Industry, Innovation and Infrastructure 	●	●	●	●	●	●	●	●	●	
Reduced Inequality 					●					
Sustainable Cities and Communities 	●						●	●	●	
Responsible Consumption and Production 			●				●	●		
Climate Action 			●		●		●	●	●	
Life Below Water 										
Life on Land 			●	●			●			
Peace, Justice and Strong Institutions 					●	●				
Alliances to achieve the goals 	●	●	●	●	●	●	●	●	●	

The 17 SDGs are present across all of CEOE's nationwide strategic initiatives, as alliances, especially through public-private collaboration, are key to its deployment.



Nationwide strategic initiative												
	10	11	12	13	14	15	16	17	18	19	20	21
						●			●			
					●							
						●		●				
							●			●	●	
							●	●		●	●	●
	●	●	●	●	●	●						
		●					●	●		●	●	●
	●	●	●	●	●	●	●	●		●	●	
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			●	●	●	●		●	●			
	●	●			●							
	●	●	●	●	●	●						
	●											
		●	●						●			
			●									
	●	●	●	●	●	●	●	●	●	●	●	●

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