

# 2021–2030 BARCELONA AGREEMENT FOR QUALITY EMPLOYMENT (ABOQ)

Social consensus for equity and the improvement of processes for accessing the job market and fostering quality employment



Ajuntament de  
Barcelona



Barcelona  
Activa



# A new Agreement for Quality Employment in Barcelona



**Jaume Collboni**  
First Deputy Mayor for Economy,  
Employment, Competitiveness  
and Taxation

Quality employment is essential for ensuring a strong, cohesive Barcelona, with decent living conditions and, above all, to enable the city to offer a good work-life balance. This is a central issue of the city model we defend and the actions we promote at Barcelona City Council, as part of the fight against inequality and in defence of social rights, diversity, feminism and achieving an authentic, shared economic progress.

As part of overcoming the pandemic we are suffering, we are very aware of the risks associated with the current intense reactivation of Barcelona's economical ecosystem, such as an increase in job insecurity or worsening working conditions in some sectors. More specifically, some of the recent policies promoted by the Spanish Government, such as the major increase in the minimum wage or the new employment

reform, are proving decisive in helping us to ensure that the social and economic recovery occurs in a fair way, making sure that no one gets left behind.

In this context, at Barcelona City Council, we aim to lead the implementation of measures that enable people to work more and better in the city, in terms of quality and employability, especially for people at the centre of our priorities. And we aim to achieve this through agreement, consensus and cooperation with all the city's socio-economic stakeholders and its entire employment ecosystem, joining forces and working together.

Therefore, as part of our road map for building a more competitive, sustainable and equitable city, with a fairer and more diversified economy, this Agreement for Quality Employment is an absolutely essential measure. An agreement designed to tackle present-day employment and to meet the challenges that will have an increasing impact on employment in coming years: ecological and digital transition, the emergence of new profiles and new ways of working and the essential fight for gender equality.



In short, social consensus and dialogue are the way forward that will allow us, via cooperation with all the city's socio-economic stakeholders and its employment ecosystem, to create a Barcelona with more employment opportunities for everyone and more quality employment. A Barcelona that helps young people to form their life projects, where women no longer have to suffer any wage gap compared to men, and where long-term unemployed people have resources available to them, so that they can make the most of their talent and get back to work.

I am convinced that with this Agreement we are laying the foundations, the alliances and the mid and long-term instruments that will enable us to join forces and make achieving all these shared challenges possible, continuing with the best traditions of Barcelona.

Because by working together, I am sure that we will make Barcelona an unstoppable reality and a leading city in the creation of quality employment.



# A new Agreement for Quality Employment in Barcelona



**Raquel Gil Eiroà**

Commissioner for the Promotion of Employment and Policies against Job Insecurity

The Barcelona Agreement for Quality Employment has been created with the aim of becoming a strategic framework for structuring Barcelona's employment policies in coming years. This agreement establishes some common governing principles and lines of work in the area of employment in Barcelona, the result of working with the city's main social and economic stakeholders, the organisations that make up the city's employment ecosystem, universities and business schools, as well as Barcelona City Council itself, through Barcelona Activa. It is a document which works towards the Sustainable Development Goals and the 2030 Agenda, and with the same time frame, allowing us to develop a stable strategy, which is complemented with biannual action plans and the commitment of all the participants.

The Barcelona Agreement for Quality Employment is being launched at a time when

the economic recovery and the end of the pandemic is in sight. After a complex period which involved a sudden economic crisis and a massive destruction of employment in the city, employment and recruitment indicators now invite a certain amount of optimism. In this context, the Agreement will place emphasis on reversing job insecurity, situations of inequality and worker vulnerability, which have been increasing over the last 15 years, first due to the 2008 financial crisis, then the 2012 employment reform, and now the pandemic and its effects on the economy.

Furthermore, we find ourselves at a moment where we are revising and reforming regulations that govern both the job market and active employment policies, allowing us to use innovative forms of management that place quality employment as one of their main goals.

The Barcelona Agreement for Quality Employment also looks to the future and knows that the world is facing a series of essential transitions: sustainability, the technological and digital transition and the fight for gender equality. These changes are undoubtedly beginning to have an impact on employment,



on ways of working, due to the digital and technological transformation, but also in economic sectors and the role they must play in a model involving sustainable economic development.

This requires the collaboration and complicity of all the city's stakeholders and strong administrations, working together based on respect and collaboration, in order to develop more suitable and agile public policies that create opportunities at a city level and provide responses for people who lose their jobs or who want to improve their employability.

Furthermore, we are promoting the creation of jobs for vulnerable groups, improving the tools we have for supporting workers and job seekers, aiming for compliance with employment-quality and gender-equality standards, fighting against job insecurity from the public sector, improving social clauses and working with public-private collaboration.

We have a long, thrilling road ahead, and this document marks the present-day and future working lines for achieving a leading city in terms of creating quality employment.

## 01 INFOGRAPHIC SUMMARY

[Page 7](#)

---

Infographic synthesis of the structure and strategic formulation of the 2021–2030 Barcelona Agreement for Quality Employment (ABOQ in Catalan).

## 02 2021–2030 BARCELONA AGREEMENT FOR QUALITY EMPLOYMENT

[Page 21](#)

---

Development of the technical coordination of the 2021–2030 ABOQ, based on the concept of **quality employment**, its contextualisation and the identification of intervention areas in quality employment matters.

Establishing the ABOQ's operational structure, based on the definition of lines of action, organised via strategic areas and goals and the definition of the types of action to be implemented in the Action Plans through which the ABOQ will be deployed.

Specifying the various governance bodies – their composition and functions – and the methodology for implementing, monitoring and evaluating the ABOQ.

## 03 EXTENDED CONTENT

[Page 103](#)

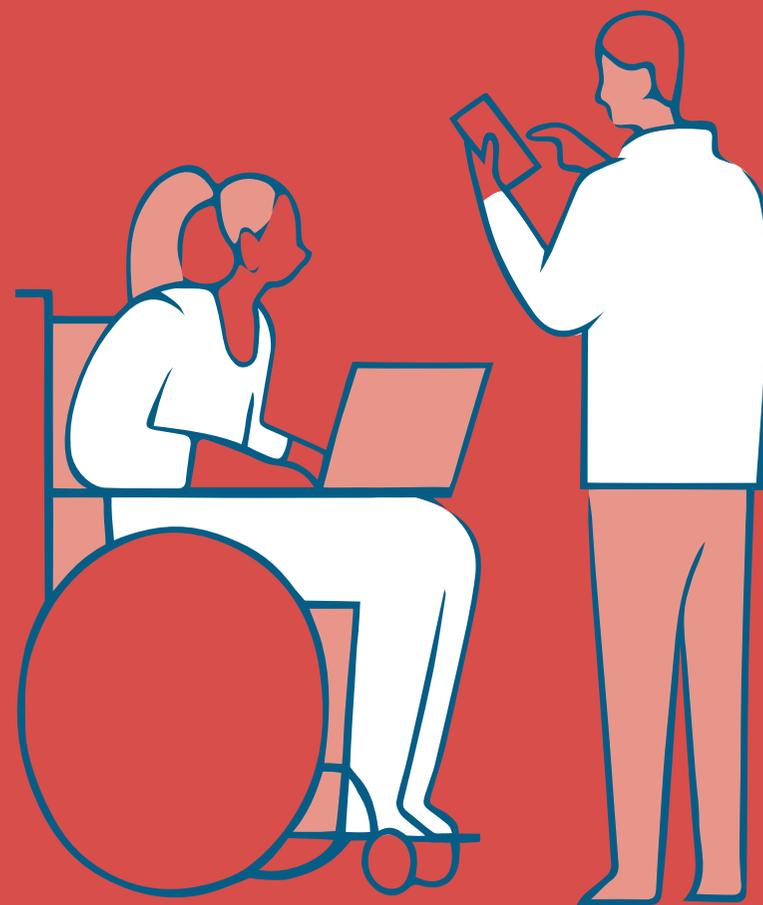
---

Extended information on the various international reference frameworks relating to the concept of *quality employment*.

# 01

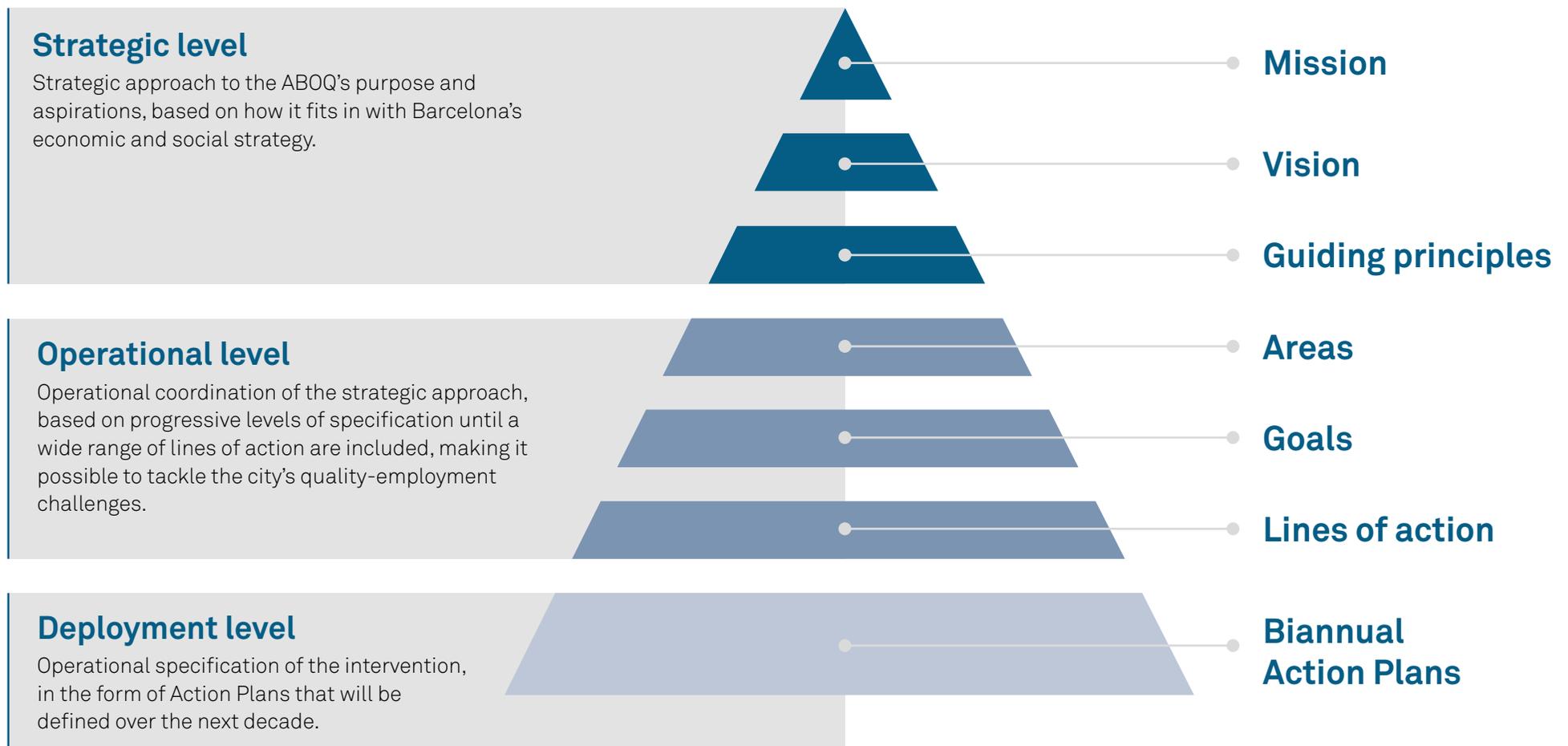
# Infographic summary

---



#BarcelonaOcupacioQualitat

# Strategic formulation



## Vision



- A strategic city agreement in line with the vision of consolidating Barcelona as a leading international city for fostering equity and quality in the job market, based on establishing a socio-economic pact among all social stakeholders.
- A city agreement with a social vision, in accordance with the 2030 Agenda, which observes and adopts the UN's Sustainable Development Goals (SDGs) as its own, in the areas of decent employment, reducing inequalities and high-quality education.

## Mission



- A city agreement with the mission of defining the road map for the next 10 years in the area of quality employment, from the perspective of social transformation, sustainability, innovation and tackling the aspects of inequality that affect everyone in terms of access to employment.

# Decalogue of quality employment in Barcelona



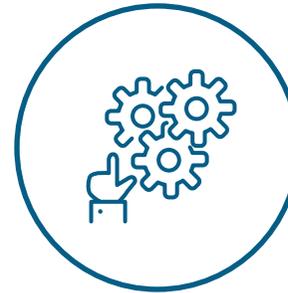
- 1** Work stability
- 2** Adequate minimum wages
- 3** Appropriate working days and work flexibility
- 4** Continual training and skills acquisition
- 5** Professional promotion, accreditation and recognition
- 6** Organisation of work and the work-life balance
- 7** Health, ethics and safety at work
- 8** Employment representation and the protection of workers' rights
- 9** Focus on the inclusion of young people in the job market
- 10** Diversity and non-discrimination

# Guiding principles

Equity



Co-responsibility



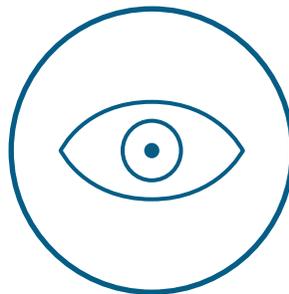
Territorialisation and proximity



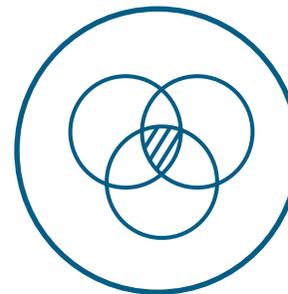
Efficiency and evaluability



Transparency

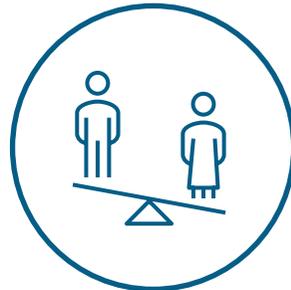


Intersectional approach



## Some areas of intervention from a city-challenge perspective

Social inequality factors concerning access to the job market, work promotion and working conditions



Long-term unemployment

Youth unemployment and educational inequalities



Temporary employment, precarious work and wage gaps due to gender issues and other inequality factors

Efficient governance model based on social consensus



Evaluation of employment policies

## Some lines of action for fostering business competitiveness in Barcelona, as part of the ABOQ

- 1 Fostering the transformative role of businesses in matters relating to the quality of employment
- 2 Fostering upskilling and reskilling in business, in collaboration with companies, while also facilitating professional accreditation processes
- 3 Promoting strategic sectors (traditional, mature and emerging)
- 4 Supporting economic-driver projects in the Barcelona Green Deal (the blue, circular and digital economies, etc.)
- 5 Professional and business promotion and support
- 6 Promoting the Social and Solidarity Economy
- 7 Promoting the generation of hybrid work profiles
- 8 Fostering self-employed work activity
- 9 Supporting and fostering entrepreneurship and new business models
- 10 Inter-administration agreement and consensus with social and economic stakeholders
- 11 Support for companies in terms of attracting talent, fostering diversity and covering their needs (made-to-measure intermediation and marketplaces for sectors and companies) and subsidies for recruitment
- 12 Promoting and supporting the digitalisation of companies, especially in the commerce and SME sector

## Structure of the ABOQ

A city agreement structured around three areas, which include a total of 12 strategic goals and 38 lines of action.

### 3 areas

---

The areas identify the major intervention frameworks that the ABOQ's strategic goals are based on.



### 12 strategic goals

---

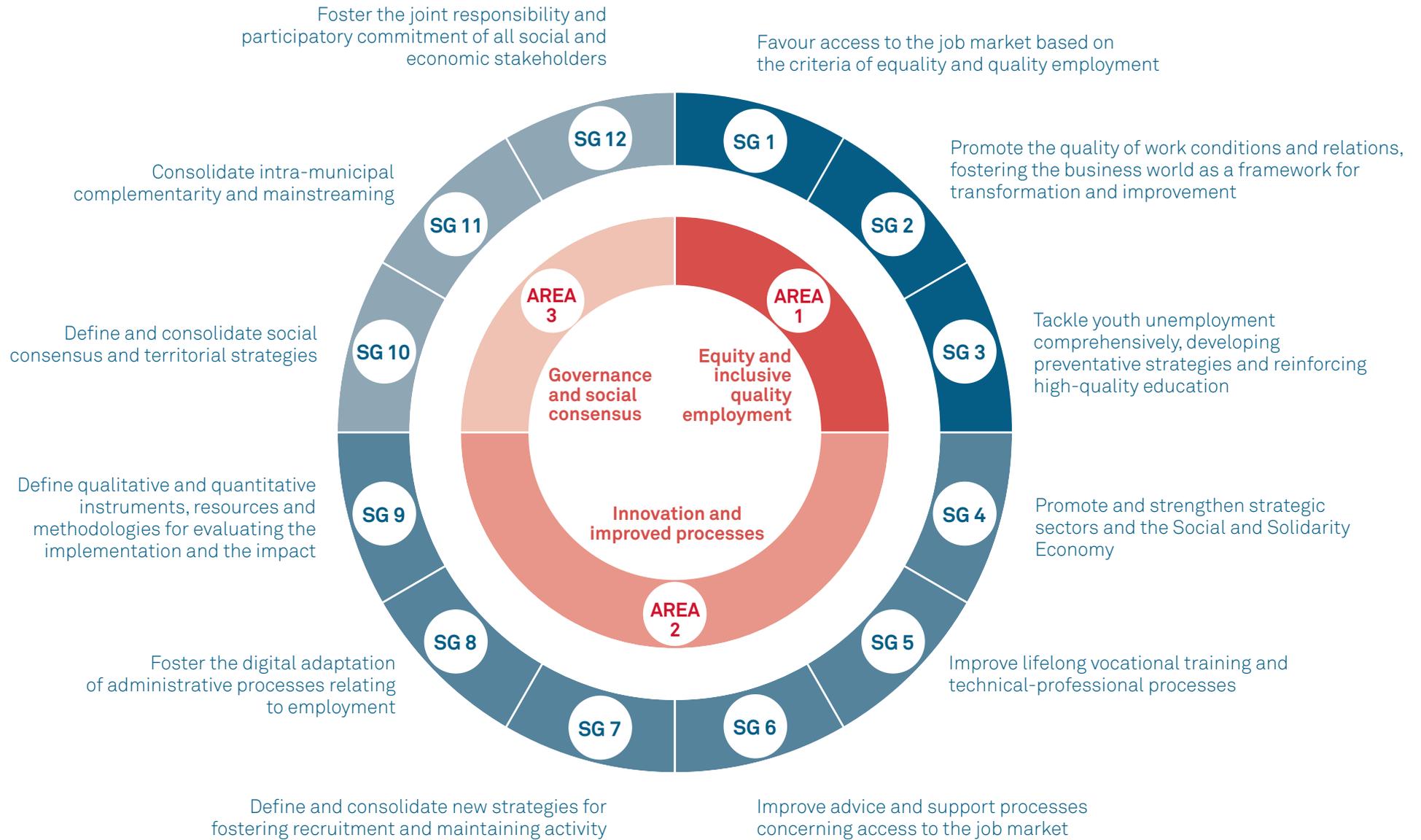
The strategic goals, within the various areas, respond to identified challenges.



### 38 lines of action

---

The lines of action represent operational specifics for achieving the goals. They contain specific actions and measures for implementing the ABOQ and they are prioritised by each Action Plan. They can be reformulated and adapted throughout the period.



# Types of actions

## Actions:

Specific measures, with a time frame, a budget, a responsible body and a series of key targets to be achieved.

A city agreement based on actions that foster innovation in technical-professional training, the recognition of professional skills and advice and support in regard to processes for joining the job market. Actions that foster financial aid and subsidies for recruitment, maintaining activity and digital transformation, implementing any necessary administrative changes. Actions in collaboration with the city's entire employment ecosystem, which are aligned with job-market trends, strategic sectors and new business models, as well as taking action on all challenges regarding the fostering of quality employment.

## 6 types:

### Advice and support



### Training and upskilling



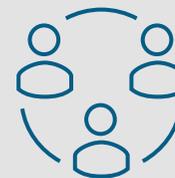
### Financial aid, public subsidies and funding



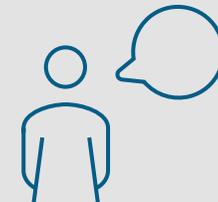
### Improved processes



### Collaboration with social and economic stakeholders



### Communication, promotion and transparency

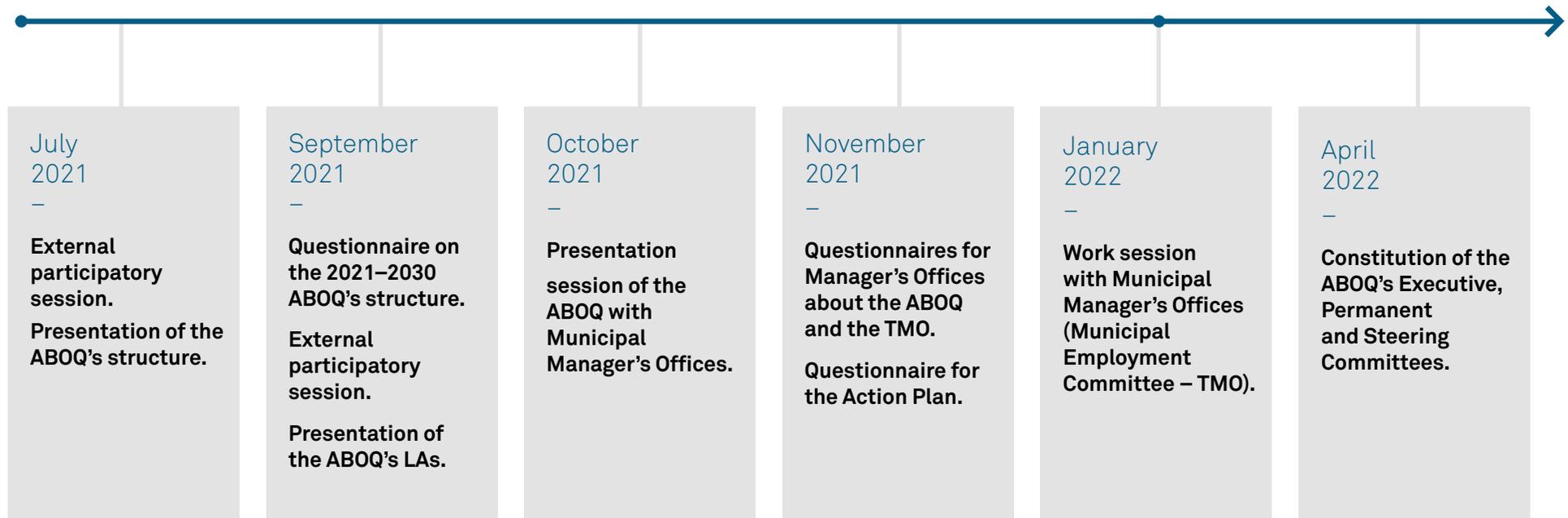


# Participatory process



## 2021

## 2022



# Commitments for implementation

The 2021–2030 Barcelona Agreement for Quality Employment was created with the aim of making the achievement of its goals and actions a reality throughout the period, so that by 2030, all the challenges will have been met. Consequently, this Agreement takes on a series of commitments for its implementation.



## Five commitments for implementing the ABOQ

- 1 Consolidation of governance bodies
- 2 Drafting and validation of biannual Action Plans
- 3 Annual publication of implementation balances
- 4 Impact assessment
- 5 Commitment to economic viability

# Implementation: Action Plans

## 2021 Action Plan

Employment Promotion Plan to combat the impact of Covid-19  
ABOQ design

**Action Plan  
2022–2023  
ABOQ**

**Action Plan  
2024–2025  
ABOQ**

**Action Plan  
2026–2027  
ABOQ**

**Action Plan  
2028–2029  
ABOQ**

**Action Plan 2030 ABOQ**



# 02

# 2021–2030 Barcelona Agreement for Quality Employment

02.1	New horizons: from the Barcelona Employment Strategy 2016-2020 to the Barcelona Agreement for Quality Employment 2021-2030 .....	22
02.2	Quality employment: concept and reference frameworks .....	26
02.3	Starting point and identification of challenges: quality employment and working conditions in Barcelona .....	33
02.4	Strategic formulation. Vision and mission .....	54
02.5	Guiding principles .....	57
02.6	Areas, strategic goals and lines of action .....	68
02.7	Types of action .....	85
02.8	ABOQ organisational and governance structure .....	89
02.9	Implementation, monitoring and evaluation .....	92



#BarcelonaOcupacioQualitat

# 02.1

**New horizons: from the 2016–2020 Barcelona Employment Strategy to the 2021–2030 Barcelona Agreement for Quality Employment. Social consensus as the pillar of active employment policies**

---

**A city agreement with the aim of promoting social consensus among social and economic stakeholders, in pursuit of common goals for fostering inclusive employment and high-quality jobs in the territory.**

## From the 2016–2020 Barcelona Employment Strategy to the 2021–2030 Barcelona Agreement for Quality Employment

Continuing a long series of employment agreements, the **2016–2020 Barcelona Employment Strategy** (hereafter EOB) was the first city-wide shared employment strategy. Structuring an EOB into specific areas, with precise lines of action and the details of each action specified in the various annual Employment Action Plans, meant that over the four years of the EOB, all the indicators for assisting people that existed up until that moment were surpassed.

But beyond that, the EOB represented a major milestone in progress towards achieving some of the major employment challenges that we have as a society:

- Greater participation of women in employment programmes and services.
- Including the gender perspective in action plans promoted by the City Council.
- The decentralisation and territorialisation of employment programmes and services.
- Effective collaboration among the various social stakeholders involved in employment.

However, the last year of the EOB (2020) was marked by the eruption of the Covid-19 pandemic. The pandemic caused a significant alteration in all economic and employment indicators that are used as a reference for understanding the evolution of employment in our city, Catalonia, Spain and Europe.

This major incident made it impossible to present the 2020 EOB Action Plan, even though it was almost ready for publication.

Instead, and in order to immediately tackle the resulting economic situation, various emergency measures were defined and implemented, based on a new **Employment Promotion Plan to Combat the Impact of Covid**, coordinated by the new **Economic Response Coordination Centre (CECORE)**, which was created to tackle the serious effects that the health crisis was causing in employment, the job market and, definitively, in the lives of all city residents.

The pandemic made it even clearer that we needed to promote the digital transformation and a new classification of jobs in order to include the diversity of talents – digital, senior citizens, young people, women, people with disabilities or functional diversity, etc. – as a strategic, competitive response to the challenges which, in terms of employment, the city needed.



➤ FOR FURTHER INFORMATION:  
[2016–2020 EOB Balance \(text in Catalan\)](#)

➤ FOR FURTHER INFORMATION:  
[CECORE Strategy and Actions Nov 2020 \(text in Catalan\)](#)

➤ FOR FURTHER INFORMATION:  
[New job classification models](#)

## Employment Promotional Plan to combat the impact of COVID-19

During the Covid-19 pandemic, in the middle of 2020, and as part of CECORE, a series of priority measures were defined in order to tackle the impact of Covid-19 on employment; they were also geared towards affecting aspects related to the *quality of employment*.

As a response to the impact of Covid-19, at a time when unemployment in the city rose above the threshold of 90,000 people, the *Pla d'Impuls a l'Ocupació davant l'impacte del COVID-19* (Employment Promotional Plan facing COVID-19's impact) was created around the central challenge of minimising the destruction of jobs and protecting the activities of companies and self-employed people as much as possible, while also encouraging the creation of new jobs in Barcelona.

The plan prioritised initiatives that focused on the people and groups most affected by the pandemic's negative impacts, as well as on areas and neighbourhoods with special difficulties.

In order to specify its initiatives, the **Employment Promotion Plan** identified a series of priority lines of action where the promotional measures should be applied to the sectors, areas or groups that had suffered the greatest impacts of the pandemic, as well as on those areas of opportunity for future growth.

### EMPLOYMENT PROMOTIONAL PLAN: LINES OF ACTION

- L. 1 Governance and coordination actions
- L. 2 Supporting, guiding and advising people in a situation of unemployment or job insecurity
- L. 3 Support for highly-vulnerable groups
- L. 4 Fostering training and improving human capital
- L. 5 Promoting quality employment and recruitment
- L. 6 Fostering youth employment
- L. 7 Local economic development and assistance for neighbourhoods with special difficulties

During this critical period and in this economic, social and healthcare context, a new 2021–2030 Barcelona Agreement for Quality Employment was first proposed.

The ABOQ was therefore created at a time of social, economic and healthcare uncertainty. However, it was created with the aim and the commitment to progress towards a horizon full of opportunities, with premises based on:

- The consolidation of social consensus and an efficient model of governance.
- Fostering quality employment based on the criteria of equity and inclusion.
- Improving processes for access to the job market, based on the criteria of innovation and adaptability.

**The Employment Promotion Plan, based on a context of crisis, has also become a starting point for defining a new perspective for approaching employment in the city, based on SOCIAL CONSENSUS, which is specified in this ABOQ.**

#### ➤ FOR FURTHER INFORMATION:

*Pla d'Impuls a l'Ocupació davant l'impacte del COVID-19 (text in Catalan)*

## Social consensus as a pillar of active employment policies

---

### — **Francesc Castellana Aregall**

President of the Barcelona Economic and Social Council

February 2022

### **Social consensus for more and better employment**

A healthy economy is the result of having good jobs and levels of productivity equal to, or better than, those of the areas where your products are distributed and marketed. This paradigm is consolidated in inclusive democratic countries which endeavour to eliminate extreme inequalities. This is only possible in a system of social dialogue, which makes social commitment its main driving force, in the knowledge that only trust enables healthy, sustained and sustainable growth that can consolidate a better future for everyone.

Social dialogue is made possible by social stakeholders recognising their differences and interests, along with the possibility of determining areas of common interest in social, work and life relationships, as well as economic, productive model and business relations. Public and business activities, for profit or non-profit, produce goods and services. To that end, they make employment an instrument that adds value to the economic

system, while also being a source of income for many people. Employment, reimbursed work, is therefore at the centre of business development, while also being the way of satisfying the needs of people and their families.

According to the provisions of the International Labour Organisation (ILO), recognised trade unions and business organisations are transposed to state legislation and the provisions of the new European Pillar of Social Rights, as well as the recommendations of what is known as the Community Semester (EU Commission and Council), the preferred public-system interlocutor at every official, state, autonomic community and local level. They are also preferred because of their constitutional recognition and because they represent companies and workers who pay monthly quotas to the system for funding these policies.

As the capital of Catalonia, Barcelona is the second Spanish city and one of Europe's major cities; a first-rate economic centre. In terms of employment, Barcelona city is the central node of Barcelona's metropolitan system and it creates jobs which are filled by city residents and by people living in the metropolitan system's other towns and cities. We must also remember that Barcelona residents are mostly employed in the city, and to a lesser extent in other towns

and cities making up the metropolitan system. Barcelona is a first-rate, open employment centre that is a reference on a local scale in Catalonia, as well as in Spain and in the European Union.

Once again, the main economic and social stakeholders and the municipal government have managed to renew their employment agreements. Trade unions and business organisations, together with the government, have prioritised growth in employment and its quality as the main objective for combating unemployment and increasing talent in its workforce. An agreement that makes it possible to expand and improve employment services with an extensive catalogue of services and more human and material resources. This has consolidated Barcelona Activa as the general public's main reference point for support in changing employment or for young people's first job searches, while remembering and emphasising support for self-employment and the entrepreneurial spirit.

Lastly, this agreement also includes the consummation of a willingness to cooperate with the executive authority of the Catalan employment system (SOC), which it reinforces and makes a reference point for official cooperation in Spain at a local level and which will certainly be of use to Spanish authorities for developing the new Employment Act.

## 02.2 Quality employment: concept and reference frameworks

---

**Quality employment is essential for ensuring decent living conditions, a strong, cohesive civil society, as well as a Barcelona that offers a good work-life balance.**

*– Barcelona Green Deal*

## What do we mean by quality employment?

**Quality employment is a multi-dimensional concept that is based on the observation, in an inter-related way, of a series of indicators linked to inequalities in working conditions, inequalities in equitable access to employment resources and the job market and job security, among other aspects that affect the lives of people inside and outside work.**

**“Employment quality reflects a combination of aspect relating to work income, financial security related to work and other aspects that affect quality of life.”  
(OECD, 2014)**

Aspects such as the temporary nature of work, wage differences due to gender, non-voluntary part-time work, exposure to possible physical or psycho-social risks and perspectives and possibilities for professional development, among many others, are all **dimensions of quality employment** which, observed individually, but more especially as a whole, make it possible to weight certain levels of quality at work.

### ➤ FOR FURTHER INFORMATION:

See the report published by the Third Sector Round Table (2017): *Ocupació de qualitat: resposta al fenomen dels treballadors i treballadores pobres / Quality employment: response to the phenomenon of poor workers (text in Catalan)*

Observed from a territorial perspective, by professional sector or related to certain professional categories, these dimensions **make it possible to measure working conditions in specific contexts from a comprehensive standpoint.**

**The quality of employment is therefore determined by the achievement and consolidation of objectively positive levels for the series of defined variables.**

**However, quality employment also has its opposite side: precarious work.**

Precarious work is also a multi-dimensional concept, which is **determined by objectively negative levels for each and every indicator of quality employment**: contract instability, low wages, non-voluntary temporary and part-time work, a lack of social benefits or difficulty in gaining access to them, difficulty in exercising legally-recognised rights in the workplace, etc. They are also variables that determine the job's degree of quality/insecurity.

According to a [joint report by the ILO and Eurofound \(2019\)](#) on working conditions worldwide, **the population segments with the most unfavourable economic and social conditions** are those which, objectively, **always find greater difficulty in obtaining quality employment conditions.**

Similarly, **the people with the lowest levels of training have worse-paid jobs, longer working days** and, in short, **less chance of developing their abilities and skills**, especially in market economies and societies.

Therefore, job insecurity often accumulates in certain population profiles, creating accumulated disadvantages and situations of inequality.

**From this perspective, quality employment is essentially a question of equality in access to, and distribution of, resources linked to the job market.**

But quality employment is also a matter of **social justice**, from the moment in which the evidence tells us that the most disadvantaged social segments are those that have the worst working conditions.

Quality employment therefore becomes a matter of the **joint responsibility** and **commitment** of all those social and economic stakeholders, together with the administrations, that have responsibilities, jurisdiction and interests in employment issues.

But we must not forget that **quality employment** is that which, in addition to safeguarding better working conditions for all workers and fostering their professional and personal growth, **also fosters the growth and competitive capacity of the city's productive and business ecosystem as a whole.**

Quality employment must therefore be understood as a **necessary and essential condition for being able to optimise people's professional skills and improving competitiveness, understood as a pathway to growth for the city's territories and economies.**

For this reason, the quality employment **approach**, as a pillar of the city's future local employment policies, must be **comprehensive, jointly-created, agreed and coordinated with**

**the most representative social and economic stakeholders**, as well as with other key stakeholders who make up the city's employment, administrative, productive and business ecosystems.

It is only by adopting this holistic, coordinated approach, this broad perspective, based on the multi-dimensional nature of the concept, that we can foster quality employment within the framework of the Barcelona Agreement for Quality Employment.

## Decalogue of quality employment in Barcelona



- 1 Work stability
- 2 Adequate minimum wages
- 3 Appropriate working days and work flexibility
- 4 Continual training and skills acquisition
- 5 Professional promotion and recognition
- 6 Organisation of work and the work-life balance
- 7 Health, ethics and safety at work
- 8 Employment representation and the protection of workers' rights
- 9 Focus on the inclusion of young people in the job market
- 10 Diversity and non-discrimination

## Decalogue of quality employment in Barcelona

### Quality employment is something that:

- 1 **Guarantees employment stability for workers:** work stability, by establishing open-ended employment contracts as a priority model for recruitment. This must be a pillar for the improvement of working and professional conditions, as well as for the competitiveness of the productive and business network in the Barcelona of 2030.
- 2 Ensures **adequate minimum wages:** the European Pillar of Social Rights establishes that “in order to ensure adequate minimum wages are paid for work, it is essential to guarantee adequate living and working conditions for workers and their families, as well as for constructing fair, resilient economies and providing support for inclusive growth”. Therefore, establishing adequate minimum wages adapted to the city’s standard of living, in order to ensure that no worker finds themselves on the risk-of-poverty threshold at work, is also one of the basic pillars of quality employment and for fostering the competitiveness of the city’s productive and business ecosystem.
- 3 Ensures **adequate, flexible and adapted working days,** which do not foster non-voluntary part-time work due to a lack of working hours, nor permit excessive working hours due to work overload. However, support for workers in order to ensure adequate working days cannot be disassociated from the **necessary support and guidance for companies and business people in the optimisation of their productive environments.**
- 4 Ensures **continual free training and skills acquisition at work:** continual training and skills acquisition in the working and professional sphere is a key element for increasing the competitiveness of the productive network, while continually improving people’s skills and the quality of their work.
- 5 Contemplates and favours **promotion,** as well as **professional and employment recognition.** Recognition and the development of tasks, functions and responsibilities adapted to people’s level of professional training and experience, with adequate wages, are some of the factors that contribute most to maintaining an appropriate working atmosphere and working relations, directly affecting the quality of the work and the optimisation of work processes.
- 6 Favours the **work-life balance,** especially for workers who have to care for dependent people.
- 7 Guarantees **safe, ethical working environments that are adaptable** to the characteristics of the workers. The continual improvement of health and safety regulations in working environments, not only at a physical level, but also in terms of risks linked to mental health, are essential for protecting the health and safety of workers. Guaranteeing safe, ethical and adaptable working environments also benefits competitiveness, productivity, employment and the economy in general.
- 8 Promotes and ensures **work representation** and protects the rights of all workers, including migrants and people with insecure jobs. Quality employment must also ensure democracy within companies and that all workers are assured the effective right of access to trade unions and workers’ rights representatives.
- 9 Opts for the **inclusion of young people in the job market,** fostering adequate training and skills acquisition for the demands of the job market: reducing the rates of young people in a situation of inactivity and disconnected from education and training must be one of the main priorities of any active, quality-employment policy.
- 10 Ensures **there is no discrimination against anyone, for any reason, in access to resources and the job market:** quality employment must ensure the establishment of regulatory mechanisms for accessing the job market and employment resources, which ensures the equitable inclusion and non-discriminatory representation of all social groups, especially those that are in a situation of vulnerability or are minorities.

**A City Agreement, contextualised within national and international frames of reference on matters of decent, quality employment, in the Barcelona Green Deal economic strategy and the 2030 Barcelona Social Agenda.**

## Reference frameworks

**Fostering quality employment is currently front and centre in the orientation and goals of the social, economic and political agendas of various international bodies, which have all pointed to its multi-dimensional nature.**

However, interest in the issue of the quality of employment is nothing new at a European level. Since the end of the 1990s and throughout the 21st century to date, we can find a series of complementary initiatives, as part of international social and economic policies, which have highlighted the need to tackle all aspects that affect the quality of employment.

These include the European Employment Strategy (European Commission, 1997), the International Labour Organisation's Decent Work Agenda (ILO, 1999), the 2030 Agenda's Sustainable Development Goals (SDGs); the Job Quality Index (ETUI, [2012] 2008), the UNECE's framework proposal for measuring the quality of employment (UNECE, 2015), and the recent European Pillar of Social Rights Action Plan (2021), to name the most significant references. A variety of international bodies have contributed

to conceptually and operationally delimiting the concept of quality employment.

The ABOQ has therefore been defined using this series of international reference frameworks for quality employment, but it has also taken into account a significant series of plans and

regulations at a state, autonomous community and municipal level.

**Barcelona cannot eschew the global commitment of striving to improve its citizens' living and working conditions.**

### Reference framework



#### In Europe

- UNECE
- European Employment Strategy
- Decent Employment Agenda (ILO)
- 2030 Agenda + SDGs
- *Job Quality Index*
- European Pillar of Social Rights

#### In Spain

- 2021–2024 New State Strategy for Employment
- 2021 Annual Employment Policies Plan (PAPE)

#### Catalonia

- 2021–2030 Catalan Quality Employment Strategy
- 2021 Employment Policies Development Plan (PDPO)
- SOC Act 13/2015 and Decree

#### Barcelona

- 2020–2023 PAM
- 2030 Agenda
- Agreement for Barcelona
- Barcelona Green Deal
- 2016–2020 Barcelona Employment Strategy Balance

#### FOR FURTHER INFORMATION:

In section 03. *Expanded content* of this document, we undertake a synthetic review of the approaches that each of these reference frameworks have used in relation to the conceptual and operational definition of the term quality employment.

## The Barcelona Agreement for Quality Employment as part of the Barcelona Green Deal and Barcelona's 2030 Agenda



**The 2021–2030 ABOQ is one of the strategic pillars for progressing towards the city of the Barcelona Green Deal and the 2030 Agenda.**

Among its goals, the Barcelona Green Deal, the new economic agenda for the Barcelona of 2030, specifically defines the need for ensuring the quality of employment and the employability of all city residents. And it aims to do so by means of

### ➤ FOR FURTHER INFORMATION:

[Barcelona Green Deal](#)

[Barcelona's 2030 Agenda](#)

**agreeing measures with all the city's social and economic stakeholders**, as well as by **networking with third-sector social organisations** that are developing actions to improve people's employability and job placement.

**Competitiveness, sustainability and equity are the three areas on which Barcelona's economic agenda is structured for the period 2020–2030.**

An explicit reference point for the ABOQ is the observance of all three areas on which the Barcelona Green Deal is structured.

Similarly, one of the ABOQ's specific aims is to become the strategic framework for **defining and developing more equitable active employment policies**, in order to achieve real quality employment in the city.

The fight against **inequalities in accessing the job market and in working conditions**, defending **workers' rights**, tackling the various **types of social inequality** that affect people in terms of entering the job market and gaining stable employment, placing value on **social and cultural diversity** and the **diversity of talents and skills**

are all part of the main issues on which the municipal government wishes to coordinate its actions, and they are explicitly listed in this City Agreement.

In addition, we mustn't lose sight of other relevant matters of importance for progressing towards the consolidation of real quality employment in the city: **fostering entrepreneurship and self-employed working activities; improving professional guidance, evaluation and support processes** for job seeking; the continual improvement and adaptation of **training opportunities**, especially **technical-professional and vocational training**; and improving support in **education-employment-education processes and the accreditation and standardisation of skills** are all central issues, among others, for achieving the strategic goals of this ABOQ.

**The ABOQ also materialises some of the goals from the [Government Measure: Barcelona, city of talent](#), from the [Pact for Barcelona \(text in Catalan\)](#) and the [Municipal Action Plan \(PAM+ 2020–2023\)](#), aimed at responding to the Covid-19 pandemic and the recovery and relaunching of Barcelona.**

## 02.3 Starting point and identifying challenges: quality employment and working conditions in Barcelona

---

**Barcelona is facing complex challenges in regard to the quality of employment.**

## Quality employment and working conditions in Barcelona. Some initial data

In order to define the starting point of the new Barcelona Agreement for Quality Employment, it is important to remember the main figures in regard to the various aspects of employment quality in the city.

However, rather than an exhaustive presentation of the [data concerning the macro.economics, job market and productive network of Barcelona](#) and its metropolitan area, we have decided to highlight, in a cross-cutting way, a series of figures that illustrate and scale some of the key quality-employment indicators, as we have seen them defined in the reference frameworks presented above.

The implementation of the ABOQ makes it possible to undertake a deeper, more detailed analysis of the situation of certain groups with special job placement difficulties, such as people with disabilities/functional diversity, migrants, social minorities, etc.

### Labour market, unemployment and labour hiring

People registered with Social Security. Dec. 2021

**1,119,589**

125,138 Reg. Self employed

Activity rate  
4Q 2021

**80.2%**

80.5% M – 79.9% W

Rate of employment  
4Q 2021

**74.8%**

75.7% M – 74.1% W

Unemployment rate  
4Q 2021

**6.7%**

6.1% M – 7.3% W

Temporary jobs  
December 2021

**63,383**

44.9% M – 55.1% W  
58.7% >44 years old

Long-term unemployed  
December 2021

**54.3%**

50.3% M – 57.6% W

Unemployment rate <25  
years old  
4Q 2021

**22.3%**

Salary gap by sex  
2019

**18.7%**

Temporary jobs  
December 2021

**82.8%**

82.0% M – 83.5% W

% Temporary jobs  
<1 month  
December 2021

**48.9%**

Part-time contracts  
December 2021

**43.7%**

Part-time contracts  
by gender  
over the total number  
of contracts December  
2021

**18.9% M – 24.8% W**

Wage poverty

**18.8%** – 2020

**12.0%** – 2019

Risk of poverty at work  
Catalonia 2020

**10.9%**

11.7% M / 9.8% W

**EU 2019: 9.0%**

9.4% M – 8.5% W

### Educational inequalities

Catalonia

Rate of early school  
leaving  
2020

**17.4%**

23.2 M / 11.1 W

**EU: 9.9%**

11.8 M / 8.0 W

Young 20-24 people  
without secondary  
education. 2020

**23.6%**

29.8 M / 16.9 W

**EU: 15.7%**

18.5 M / 12.9 W

Young people neither  
studying or working  
December 2021

**18.2%**

18.3 M / 18.0 W

**EU: 13.7%**

12.2 M / 15.41 W

Although this selection of data makes it possible to establish an evaluation of the city's situation regarding quality employment, especially after the impact of Covid-19, it is also especially useful for identifying and scaling some of the main challenges that the ABOQ will have to tackle in regard to quality employment at a city level.

The statistical data serve to identify and scale the problems to be tackled, but in general, they lack qualitative information. The data show us, for example, the size of the wage gap between men and women and its evolution, or the rate of temporary recruitment or the percentage of the city's young people who are inactive, but they do not tell us what factors and variables make these figures what they are, or why they evolve as they do.

The figures should help to formulate questions of a qualitative nature concerning what they are measuring. And these questions are, ultimately, the starting point which leads to defining the nature of the challenges that a strategic framework with the ABOQ must respond to.

**In order to adequately monitor the city's quality-employment indicators, it will be necessary to observe their evolution broken down by gender, origin and territory, by districts and neighbourhoods, among other variables. This is the only way to contextualise the Action Plans with the reality of each moment in time.**

➤ **FOR FURTHER INFORMATION:**

*Poverty risk related to the job market.*

Employment, Economic and Social Council of Catalonia

*Government measure for Feminist Economy*

## Registered unemployment for people aged 16 to 64, by district (%). December 2021

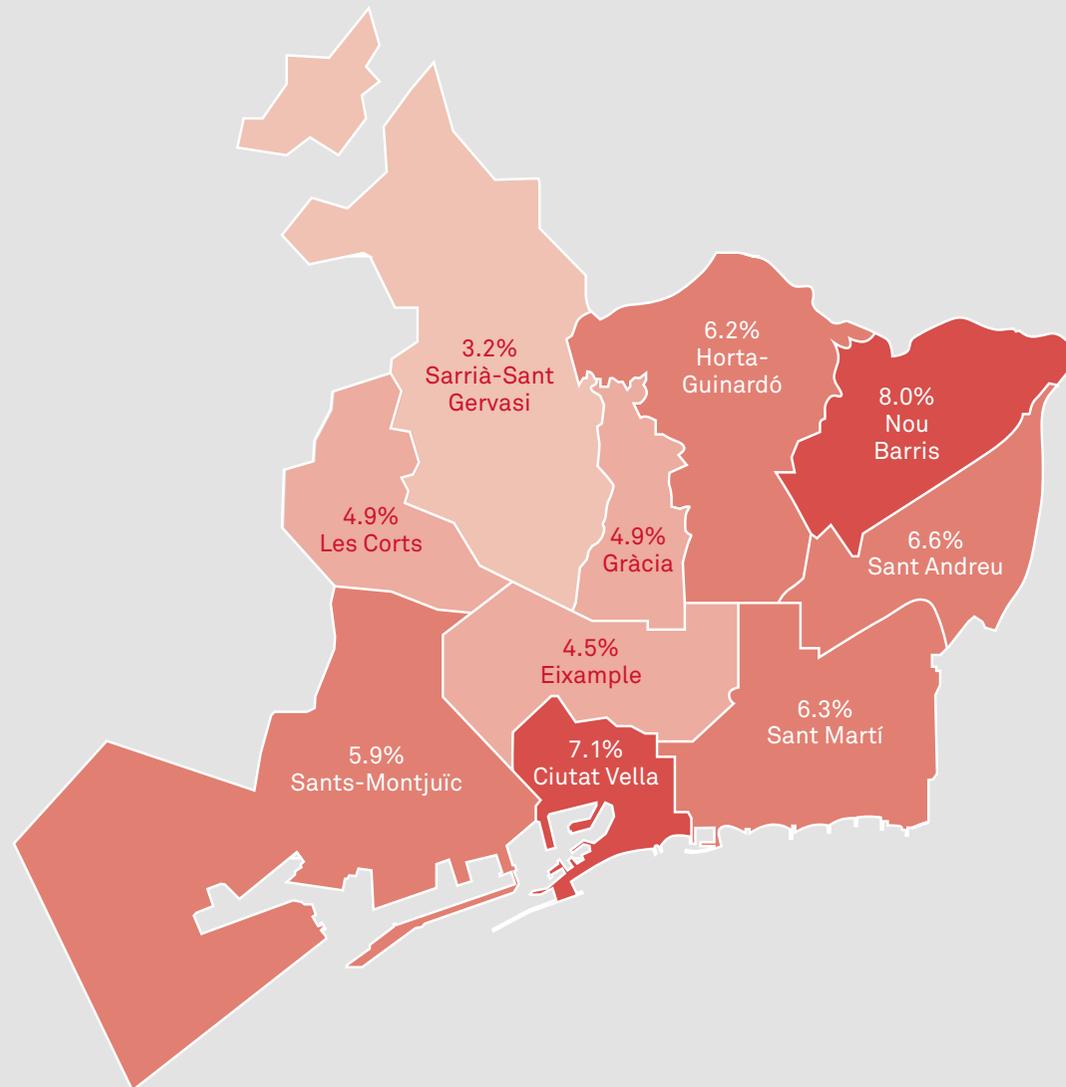
The percentage of unemployed people compared with the working-age population in Barcelona is 5.8%.

In city districts, the value of this ratio varies between 3.2% in Sarrià-Sant Gervasi and 8.0% in Nou Barris.

### Registered unemployment December 2021

# 63,383

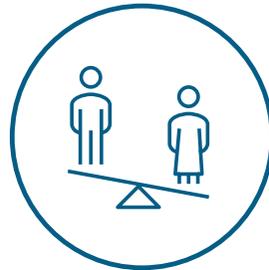
44.9% M – 55.1% W  
58.7% >44 years old



## Some areas of intervention that the ABOQ must tackle as city challenges

Starting with the [decatalogue of quality employment](#) in Barcelona which we presented above, a series of intervention areas have been identified, which we will approach as city challenges:

**Social inequality factors concerning access to the job market and working conditions**



**Long-term unemployment**

**Youth unemployment and educational inequalities**



**Temporary employment, precarious work and wage gaps due to gender issues and other inequality factors**

**Efficient governance model based on social consensus**



**Evaluation of employment policies**

As we have seen with the definition of the quality employment concept, Barcelona has assumed the global challenges, contextualised to the city's reality, of quality employment, improving conditions for access to the job market and equal opportunities for everyone, but also from a perspective that understands quality employment as a tool for improving competitiveness, of both people and the business and productive ecosystem.

Therefore, beyond the structural challenges of economic improvement, raising the employment rate and lowering unemployment globally, Barcelona is facing a series of **challenges with social, strategic and operational aspects, which must be countered in order to promote employment in the city based on the criteria of quality, equity and social inclusion.**

**The ABOQ must face major challenges with a social dimension.**

These challenges must be tackled globally, by the city as a whole, but they must be observed from a territorial perspective, based on the realities in the various city districts and neighbourhoods.

In its more social side, some of the challenges the ABOQ must tackle **are due to the various social inequality factors** – especially, but not only, gender –, **which condition people's access to the job market and the quality of their working relations and conditions.**

Challenges that are also due to the **structural factors of youth unemployment**, which among other things, require preventative strategies that prioritise the tackling of **educational inequalities that are behind processes of early abandonment of education and training** and which eventually become a factor responsible for continual high unemployment and inactivity rates among young people. Factors which continue to be related to the need for reducing **structural problems like long-term unemployment, temporary employment and, ultimately, job insecurity** as a whole.

**However, the ABOQ also has to face challenges of a strategic and operational nature.**

As a necessary condition for making firm progress towards a more cohesive, egalitarian and socially equitable society, Barcelona must **consolidate an efficient model of governance in the area of active quality-employment policies.**

A governance model that, as we have seen, must be **based on the pillar of social consensus, from an eminently social perspective**, and with the **commitment** of all stakeholders working with **joint responsibility** to improve quality employment, working conditions and relations, as well as access to the city's job market, which are aspects that also result in increased competitiveness, while positioning Barcelona as an example to be followed.

In order to complement the model of governance, the ABOQ must also include a **methodology and mechanisms for the monitoring and evaluation** of both its implementation and the impact of its actions. This monitoring and evaluation must be **geared towards evidence-based decision-making**, which, in turn, must be a result of the analysis and diagnosis of the evolution of indicators and objectively and rigorously compiled information.

The results of this monitoring and evaluation should **make it possible to adopt agreed decisions for defining the various Action Plans, geared towards the continual improvement of the initiatives** that are developed over the next ten years.

## The challenge of social inequalities in the job market, from a gender perspective

### Gender, wage gaps, sticky floors and glass ceilings.

**Glass ceiling and sticky floor are metaphors that illustrate the main difficulties and conditioning factors for working women, but they can also be observed in other working-relations contexts.**

From an intersectional perspective in general, and a gender perspective in particular, tackling the inequalities that affect access to the job market, working conditions and employment quality are a challenge we must face in a joint, coordinated way, within the framework of this Barcelona Agreement for Quality Employment.

The concepts of *sticky floors* and *glass ceilings* – as metaphors for the main difficulties and conditioning factors for working women's activities and development – illustrate the confluence of various structural factors that affect and impact women's relationship with the job market. The characteristics of the productive network, organisational structures and types of business management, as well as the revision of how professional categories are structured,

the regulation of employment and the job market, among other things, are all areas in which this Agreement aims to intervene, in order to reduce and minimise employment inequalities that affect women.

Based on their broadest conceptualisation, *sticky floor* and *glass ceiling* are concepts that refer not only to structural difficulties for women's employment mobility or for women developing an upward professional career, but also especially to a multi-dimensional problem that includes key variables for adopting a broad perspective in relation to employment quality and professional development: salaries that are comparatively lower (wage gap) and greater job insecurity and temporary work are variables that are sufficiently evident to be tackled in a really committed way. But there are also issues such as higher rates of over-qualification – which results in people doing work that is far below their training or professional experience – or the stereotyping of women's work within certain niches (horizontal segregation). These are aspects that negatively determine and condition women's working conditions and access to the job market, and which must therefore be at the centre of active policies developed within the framework of this agreement.

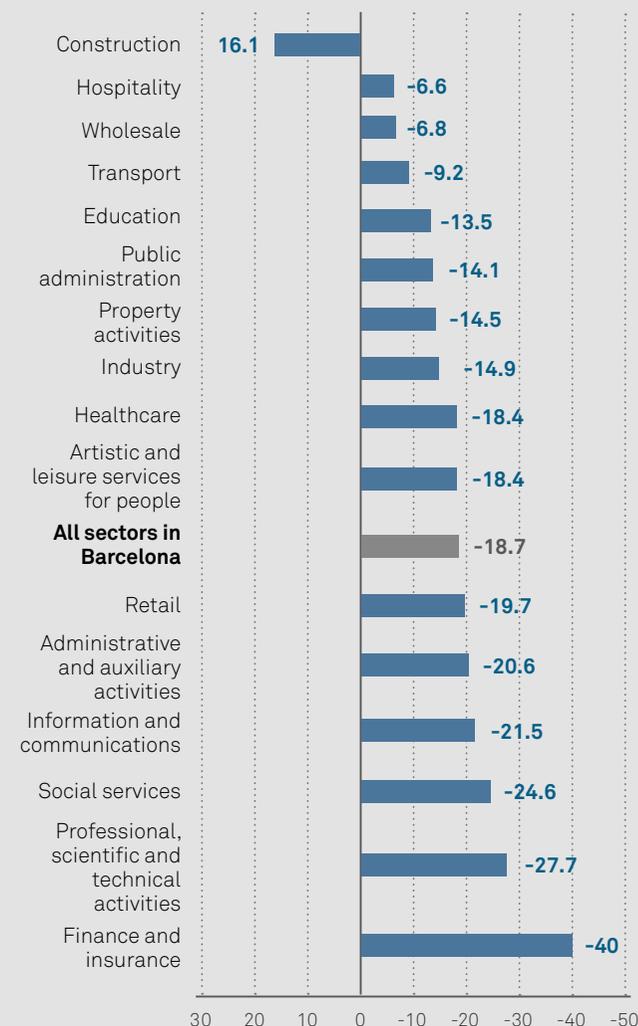
#### ➤ FOR FURTHER INFORMATION:

[Women at the labour market \(2022\)](#)

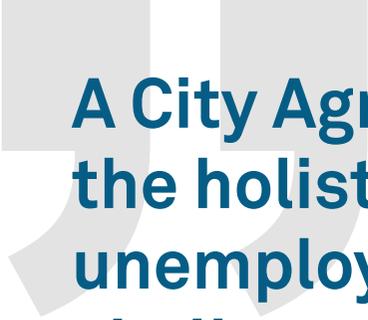
[Women at the labour market \(2021\)](#)

[Sticky floor for women in the city of Barcelona](#)

**Gender wage gap by activity sector in Barcelona. 2019 (%)**



Source: produced by Barcelona Activa's Operational Department of Analysis and Knowledge Management.



**A City Agreement that includes the holistic tackling of youth unemployment as one of its main challenges, opting for reinforcing quality education and vocational training as its main prevention strategy.**

## Educational inequalities and youth unemployment: two city challenges that must be tackled together

---

–  
**BCN Foundation – Vocational Training**

**Beyond the dynamics of the job market and associated situations, the situations of educational inequality and rates of youth unemployment are interrelated. Both phenomena must be tackled together in a coordinated way.**

Since the start of the pandemic, these phenomena have become much more apparent in the educational system and some of the most obvious external negative factors resulting from educational inequalities in the Barcelona area can be clearly seen. Inequalities of an educational and socio-economic nature have therefore been accentuated since the start of the pandemic.

Factors such as the digital gap, varying access to educational/training resources and the diverse situations of education/training centres are just some examples of factors that generate educational inequalities, which are identified together with other unfavourable situations in terms of equal opportunities for young people and children. These situations of educational/training inequalities often lead to school segregation, absenteeism and the early abandonment of studies and training. These problems are complex to deal with and have disastrous consequences in terms of institutions being able to ensure equal opportunities for these future young people and adults, e.g. for access to the job market, where the under-qualified workforce is losing value more quickly than other categories, and furthermore, it is suffering the effects of the employment crisis and the crises in specific productive sectors to a greater extent.

Educational inequality includes various aspects that must be approached from a comprehensive standpoint. The educational system does not have all the tools needed to tackle a problem which normally has a socially polyhedral origin and is conditioned by a range of variables. However, it can have an effect and this must be reinforced through public policies. There are diverse contexts and situations that must be tackled by comprehensive public policies and system planners, which should take into account the nature of these inequalities in a society like Barcelona, which is diverse in every sense.

Educational inequalities can also be presented in the form of varying access to certain types of studies due to gender. The BCN Foundation – Vocational Training observes that there is a wide gender gap in this sense, especially among technological and industrial qualifications, where the average number of women accounts for around 5% of the students. These qualifications are precisely those that currently have the highest job-placement rate and, in general, better working conditions and future prospects in a productive model whose future rests on technology as a source of productivity, wealth and competitiveness.

If we analyse the data for youth unemployment in Barcelona during the months of 2021 by educational level, we see that the unemployment rate for the segment of young people with the lowest educational levels took longer to recover than other segments. Indeed, young people with the lowest educational levels do not start to experience perceptible improvements (with a value below zero) in terms of registered unemployment until the middle of the year, while the vocational training, compulsory and voluntary secondary education segments started to recover in March, and university graduates did so in February.

The only educational levels that have below average recovery figures (with values above the red line) are the lowest ones (up to primary education) with no specialisation. Currently, Barcelona has a total of 6,770 registered unemployed people up to the age of 29, which is 10.7% of all unemployed people in the city.

#### Unemployment rate <25 years old

Barcelona – 4Q 2021

**22.3%**

#### Rate of early school leavers

Catalonia 2020

**17.4%**

23.2 M / 11.1 W

EU: 9.9%

11.8 M / 8.0 W

#### Young people of origin outside the EU-27

**35.4%**

#### Young people 20–24 without secondary education

Catalonia

**23.6%**

EU: 15.7%

18.5 M / 12.9 W

#### Young people not studying or working CAT. December 2021

**18.2%**

18.3 M / 18.0 W

EU: 13.7%

12.2 M / 15.41 W

#### Young people of origin outside the EU-27

**35.6%**

#### EU target for Spain 2020 (extended to 2030)

**15% ESL**

#### EU target 2020 (2030)

**10% ESL**

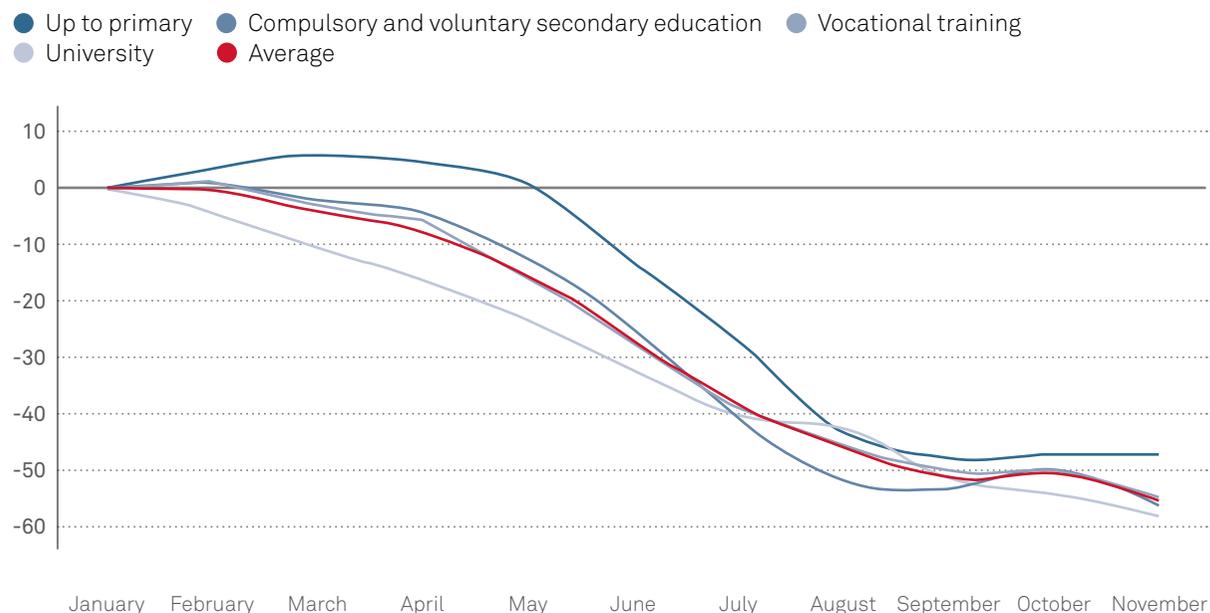
#### Lifelong learning of EU active population

**60%**

Source: IDESCAT; Department of Statistics and Data Dissemination, Barcelona City Council.

These data are a first, clear approximation to part of the reality caused by educational inequalities other than salary levels and temporary employment rates, which show the same trends as registered unemployment rates in relation to educational level. The effect of educational level on job market variables is more drastic, more than age, gender or sector, and for this reason educational inequalities are the root cause of very unfavourable starting situations that will have serious repercussions on the adult lives of those children and young people. Obtaining specialised secondary studies (intermediate or vocational training) or higher studies (Higher vocational training or university studies) represent a qualitative leap in terms of job market conditions. Equality of access to (and continuity in) these types of studies must be promoted by institutions, establishing mechanisms to bring the various educational/training centres to the same standard and improving the resources of centres that have to deal with a greater variability of situations. Ideally, these policies for centres should be accompanied by measures focusing on families and students, in order to intervene in unfavourable, complex social situations while increasing incentives for staying in the educational / training system.

### Evolution of registered unemployment – Young people up to the age of 29. Barcelona. Base - January = 100. Months 2021



Source: BCN Foundation – Vocational Training, based on data from the Employment and Productive Model Observatory.

**The European Commission has proposed 2022 as the European Year of Youth.**

**Together with the *NextGenerationEU*, the aim is to improve opportunities for young people, especially those arising from the quality of employment and the quality of training and education.**

## Youth unemployment and early leaving from education and training

**The Early Leaving from Education and Training rate (ELET rate) and training (also Early School Leaving rate – ESL) and youth employment inactivity (young people in a NEET situation) are two of the main indicators, identified by the EU, relating to the risk of social exclusion for young people making the transition to adulthood in market economies.**

**The early school-leaving rate, as defined by the EU, refers to the percentage of young people between the ages of 18 and 24 who have not acquired a level of education equivalent to post-obligatory secondary education, ESO in the context of Catalan education, and who are not at school or receiving any kind of training.**

Reducing the early school-leaving rate is one of the global challenges on Europe's political-social agendas, as it represents one of the key indicators with all the consequences at the level of the social and economic costs it involves. Therefore, it was listed in the Horizon 2020 programme and now in the 2030 Agenda and the Sustainable Development Goals.

But beyond the common objective of reducing the early school-leaving rate statistically, the early abandonment of studies is a matter of educational and social equality that especially affects young people, mostly boys, who are characterised by a series of inequalities (socio-economic level, origin, etc.).

Early school leaving undoubtedly has a negative impact, at a time of personal and social transition to adulthood, for young people who are joining the job market without appropriate training.

Although for Catalonia as a whole, the ESL rates (17.4% in December 2020, according to IDESCAT) have fallen considerably in recent years, and the differences in the ESL rate between boys and girls has increased considerably and is now at 12.1 percentage points (23.2% and 11.1% respectively). However, this difference cannot hide that the issue of girls leaving school early is also a matter that needs to be resolved. Furthermore, international studies on ESL indicate that these percentages are especially high in young working-class people and school environments with insufficient resources located in outlying or socially disadvantaged neighbourhoods.

Reinforcing alternative types of learning and training, increasing their range and availability, and facilitating access to them is a key factor for reducing early school leaving and facilitating people's return to the education system or promoting their inclusion into the job market under certain guarantees.

**It is important for any city employment strategy for young people to take into account the Vocational Education and Training (VET) ecosystem and the city's education policies, in regard to second/new opportunities and to post-obligatory studies.**

➤ **FOR FURTHER INFORMATION:**

[RESL.eu](https://resl.eu) – *Reducing Early School Leaving in Europe*

## Who are the young people in a NEET situation?

NEET is a statistical acronym for “Not in Employment, Education or Training” which defines young people between the ages of 15 and 29 who are not employed, nor looking for work nor following any kind of training course, either in general education or vocational/professionalisation training.

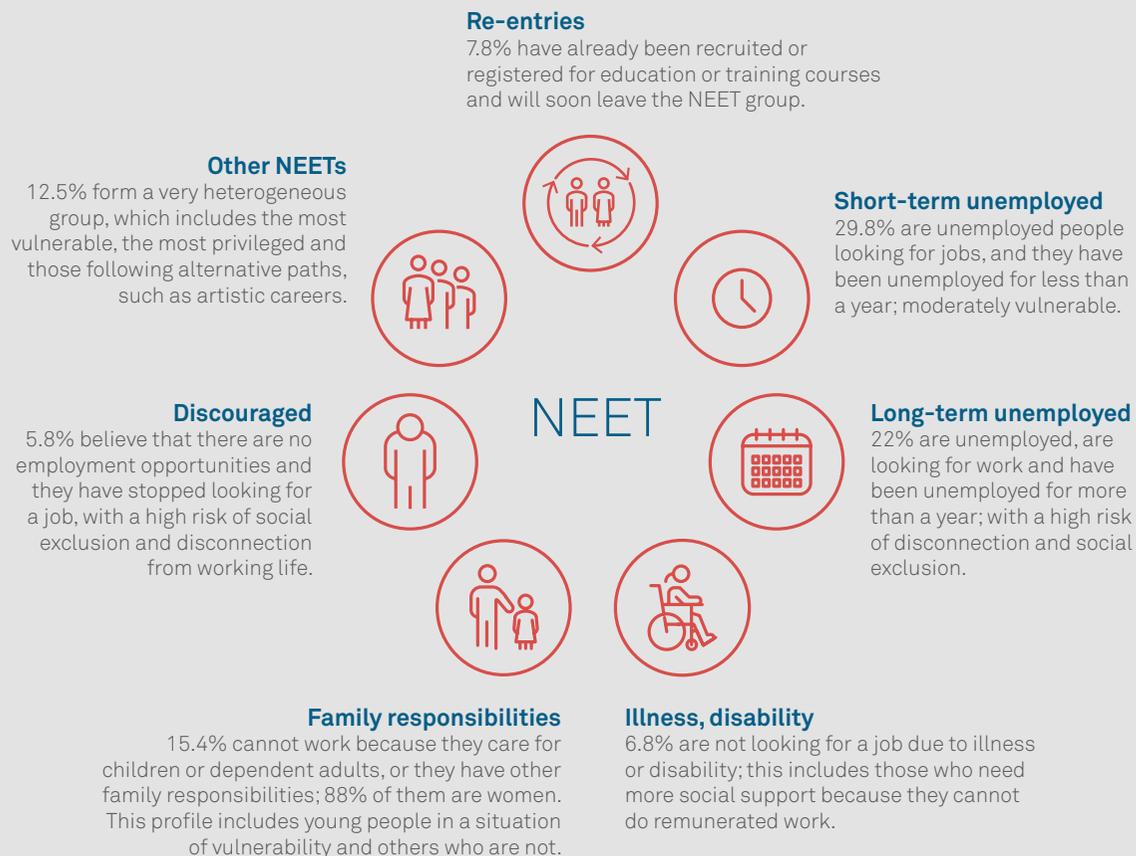
In Catalonia, the acronym NOEF is sometimes used for the same purpose. In popular language, the socially stigmatised term “Joves Ni-Ni” [Neither-Nor Youths] is used.

This is an indicator of a social situation that is changing, and not an indicator of a socio-demographic profile, although the risk of finding oneself in a NEET situation is closely linked to situations of social and economic vulnerability.

Most young people in a NEET situation have reached that state involuntarily (Eurofound). The heterogeneous nature of these situations makes it impossible to establish a typical profile for young NEET people.

**16.5% of young people aged between 20 and 34 in the EU were in a NEET situation before Covid-19 (2018). This corresponds to approximately 15 million young people.**

### Heterogeneous nature of the profiles for young people in a NEET situation



Source: own adaptation based on Eurofound.

#### ➤ FOR FURTHER INFORMATION:

[Eurofound: Youth in EU \(NEET\)](#)

[Infographic: Youth Unemployment in Europe.](#)

[Young NEETs Infographic: Who are the young NEETs. 2021](#)

In Barcelona, there is no current data relating to the percentage of young people in a NEET situation in the city, and this is a matter that we aim to address as part of this ABOQ.

The most recent approach is a quantitative report by the Fundació Bcn – Formació Professional (a foundation for the promotion of vocational training in Barcelona city) published in 2017: *Joves amb necessitat d'inserció educativa o laboral* (see link at the bottom of the page).

The analysis estimated that the percentage of young people aged 16 to 24 in a NEET situation was 13.2% (14.5% men/11.8% women. Total = 17,038 people). Despite the heterogeneous nature of the profiles, there is an over-representation of young people in a NEET situation who are foreign nationals or from families of foreign origins, which is also above the ratio of young foreign nationals in the city. At an international level, the data also corroborates this aspect: young people from families of foreign origins (regardless of whether they are nationals of the country they reside in) and families in disadvantaged socio-economic situations are over-represented among young NEET people.

**One of the main goals of the European Pillar of Social Rights Action Plan is to reduce the number of young people aged 15 to 29 in a NEET situation to 9% by 2030, specifically improving their employment perspectives.**

## Young NEET. Some risk factors in an intersectional perspective

### SOCIO-ECONOMIC SITUATIONS AND RISK FACTORS



#### Education/Level of education

Young people with a low level of education are 3 times more likely to become NEETs, in comparison with other young people who have higher levels of education.



#### Disability

Those people who state that they have some type of disability are 40% more likely to become NEETs than other young people who do not have a disability.



#### Migration

Young migrants or people who belong to migrant families are 70% more likely to become NEETs than native young people.



#### Parental divorce

Young people in families where the parents have separated or divorced are 30% more likely to become NEETs.



#### Unemployment

Having parents who are unemployed or systematically out of work means that a young person is 17% more likely to become a NEET.



#### Domestic income

Young people who live in low-income households are more likely to become NEETs than other young people in families that do not suffer from economic problems.



#### Place of residence

Living in remote or peripheral urban areas increases the possibilities of becoming a NEET by 1.5 times.

**Among its challenges, the ABOQ must observe an effective approach to the inequality factors that are behind this problem.**

Source: own adaptation based on Eurofound.

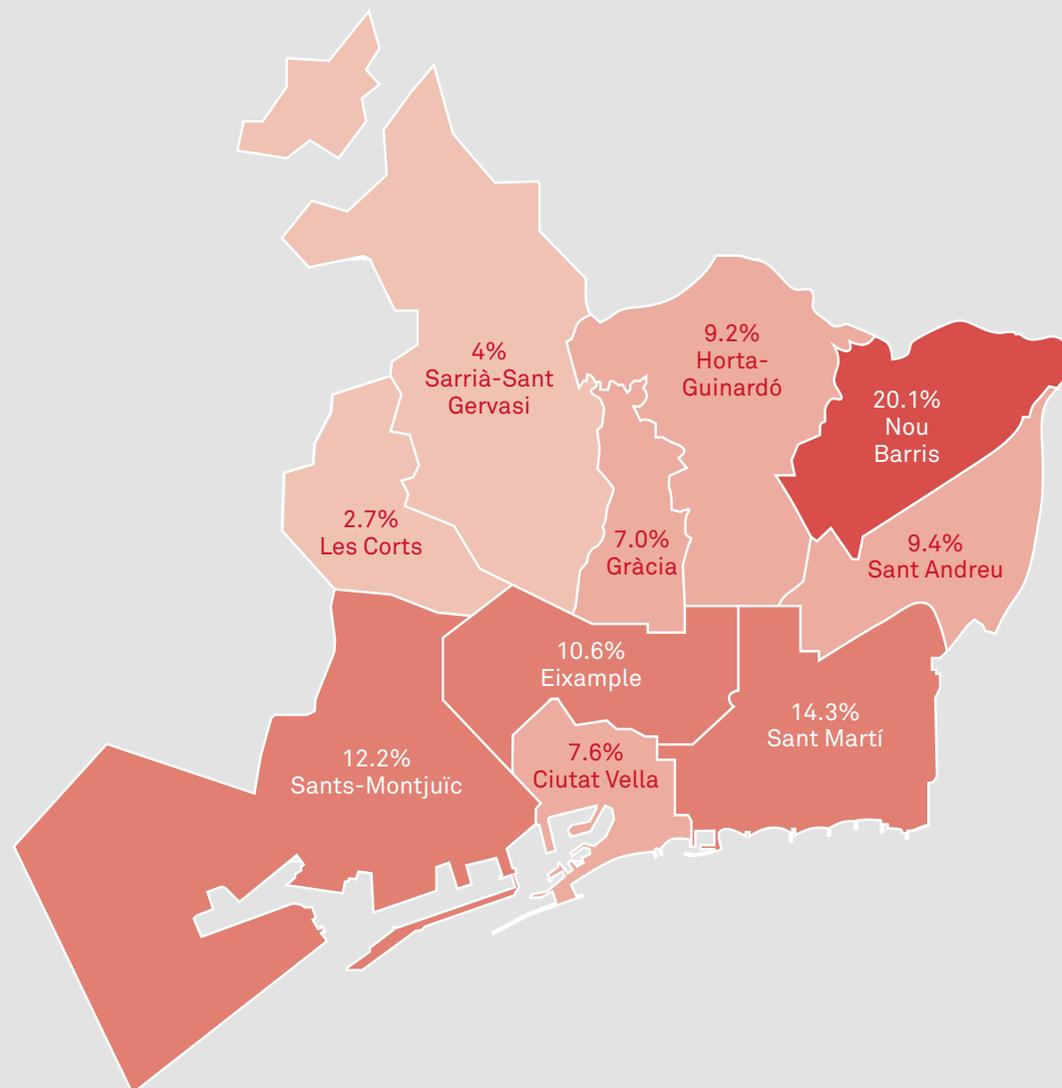
#### FOR FURTHER INFORMATION:

Go to the *Fundació Bcn – Formació Professional* report (2017), *Young people who need work or educational placement. A socio-demographic analysis for the city of Barcelona*.

## Educational inequalities and disengagement from studies and training. % Young people aged 17 who have stopped studying

According to data from the Barcelona Education Consortium's *Study on young people born in 2001 outside the system*, of all the students included in the sample, nearly half resided in the districts of Nou Barris (20.1%), Sant Martí (14.3%) and Sants-Montjuïc (12.2%). 86.3% of them left school after obligatory secondary education.

**Over 80% of students in a situation of vulnerability do not finish their post-obligatory secondary education studies.**



### FOR FURTHER INFORMATION:

*Study on young people born in 2001 outside the system*. March 2019. Barcelona Education Consortium.

*What have we done to improve early school leaving?* Barcelona Education Consortium, September 2021.

Source: Study on young people born in 2001 outside the system. March 2019. Barcelona Education Consortium.



**A City Agreement that identifies the challenge of also reducing long-term structural unemployment as a problem resulting from the intersection of social inequality factors.**

## Long-term unemployment. A structural challenge resulting from the intersection of various axes of social inequality

**Long-term unemployment is a structural problem and, as such, it is also the result of the intersection of a series of social-inequality factors and variables.**

However, long-term unemployment, like other structural job-market problems, is not only defined by itself, but also especially by all the side-effects at a social, economic and emotional level, among others, which affect the people in that situation.

The definition of long-term unemployment used by the International Labour Organisation includes all unemployed people who have been looking for a job for 12 months or more. According to IDESCAT, the indicator in Catalonia expresses the percentage of the economically-active population (16–74 years old) that has been continuously unemployed for 12 months or more.

Long-term unemployment is clearly related to the profile of the unemployed people: it tends to affect workers who are older or have a low level of education, as well as those who have been made redundant. Therefore, a high level of long-term unemployment indicates structural problems in the job market.

**From the moment in which long-term unemployment affects society's most vulnerable profiles (due to age, level of education, origin, etc.) and beyond strictly economic factors and the dynamics of the job market, long-term unemployment is, above all, a problem of equity caused by social inequalities.**

Reducing the period of unemployment is an essential element of many strategies aimed at reducing the total rate of unemployment. Long-term unemployment is not desirable, especially where the unemployment is due to a difficulty in harmonising the supply and demand for employment due to deficient demand. The longer a person is unemployed, the less chance they have of finding a job. There is no doubt that receiving income support during the period of unemployment reduces economic difficulties, but financial aid does not last forever.

The group of long-term unemployed includes people who are “discouraged job seekers”. In other words: people who are not looking for work due to motives relating to certain subjective “perceptions” about the job market (e.g. believing that there are no job vacancies for them).

### Long-term unemployment

December 2021

**54.3%**

% over the total number of unemployed people by sex

**50.3% men**

**57.6% women**

Source: Department of Statistics and Data Dissemination, Barcelona City Council.

In Barcelona, the data for long-term unemployment (December 2021) describe a profile that completely coincides with the descriptions made by the ILO, which is as follows: a woman aged 45 or over, with general studies and coming from company services or commerce.

If the data is analysed a little more fully, it is observed that over half of the unemployed people (58.5%) are over 45 years old, 61.2% have a general education and around one fifth of them (20.3%) are of foreign origin. In spite of an upward trend towards improvement, long-term unemployment accounts for 54.3% of all registered unemployment.

## Long-term unemployment (+12 months) by district (%). December 2021

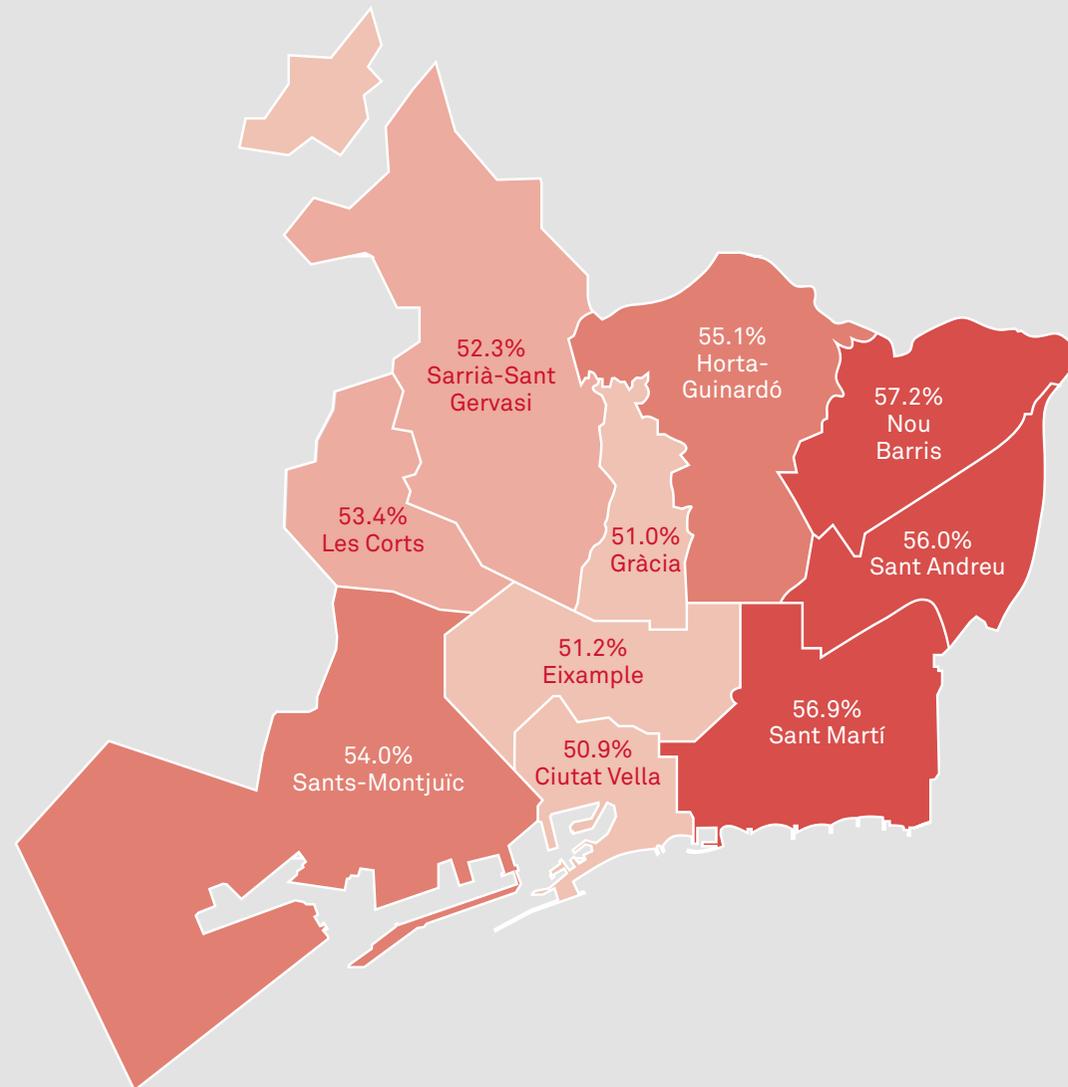
The percentage of long-term unemployed people compared with total number of unemployed people in Barcelona is 54.3%. By gender, 57.6% of all unemployed women have been unemployed for over 12 months.

By district, the percentages of people who have been unemployed for over 12 months over the total number of unemployed in each district varies between 51.0% in Gràcia and 57.2% in Nou Barris.

### Long-term unemployment December 2021

# 54.3%

50.3% M – 57.6% W



## Part-time work, temporary work and wage insecurity

According to the 2011 **ILO** report *Policies and regulations to combat precarious employment*, “In the most general sense, precarious work is a means for employers to shift risks and responsibilities on to workers” (2011, 4). This work, regardless of whether it is carried out in the formal or informal economy, is characterised by high levels of uncertainty and insecurity. Normally, an insecure job is defined by the uncertainty involved in the duration of the work, the presence of various contractors, not having social protection or its associated benefits, low wages and obstacles, both legal and practical, to joining a trade union or gaining access to a collective negotiation, among other indicators.

Temporary contracts normally offer very low wages, given that, although collective negotiations establish wage levels, regardless of whether the contract is temporary or open-ended, wages increase over time and are directly related to the duration of the working relationship with the company (ILO, 2011: 4).

Some of the negative side-effects of these

situations include a difficulty in planning personal lives in the short, middle and long term, and the impossibility of gaining access to certain forms of social protection.

A recent report from the Comisiones Obreras trade union (CCOO) on “Job insecurity in Spain, a double perspective” provides a detailed analysis of the phenomenon, using the microdata from the Active Population Survey and showing that job insecurity in Spain is of a strong structural nature.

According to its own multi-dimensional focus, this study shows that 48% of salaried workers fall within the criteria for job insecurity, with 8% falling within extreme insecurity. Only 28% of salaried workers suffer no employment shortcomings. The report also highlights the fact that women suffer more insecurity, in terms of both monetary and non-monetary indicators.

### Temporary jobs

December 2021

**82.8%**

**82.0% M / 83.5% W**

### Part-time contracts

December 2021

**43.7%**

### % Temporary jobs <1 month

December 2021

**48.9%**

### Part-time contracts by gender over total number of contracts

December 2021

**18.9% M**

**24.8% W**

#### ➤ FOR FURTHER INFORMATION:

[\*Job insecurity in Spain. A twofold perspective. Executive Summary \(CCOO, 2021\).\*](#)

[\*“Policies and regulations to combat precarious employment \(ILO, 2011\).”\*](#)

Source: Department of Statistics and Data Dissemination, Barcelona City Council.



In the above pages, we have introduced the concept of quality employment and the reference framework – especially at an international level – which conceptually delimits the ABOQ’s approach towards an eminently social perspective on quality employment.

We have also introduced the starting position – at a time when it seems that the city’s socio-economic and employment situation is starting to recover from the impact of Covid-19 – from the perspective of some quality indicators for employment and areas of intervention that need special attention, and we have outlined some of the resulting challenges.

In the following pages, we will present the ABOQ’s strategic formulation, based on a definition of its **mission and vision**, as well as its operational and action logic, always geared towards maximising an efficient and effective approach to the defined challenges. The ABOQ’s formulation is also specified by observing a series of **guiding principles** that govern the implementation of the various **lines of action**, defined and structured by **strategic areas and goals**.

## 02.4 Strategic formulation. Vision and mission

---

**The 2021–2030 Barcelona Agreement for Quality Employment is the result of collaborative work between Barcelona Activa and the city’s social, economic and third social sector stakeholders, as well as the Catalan Unemployment Office (SOC) and the group of municipal areas and manager’s offices in the city’s districts.**

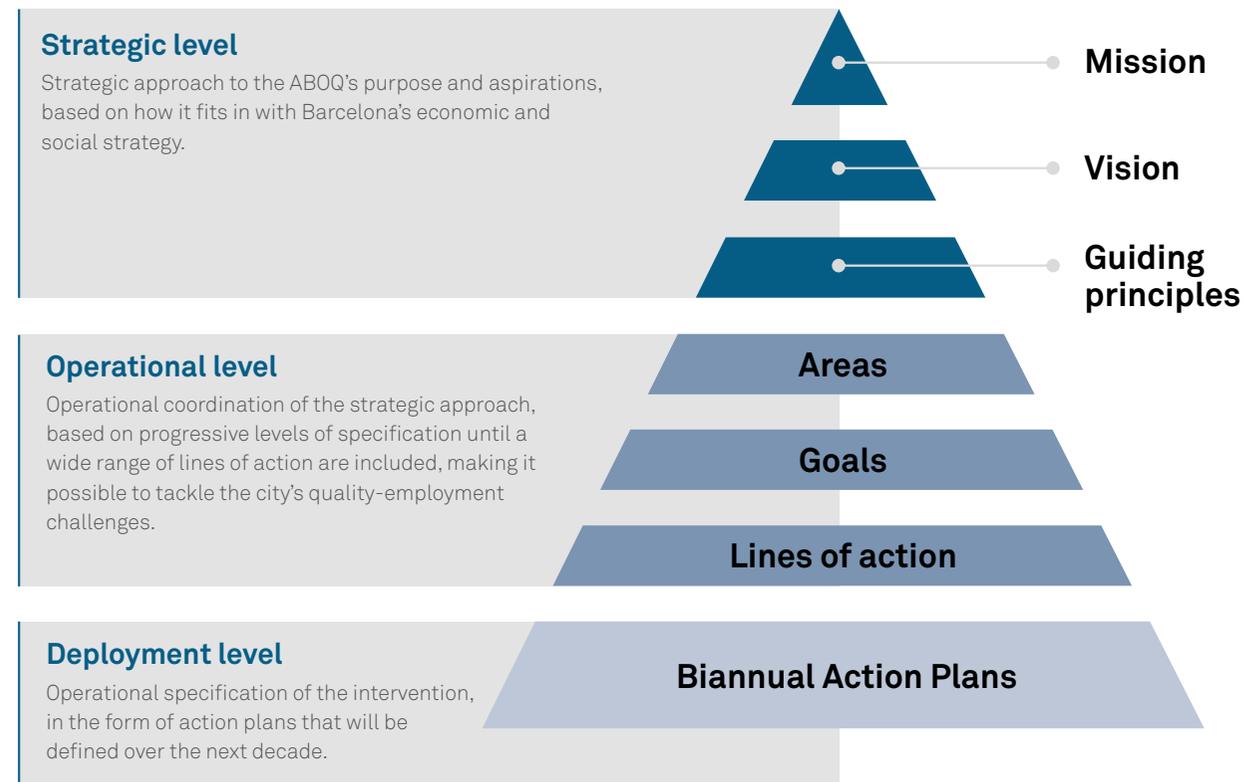
## Strategic formulation

As we have seen above, the ABOQ is aligned with, and is necessarily part of, the city's economic strategy, the Barcelona Green Deal, forming a central pillar of the city's goals in terms of equity in employment and guaranteeing the quality of work and the employability of the general public.

Following a plan similar to the strategic formulation proposed by the Green Deal, the ABOQ's deployment also follows a methodology of progressive realisation and delimitation which takes into account all those relevant elements when designing an exhaustive, complete intervention in terms of fostering quality employment: from its areas of intervention to its governance and monitoring methodology.

**The attached infographic presents the various layers of the ABOQ's approach, organised on the basis of its strategic and operational nature.**

**The pyramid reflects the hierarchic layers of this approach.**

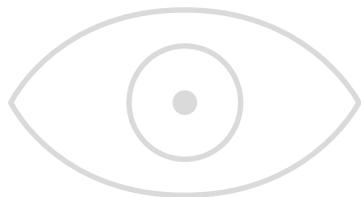


## Vision

**The Vision refers to the approach adopted by the ABOQ and the projection we want Barcelona to have by 2030, in terms of quality employment.**

A city agreement **in line with the vision of the Barcelona Green Deal** for consolidating Barcelona as a **leading international city for fostering equity and quality in the job market**, based on establishing a **socio-economic pact** among all social stakeholders.

A city agreement with a social vision, in accordance with Barcelona city's **2030 Agenda**, which, in turn, **observes and adopts the Sustainable Development Goals (SDGs) as its own**, in terms of decent employment, reducing inequalities and quality education.



## Mission

**The Mission refers to the ABOQ's general purpose: what it aims to achieve, generically, establishing the operational frameworks that must guide its strategic and operational definition and the implementation of the agreement.**

The ABOQ has the mission of ensuring **equality in the distribution of employment resources** and in access to the job market, placing people at the centre of its policies.

A city agreement with the mission of **improving the reality of the job market, working conditions and relations**, as well as the employability of people, from a **territorial and local perspective**.

A city agreement with the mission of defining the **road map** for the next 10 years in order to **foster quality employment, from the perspective of social transformation, sustainability, innovation and tackling the aspects of social inequality** that affect everyone in terms of access to employment.

A city agreement with the mission of **fostering the essential role the company** must play in as an innovative stakeholder, turning risks into opportunities and as a framework for transforming employment relations with a commitment to quality.

A city agreement with the mission of promoting **social consensus** and **cooperation** and **public-private joint responsibility**.

A city agreement with the mission of **fostering cross-cutting employment within a series of municipal policies**, based on identifying common objectives at an intra-municipal level.



## 02.5 Guiding principles

---

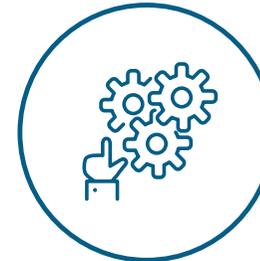
**A city agreement that places people at its centre, based on equality in access to the job market and improving the quality of working conditions as indispensable guiding principles.**

If fostering quality employment for all city residents – from a perspective of social transformation, sustainability, innovation and tackling the main areas of social inequality – is the central mission of this ABOQ, the deployment and implementation of the various lines of action and the resulting specific actions must be steered by a series of indispensable guiding principles, which must guide and provide meaning and content for the goals.

**Equity**



**Co-responsibility**



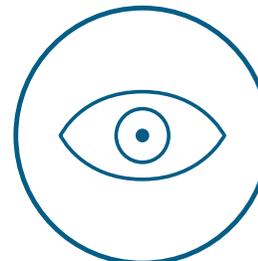
**Territorialisation  
and proximity**



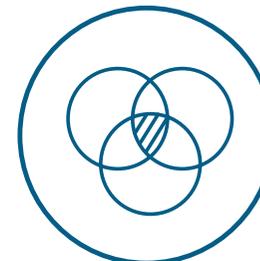
**Efficiency and  
evaluability**



**Transparency**



**Intersectional  
approach**





## Equity

---

Equity is ethically and politically essential, but it is also an economic necessity: everyone's talent is needed to make a competitive society for our times. Equal opportunities, non-discrimination and social cohesion all come under the umbrella of equity, as well as free, universal services offered by public administrations.

Equity also calls for prioritising the people and groups that have the greatest difficulty in gaining access to employment, without whom there is no such thing as quality employment. Quality, which also speaks of key concepts, such as temporary work, job insecurity and part-time work. These concepts need to be combated on many levels and by many stakeholders (association of employers, trade unions, public administrations), because only then can we speak of decent jobs.



## Co-responsibility

---

Co-responsibility is the link between the stakeholders making up Barcelona's employment ecosystem, offering services and programmes financed with public funds, and the people who use those services.

All the parties have to underwrite the commitment in order to guarantee the final goal and efficiency. The principle of co-responsibility is closely linked to the idea of social consensus that we have presented, based on the cooperation, interrelation and interdependence of social stakeholders with the local administration. Co-responsibility must ensure the efficient planning and management of employment services, while also guaranteeing the optimisation of available resources, avoiding any duplication.



## Territorialisation and proximity

---

Territorialisation, understood as adaptation to the characteristics and needs of the job market in each territory, paying special attention to areas whose productive ecosystem is less developed, is also a key principle for guiding the actions contained in this agreement.

Territorialisation, also understood as an observation framework used for detecting needs and implementing services for the territory, its people and its businesses.

Proximity, understood as the principle which ensures equal access to active employment policies for any person in any territory, in an agile, effective and continual way. Proximity in the territory, but also, and above all, proximity in providing support for people.

## Proximity as a condition for ensuring equal access to the city's employment resources

---

### — Amèlia Clara

Catalan Round Table of Third  
Social Sector Organisations  
December 2021

The eruption of the social crisis caused by the Covid-19 pandemic has made the existing inequalities of a system that excludes many people in a situation of vulnerability and social exclusion from the job market more obvious than ever, especially in a city as complex and diverse as Barcelona. At the same time, this crisis has led to greater tension in existing direct-assistance resources and exposed Barcelona's inability to respond to this sudden, disproportionate increase in the city's social needs.

Therefore, the big challenge for achieving quality employment in Barcelona city in coming years involves ensuring equal opportunities for everyone who lives there and correcting the inequalities that exist among the city's various neighbourhoods. In this regard, advances in the territorialisation of employment services must make it possible for everyone to have access to these resources, with special attention to groups in a vulnerable situation who find it more difficult to join the job market, such as people with

disabilities or mental-health problems, young people, women and the long-term unemployed.

In a context in which access to, and the availability of, resources is limited and mostly depends on where people live, proximity-based management offers a better use of existing resources and more efficient management, promotes the creation of synergies with other social and economic stakeholders working in the territory, and facilitates a more delimited and comprehensive response capacity for the needs of the people living in that area. At the same time, it facilitates knowledge, information and access to these resources for residents of that neighbourhood.

In order to ensure the success of vocational integration resources, it is very important to progress towards more comprehensive assistance, to attain single-file management models, avoiding duplication and implementing monitoring processes for life-long vocational integration, beyond just getting a job. These conditioning factors can only be achieved by networking and proximity.

Employment resources must be flexible and adaptable to the needs of each person, and should not be managed with the sole purpose of generating economic profit. They must be

managed through knowledge of proximity, community assistance and the reality of each territory and group. Local organisations have knowledge about, and contact with, the business environment in that area, and in coordination with the administration, they can design and implement actions in a more suitable way, in order to achieve quality employment and maintain it in the long term.

Proximity is closely linked to accessibility and adaptation of the initiatives according to the digital, cross-cutting and professional skills of the people being assisted, and this must be guaranteed for everyone, regardless of their condition, skills or place of residence. It is time to improve the assistance resources of existing social services and information centres, as the eruption of the Covid-19 pandemic has disproportionately increased demand and the needs of these people.

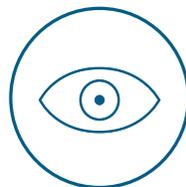
It is therefore necessary to make progress in public-social collaboration and consensus in order to ensure the continuity of support and monitoring services for the vocational integration of groups in a situation of vulnerability, and to ensure territorial equality for access to employment resources.



## Efficiency and evaluability

---

The efficient, transparent management of public resources is also an indispensable principle. In this regard, traceability, understood as the monitoring of actions and resources from beginning to end, cannot be separated from the criteria of effectiveness, efficiency and impact. In addition to traceability, it is also necessary to guarantee that the actions are supported by mechanisms which evaluate their quality, results, impact, effectiveness and efficiency.



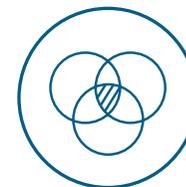
## Transparency

---

The end goal for any public policy must always be to improve the quality of people's lives, and public employment policies must contribute in an especially significant way to this overall improvement.

Transparency in all actions that are carried out is a part of this qualitative improvement, which directly affects the processes, in the way employment policies are carried out.

As a principle, transparency necessarily involves producing a social return. A social return that must be understood not only as accountability to city residents for the proper use of public resources, but also as proof of social improvement that must be clearly perceived by part of the general public.



## Intersectional approach

---

An analytical and intervention perspective that makes it possible to understand how the various axes of social inequality intersect and how these crossovers contribute to unique experiences of oppression and privilege in all areas of relationships.

Intersectionality, as an analytical and intervention perspective in the area of public policies, arises when the limitations of the policies tackling the various areas of social inequality individually and separately are confirmed.

The intersectional approach aims to overcome the conceptual and methodological limitations of the segmented approaches found in the various areas of social inequality.

**A city agreement with an intersectional approach, which tackles social inequalities that merge and condition the processes of job market inclusion and quality employment, especially for socially vulnerable groups and feminised working environments.**

## The intersectional perspective and transversality in the design of public policies

### – Department of Interculturality and Religious Pluralism

#### Area for Culture, Education, Science and Community, Barcelona City Council

December 2021

Kimberlé Crenshaw, the author who coined the term *intersectionality*, defines it as the phenomenon through which each individual experiences oppression or obtains privilege based on their belonging to multiple social categories.

In other words, everyone is made up of various identities which, according to the context, place them in a position of privilege or discrimination, the most important being social class, gender and origin.

One example is someone's administrative situation with regard to the Foreign Nationals Act; a migrant who has acquired Spanish nationality is not in the same position as another foreign national who has a residency permit, or another who is in an irregular administrative situation.

Furthermore, each area of privilege or discrimination not only has a direct effect on people's lives, but the various areas interact (intersect) with each other, often amplifying the effects.

Therefore, domestic workers are in an especially vulnerable situation, due to the crossover of various areas of discrimination, as they are generally women, migrants, often in an irregular administrative situation, with a low socio-economic level. It is therefore no wonder that they are also one of the groups most affected by the pandemic. The generalised lack of employment contracts leaves workers unprotected during a pandemic; working in the homes of people who are often vulnerable may lead to losing that work without any kind of compensation.

Similarly, a black person, or someone who is taken for a Muslim, will not have the same opportunities when looking for a job, a flat, trying to access private services such as night-time leisure, etc. In this regard, see the Barcelona City Council reports relating to access to housing, issued by the Office for Non-Discrimination (OND).

Therefore, starting from this premise, public policies have to face the challenges arising in society, tackling them in an intersectional way; responding from "sealed departments" makes no

sense today, and administrations therefore need to adapt and redesign themselves, abandoning the classic concept where public policies are divided by lines of work: policies for gender, functional diversity, employment, education, immigration, etc.

In this regard, there are various recipes, all of which are necessary, to do away with this compartmentalisation.

First of all, it is necessary to ensure real, effective mainstreaming initiatives: the various public policies have to involve the entire administration at all of its levels, vertical and horizontal, whatever their area of activities may be. This necessarily involves dovetailing among the various services and resources.

### Inequality axes

Those factors on which social inequalities and discriminations are constructed and naturalised, based on social constructions that allocate different values and status to people according to their perceived characteristics, whether they be social, physical, cultural or concerning their origin. We are all affected by areas of inequality, although we are privileged in some and discriminated in others.

#### ➤ FOR FURTHER INFORMATION:

[\*The urgency of intersectionality \(TED Talk, multilingual\)\*](#)

[\*Kimberlé Crenshaw. What is intersectionality? \(in English\)\*](#)

Originally, intersectionality was closely linked to the areas of gender, race and social class, but there is no longer a closed list of areas, nor can we establish a hierarchy among them.

It is also essential for all administration stakeholders to know, understand, share and adopt the values that come out of public policies, with the aim of overcoming the classic concept of unconnected departments. In this regard, internal communication and training are basic

tools, not only for knowing and working on the various concepts and perceptions that public policies adopt and defend, but also to get first-hand knowledge and reflect on how to carry out everyday tasks from an intersectional approach.

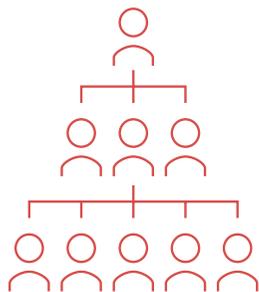
Lastly, and as a final reflection, it is necessary to highlight two major points when applying the intersectional perspective to the design of public policies.

Firstly, the constant questioning of everything we do and what repercussions it has; a general public policy that treats everyone “equally” may not take into account the characteristics of each individual and quite possibly will not be adapted to the various needs, which in turn causes a discriminatory effect. For this reason, we must always ask ourselves what profiles are considered in the design and which are left out.

Furthermore, not treating people as mere receptors, but making them participatory, empowered and active, in both the design and implementation of public policies. The bigger the range of profiles involved at all levels, the more robust the policy will be, and it will enjoy a greater degree of legitimacy, at both an internal and external level.

## Areas of social discrimination

**The convergence of two or more social and economic inequality factors/areas exponentially multiplies the risk of an unemployment and job insecurity situation becoming chronic.**



- **Social class**
- **Poverty / perceived economic level**
- **Sex / gender systems**
- **Age / life cycles**
- **Family origin / nationality / migratory processes**
- **Social minority**
- **Racialisation / ethnic disadvantage**
- **Religion / belief systems**
- **Multiple skills / diversity of skills**
- **Training / educational level**
- **Normal beauty standards**
- **Sexual orientation and identities**
- **Educational relationship / work experience**
- **Other contextualised social inequality variables**

## 02.6 Structure of the ABOQ: areas, strategic goals and lines of action

---

**A city agreement structured around three areas that include a total of 12 strategic goals and 38 lines of action.**

## Structure of the ABOQ

---

### 3 areas

---

The areas identify the major intervention frameworks that the ABOQ's strategic goals are based on.



### 12 strategic goals

---

The strategic goals, within the various areas, respond to identified challenges.



### 38 lines of action

---

The lines of action represent operational specifics for achieving the goals. They contain specific actions and measures for implementing the ABOQ and they are prioritised by each Action Plan. They can be reformulated and adapted throughout the period.

# AREA 1

## Equity and inclusive quality employment

### STRATEGIC GOALS

---

#### SG 1

Favour access to the job market based on the criteria of equality and quality employment.

---

#### SG 2

Promote the quality of work conditions and relationships, fostering the business world as a framework for transformation and improvement.

---

#### SG 3

Tackle youth unemployment comprehensively, developing preventative strategies and reinforcing high-quality education.

An area for guaranteeing employment quality and the employability of all city residents, based on equality in the distribution of resources.

An area for promoting the role of the business world as a transformative framework for working relations and conditions, from a perspective of inclusive quality and employment quality.

An area that is defined by the need to tackle, from an intersectional perspective, the areas of inequality that affect inclusion in the job market, with special attention for socially vulnerable groups.

## AREA 2

# Innovation and improved processes

### STRATEGIC GOALS

---

#### SG 4

Promote and strengthen strategic sectors and the Social and Solidarity Economy.

---

#### SG 5

Improve lifelong vocational training and technical-professional processes.

---

#### SG 6

Improve advice and support processes concerning access to the job market.

An area for making a new model of the Barcelona Comprehensive Employment Service (SIOB) a reality.

An area for promoting innovation in technical-professional training processes, and advice and support in the processes involved in entering the job market.

An area with the aim of promoting strategic sectors, while maintaining a vision of social cohesion and solidarity that protects the most vulnerable social sectors.

# AREA 2

## Innovation and improved processes

### STRATEGIC GOALS

---

#### SG 7

Define and consolidate new strategies for fostering recruitment and maintaining activity.

---

#### SG 8

Foster the digital adaptation of administrative processes relating to employment.

---

#### SG 9

Define qualitative and quantitative instruments, resources and methodologies for evaluating the implementation and the impact.

An area for fostering recruitment and protecting jobs, with special attention to the situation of self-employed people and entrepreneurs.

An area that fosters financial aid and subsidies for recruitment, maintaining activity and digital transformation, especially for SMEs and companies of a social nature, promoting the necessary changes in administrative regulations.

An area for fostering diversity of talents, including, in a cross-cutting way, the objectives of the Government Measure: *Barcelona, city of talent*, for promoting municipal policies aimed at generating, developing, attracting, welcoming and fostering the loyalty of talent in Barcelona.

➤ FOR FURTHER INFORMATION:

[\*Government measure: Barcelona, city of talent\*](#)

## AREA 3

# Governance and social consensus

### STRATEGIC GOALS

---

#### **SG 10**

Define and consolidate social consensus and territorial strategies.

---

#### **SG 11**

Consolidate intra-municipal complementarity and mainstreaming.

---

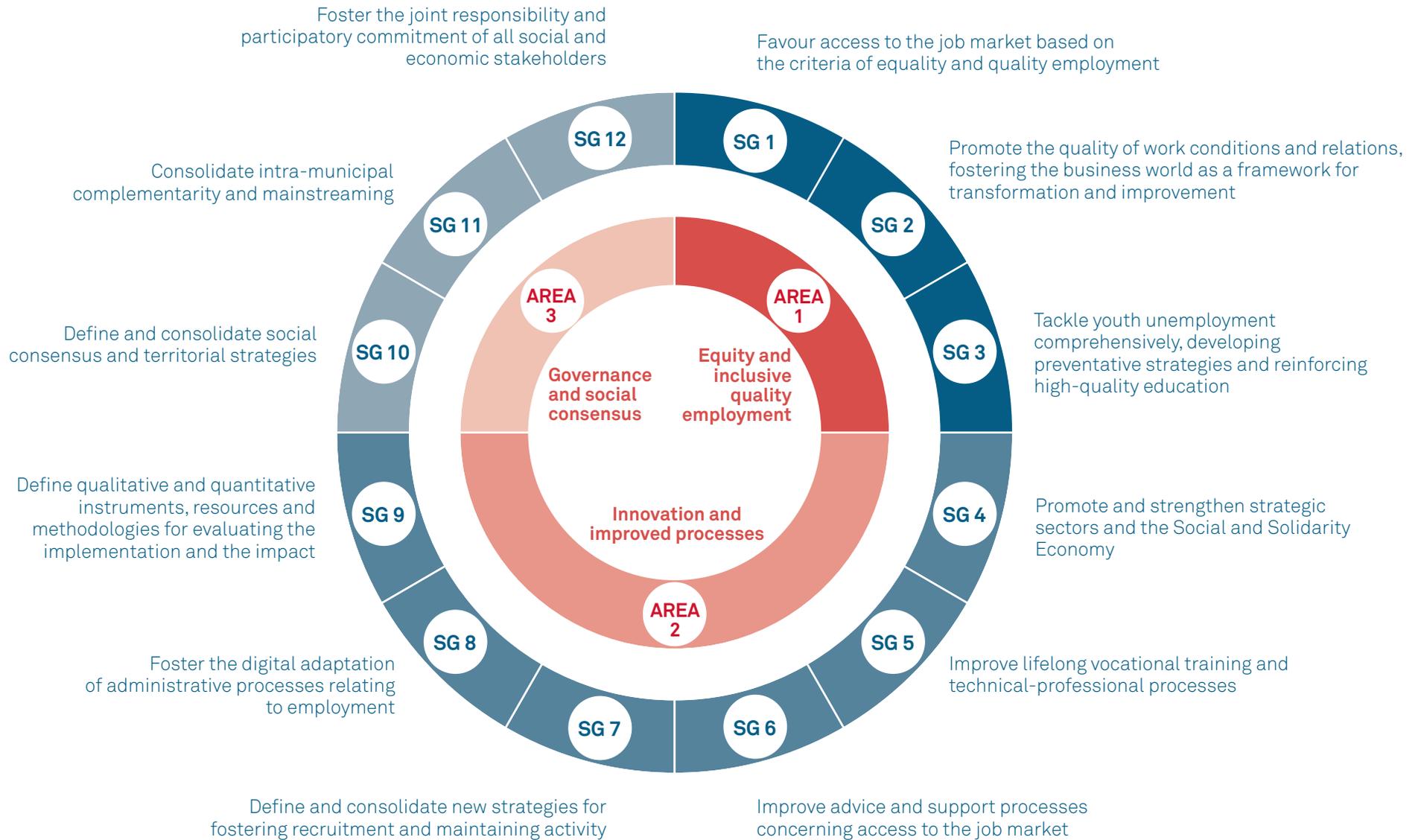
#### **SG 12**

Foster the co-responsibility and participatory commitment of the most representative social and economic stakeholders, as well as other stakeholders in the social and economic spheres.

An area with the aim of promoting inter-administrative consensus and public-private cooperation, from a territorial, innovation and co-responsibility perspective.

An area with goals based on the commitment and co-responsibility of social stakeholders, and on observing common objectives at an intra-municipal level.

**The 12 strategic goals contain 38 lines of action, which will be implemented via Action Plans, in the form of specific actions and measures, in order to tackle each and every goal and challenge to which the ABOQ must respond in order to improve the quality of employment in Barcelona.**



# AREA 1

## Equity and inclusive quality employment

---

### SG 1

Favour access to the job market based on the criteria of equity and quality employment

### LINES OF ACTION

---

#### LA 1.1

#### **Equity in access to employment resources**

Ensure equitable distribution and access to the city's employment resources, especially for people in situations of vulnerability.

---

#### LA 1.2

#### **An intersectional approach to favour access to the job market**

The definition and application of strategies for tackling the various areas of social inequality (intersectional approach) that negatively affect people in terms of access to the job market, especially for those social groups in especially vulnerable situations.

---

#### LA 1.3

#### **Quality and representation in access to the job market**

The observation and application of quality, equity and representativeness criteria in access to the job market, avoiding situations of people being overqualified/under-qualified for the job; promoting mechanisms of reserved contracts; ensuring the quality of job offers, and revising the criteria for defining social clauses, as well as the processes of intermediation and exploration with an intersectional focus, among other measures.

# AREA 1

## Equity and inclusive quality employment

---

### SG 2

Promote the quality of work conditions and relations, fostering the business world as a framework for transformation and improvement

### LINES OF ACTION

---

#### LA 2.1

#### Fostering quality in employment

Specific actions to foster the quality of employment, promoting the transformative role of businesses and, especially, in the definition and observation of criteria for professional recognition, among others.

---

#### LA 2.2

#### Measures concerning the continual improvement of work conditions and relations

Application of measures for the continual improvement of working conditions based on quality-employment criteria: reduction in temporary contracts, the wage gap, facilitating consensus, security at work, training and innovation.

---

#### LA 2.3

#### Intersectional approach to improve working conditions

The definition and application of measures to simultaneously tackle the various areas of social inequality (intersectional approach) that negatively affect working conditions, especially for those social groups in especially vulnerable situations.

# AREA 1

## Equity and inclusive quality employment

---

### SG 3

Tackle youth unemployment comprehensively, developing preventative strategies and reinforcing high-quality education

### LINES OF ACTION

---

#### LA 3.1

#### **Drafting comprehensive plans for fostering youth employment**

Definition of strategic frameworks and comprehensive action plans to foster quality youth employment, which update the current Plan for fostering Youth Employment 2020–2023.

---

#### LA 3.2

#### **Tackling and prevention of early school leaving processes and inactivity among young people**

Consolidation of prevention, intervention and compensation strategies to reduce the rates of early abandonment of school and training, as the main preventative strategy to counter youth unemployment and situations of inactivity among young people.

---

#### LA 3.3

#### **Improving the vocational training offer for young people, in collaboration with the business and productive world**

Increasing the total amount of vocational and employment training (regulated and unregulated) geared towards improving job placement/employability for young people, with special attention to the promotion of Dual Vocational Training, which is also inclusive, and with the aim of responding to the needs of the job market and opting to increase collaboration among professional training centres and businesses.

---

#### LA 3.4

#### **Fostering job placement for recently-qualified people**

An agreement on strategies, especially with the business world, in order to promote and maximise quality job placement for young, recently-qualified people.

# AREA 2

## Innovation and improved processes

### SG 4

Promote and reinforce strategic sectors and the Social and Solidarity Economy

➤ **FOR FURTHER INFORMATION:**  
*What are the strategic sectors?*

*Government measure:  
Driving the Blue Economy in Barcelona*

*Pla d'Impuls de l'Economia Social i Solidària  
2021–2023*

### LINES OF ACTION

#### LA 4.1

#### Promoting strategic sectors (established and emerging)

Promoting and strengthening strategic sectors in accordance with the goals and challenges defined by the strategy Barcelona Green Deal, for fostering entrepreneurship and creating quality jobs. Especially in key sectors – such as the green and blue economies, the digital economy, the manufacturing industry and creative industries, among others –, and especially to also generate opportunities for groups that have greater difficulty in accessing the job market.

#### LA 4.2

#### Promoting the Social and Solidarity Economy

Promoting and strengthening the Social and Solidarity Economy as part of the challenges defined by the new **2021–2023 Promotion Plan for the Social and Solidarity Economy**, fostering entrepreneurship and the creation of quality jobs for all city residents.

#### LA 4.3

#### Promoting new forms of employment and hybrid profiles

Fostering and consolidating new forms of employment, promoting a transition to encouraging hybrid professional profiles.

# AREA 2

## Innovation and improved processes

---

### SG 5

Improve lifelong vocational training and technical-professional processes

### LINES OF ACTION

---

#### LA 5.1

##### Upskilling and reskilling

Fostering training and skills acquisition programmes to improve technical-professional skills (upskilling) and for the acquisition of new skills or technical and professional profiles (reskilling), which promote the formation of hybrid professional profiles (with special focus on digital and technological training and skills acquisition) while observing an intersectional approach for the definition of access criteria.

---

#### LA 5.2

##### Accreditation of skills and homologation of training schemes

Fostering an improvement of the processes for accrediting technical-professional skills and for homologation training schemes, especially those of a professional and vocational nature.

---

#### LA 5.3

##### Promoting Vocational Training and other new training schemes of a vocational nature, with the involvement of the business world

Promoting Vocational Training and new training and skills-acquisition programmes of a professional and vocational nature, which conform to adaptability criteria in order to respond to the specific training needs of groups and businesses, and with a new metropolitan perspective in the planning of training offers, which takes into account the diversity of the economical framework and the mobility network of the territory's young people and workers in general.

# AREA 2

## Innovation and improved processes

---

### SG 6

Improve advice and support processes concerning access to the job market

### LINES OF ACTION

---

#### LA 6.1

##### **New support and advice strategies**

Promotion and consolidation of new support and advice strategies and formulas for the processes of improving employability and access to the job market.

---

#### LA 6.2

##### **Evidence-based and in-need detection guidance**

Fostering new methodologies for professional guidance, based on the detection of needs, evidence and taking into account the evolution and transformation of employment.

---

#### LA 6.3

##### **Expanding existing services and programmes for educational and professional guidance**

Expansion and consolidation of existing services and programmes for educational and professional guidance, fostering a versatile guidance model adapted to the needs of each person.

# AREA 2

## Innovation and improved processes

---

### SG 7

Define and consolidate new strategies for fostering recruitment and maintaining activity

### LINES OF ACTION

---

#### LA 7.1

#### Revision and regulation of social clauses

Revision and regulation of social clauses with an intersectional perspective, based on the criteria for quality recruitment.

---

#### LA 7.2

#### New lines to foster the workers hiring, via municipal public procurement

The definition and promotion of new lines for fostering the hiring of unemployed workers, via public procurement, from an intersectional approach along with quality criteria in hiring.

---

#### LA 7.3

#### Support for self-employed workers and entrepreneurs

The definition and implementation of formulas for supporting self-employed workers and entrepreneurs, aimed at fostering and maintaining their activity.

---

#### LA 7.4

#### Promoting work intermediation and screening processes

Revision and improvement of work intermediation and screening processes based on evidence and the detection of needs.

# AREA 2

## Innovation and improved processes

---

**SG 8**  
Foster the digital  
adaptation of  
administrative processes  
relating to employment

### LINES OF ACTION

---

**LA 8.1**  
**City Guidance Model**

Consolidation of the City Guidance Model as a versatile model adapted to the needs of each person, with multiple openings in accordance with an extensive portfolio of employment services.

---

**LA 8.2**  
**Single Employment File**

Progressing towards a Single File for people, in terms of support processes for employment matters.

---

**LA 8.3**  
**Digital adaptation and transformation**

Promoting the digital and methodological adaptation and transformation of employment services.

# AREA 2

## Innovation and improved processes

---

### SG 9

Define qualitative and quantitative instruments, resources and methodologies for evaluating the implementation and the impact

### LINES OF ACTION

---

#### LA 9.1

#### Monitoring and evaluation tools

The design and creation of tools for monitoring and evaluating the implementation and impact of the ABOQ.

---

#### LA 9.2

#### Evaluating implementation

The definition and implementation of pilot actions for the qualitative and quantitative evaluation of various ABOQ lines of action and measures.

---

#### LA 9.3

#### Impact assessment

The definition and implementation of pilot actions for the qualitative and quantitative evaluation of the impact of various ABOQ lines of action and measures.

# AREA 3

## Governance and social consensus

---

### SG 10

Define and consolidate social consensus and territorial strategies

### LINES OF ACTION

---

#### LA 10.1

#### **Definition and consolidation of governance bodies**

The definition and consolidation of governance bodies and venues, with representatives from the city's economic and social stakeholders and its administrations.

---

#### LA 10.2

#### **Bilateral inter-administration agreements with social and economic stakeholders**

Fostering and consolidating bilateral inter-administration agreements with social and economic stakeholders.

---

#### LA 10.3

#### **Evidence-based territorial consensus**

Fostering and consolidating territorial consensus based on evidence, diagnosis, coordination, integration and joint planning among the territory's administrations and stakeholders.

# AREA 3

## Governance and social consensus

---

### SG 11

Consolidate  
intra-municipal  
complementarity and  
mainstreaming

### LINES OF ACTION

---

#### LA 11.1

#### **Mainstreaming of employment in municipal policies**

Promoting quality employment throughout municipal policies, based on the identification of common objectives at an intra-municipal level.

---

#### LA 11.2

#### **Intra-municipal coordination and collaboration**

Strengthening coordination and collaboration mechanisms for defining and designing municipal action plans and government measures.

# AREA 3

## Governance and social consensus

---

### SG 12

Foster co-responsibility  
and the participatory  
commitment of all  
social and economic  
stakeholders

### LINES OF ACTION

---

#### LA 12.1 Drafting Action Plans

The definition of action plans for deploying and implementing the Barcelona Agreement for Quality Employment.

---

#### LA 12.2 Fostering co-responsibility and commitment in all stakeholders

Establishing co-responsibility spaces and frameworks for all stakeholders, in order to define strategic intervention areas at a city level.

---

#### LA 12.3 Adherence of new social and economic stakeholders

Fostering the adherence of social and economic stakeholders to the ABOQ, with a commitment to participation and co-responsibility.

---

#### LA 12.4 Cooperation among public-private-social sectors

The definition and consolidation of public-social-private cooperation spaces, and with civil society, in matters concerning employment, establishing synergies and common commitments.

## 02.7 Types of actions

---

**A city agreement based on actions that foster innovation, training and skills acquisition, as well as support with regard to processes for joining the job market.**

## Actions

Specific measures, with a time frame, a budget, a responsible body and a series of key targets to be achieved.

**Actions aligned with job market and strategic-sector trends, which, among other things, take action on skill and gender gaps in employment.**

## Types

**6 types:**

**Advice and support**



**Training and upskilling**



**Financial aid, public subsidies and funding**



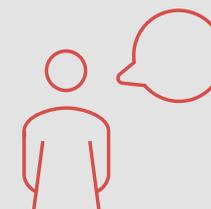
**Improved processes**



**Collaboration with social and economic stakeholders**



**Communication, promotion and transparency**





## Advice and support

---

Actions that involve personalised attention in the short, medium and long term, by an expert, either individually or in small groups, on-site or online, the aim of which is the professional improvement of the person concerned.



## Training and skills acquisition

---

Actions that involve the on-site and online imparting of short, medium and long-term training content, by expert professionals, for groups. The content will be upskilling for the trainee in basic, technical and cross-cutting areas. The training and skills acquisition may consist exclusively of theory classes or theory and practical classes, as well as using various methodologies such as learning-service or work experience with recruitment.

The training and skills acquisition actions will include those geared towards facilitating the recognition of professional qualification accreditations will be of special relevance.



## Financial aid, public subsidies and funding

---

For the competent public administration, these actions involve a specific budget allocation, with the aim of promoting the placement of people in the job market. These actions may be carried out directly with the beneficiary (subsidies, grants, etc.) or indirectly (subsidies for recruitment, funding of social projects, etc.).



## Improved processes

---

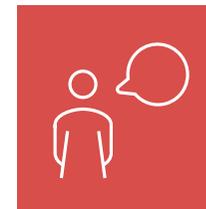
Actions of internal and external improvement concerning how the programmes and services to improve the employability of city residents are carried out. These actions will focus on identifying needs, defining proposals and evaluating the actions carried out. The aim of these actions will always focus on improving assistance for people and promoting employment in the city of Barcelona.



## Collaboration with social and economic stakeholders

---

Actions that involve collaboration with the most representative trade unions and business associations, as well as other social, public or private stakeholders, in order to launch actions that aim to promote employment in the city of Barcelona.



## Communication, promotion and transparency

---

Actions that involve visibility and accessibility to actions promoting employment or their results, which are carried out in the city of Barcelona.

## 02.8 Organisational and governance structure of the ABOQ

---

**A City Agreement with an organisational and governance structure that brings together all the city's administrations, social, economic and civil stakeholders.**

**With the commitment and the co-responsibility for improving processes for accessing the job market and the city's working conditions and relations.**

## Governance bodies: strategic and operational monitoring of the ABOQ

Three main governance bodies are defined for the strategic and operational monitoring of the ABOQ. Each one is of a differentiated composition,

based on the nature of their functions and roles within the implementation and monitoring of the ABOQ.

 <p>STEERING COMMITTEE</p>	 <ul style="list-style-type: none"> <li>• Main governance body.</li> <li>• Strategic monitoring of the agreement, the plans of action and the Fostering Youth Employment Plan.</li> <li>• Approval of annual balances and plans of action.</li> </ul>	 <p>At least once a year</p>
<p>STANDING COMMITTEE</p>	<ul style="list-style-type: none"> <li>• Operational monitoring of the agreement, the biannual action plans and the Fostering Youth Employment Plan.</li> <li>• Review and approval of annual balances and action plans.</li> </ul>	<p>At least twice a year</p>
<p>EXECUTIVE COMMITTEE</p>	<ul style="list-style-type: none"> <li>• Identification of trends or changes in access to the job market, and the employment needs of the city's business network.</li> <li>• Dialogue between the business and trade union perspectives of the Agreement.</li> <li>• Fostering the co-responsibility and commitment of economic and social stakeholders for improving employment in the city.</li> </ul>	<p>At least twice a year</p>

## Governance bodies: strategic participatory boards of the ABOQ

**In parallel, a series of participation committees is defined, organised around the ABOQ's key areas of action, which will enable the operational specification and deployment of the various Action Plans.**

It is within the framework of the various committees that the evolution of the various indicators will be analysed and where the operational and intervention priorities that make up the ABOQ's action plans will be discussed and identified.

Within these committees, specific temporary working groups may be defined according to needs.

 <p>YOUTH EMPLOYMENT BOARD</p>	 <ul style="list-style-type: none"> <li>• Thematic participation venues.</li> <li>• Revision of specific areas of the agreement.</li> <li>• Analysis of the main indicators for the issues concerned.</li> <li>• Proposed actions in regard to annual action plans.</li> </ul>	 <p>At least twice a year</p>
<p>INCLUSIVE EMPLOYMENT BOARD</p>		
<p>QUALITY EMPLOYMENT BOARD</p>		
<p>TRAINING, EDUCATION AND SKILL ACCREDITATION BOARD</p>		
<p>MUNICIPAL EMPLOYMENT BOARD</p>		
<p>WORKING GROUPS (to be defined according to needs)</p>	<ul style="list-style-type: none"> <li>• Technical working groups where progress on key subjects can be made.</li> </ul>	<p>They meet according to necessity.</p>

## 02.9 Implementation, monitoring and evaluation

---

**A City Agreement that will be operationally deployed in the form of biannual action plans.**

**The plans will include specific intervention actions and measures in order to achieve the ABOQ's goals and they will be linked to the various Lines of Action.**

## Deployment of the ABOQ: Biannual action plans

---

### 2021 Action Plan

Employment Promotion Plan to combat the impact of Covid-19  
ABOQ design

**Action Plan  
ABOQ  
2022-2023**

**Action Plan  
ABOQ  
2024-2025**

**Action Plan  
ABOQ  
2026-2027**

**Action Plan  
ABOQ  
2028-2029**

**Action Plan 2030 ABOQ**

## Efficient model of governance. Inclusion of evidence in the design of Public Policies

---

### — David Sancho

Pompeu Fabra University  
December 2021

Have you ever scored from a free throw in basketball? It seems really easy when you see players do it on television, but it gets more complicated when you try it yourself: you have to judge the power of your throw, the direction and angle of the ball, etc. Now imagine you are about to throw, but wearing a blindfold and, moreover, they have positioned you in such a way that you don't know if you are facing the basket or not... Do you think you can score? The truth is, it will be a miracle if you do.

Getting the design of a public policy right is somewhat similar to the above: you often don't know the size or the limits of the problems you are facing, you are not clear about what any alternative actions may be, nor the cost of each one, and have even less idea about their chances of success... You are about to take the free throw blindfolded: you lack data about the

magnitude of the demand, the effectiveness of the proposed action plans, the cost of available implementation alternatives... and you have to throw now! You don't have much time: the general public and the social stakeholders are demanding quick action and you can be sure they will call you to account if you miss. And you can only think, "if only I knew whether I'm facing the basket or not, I'd have a chance".

To include evidence in the design and the implementation of public policies is exactly that. I wouldn't dare to say "taking your blindfold off", but it means at least using a pair of glasses (half-inch thick ones, maybe) which lets you know where you are pointing and how to measure your distance from the basket. Whether you score will also depend on other things: your power (organisational muscle, budget, management ability), the sensitivity of your shot (monitoring and evaluation mechanisms) and your confidence (leadership skills).

Evidence-based policy is a term used by policy makers in order to refer to the decisions they make based on evidence generated rigorously and objectively. The idea behind this approach

is to increase the chances of an intervention's success, as the social goals can be better achieved when they are informed by scientific evidence on what types of programmes or initiatives have been shown to be most effective for solving problems.

The methodologies used to generate this evidence can be very varied, from experimental or quasi-experimental methods, consisting of carrying out controlled, randomised tests with control groups or valid comparisons, in order to estimate what the result of the treatment group would have been if they hadn't received the intervention, to the use of methodologies with a more qualitative approach, which make it possible to detect the general public's perceptions of the public initiative programmes.

Advances in the use of these methodologies by governments is lower than we would like, as they are limited by costs, time and political and social factors that sometimes make things difficult. However, think about it: is promoting the use of these instruments worth the effort? For the next free throw you have to score, wouldn't you like to know for once where the damned basket is?



**A City Agreement with a commitment to monitoring and evaluability, with a focus on the impact, efficiency and effectiveness of its measures.**

## Monitoring and evaluation

Beyond simply acting, the ABOQ also acquires the commitment to not be content with good intentions, but rather to act with the aim of doing things well, with objectively positive results and impacts in the middle and long term for the consolidation of quality employment in our city.

In order to evaluate whether the actions carried out as part of the various action plans really have a positive impact, the ABOQ must have a monitoring and evaluation methodology for its measures, programmes and actions that makes it possible to accurately determine their real impact and to what extent the marked objectives have been achieved.

The **monitoring and evaluation of the ABOQ's implementation is planned in annual cycles**, during which data will be compiled and analysed, based on the establishment of a system of indicators that make it possible to objectively evaluate the extent to which the goals have been achieved.

In order to evaluate whether the ABOQ's implementation has been successful, by 2030, the employment situation must show a significant improvement in regard to identified challenges and goals, in comparison to the starting situation, and in accordance with the final indicators which we have underlined in this agreement as being desirable.

### WHAT DO WE MEAN BY EVALUATION?

Starting with the European Commission's definition (EC 2007\*), in the area of public interventions, evaluation is defined as the objective valuing of interventions by public bodies, according to their products and impacts, and in relation to certain needs which they aim to satisfy. The evaluation must be geared towards decision-making, based on rigorous, objective and evidence-based information. Therefore, evaluation is not an end in itself, but rather an essential tool for being able to adopt decisions that improve public interventions.

*\*Responding to strategic needs: reinforcing the use of evaluation. Brussels, 21 February 2007, SEC (2007) 213.*

### Establishing a system of indicators for monitoring

Indicators are necessary tools for being able to measure and control processes, with the aim of carrying out efficient management. When it is necessary to observe and measure results,

the most suitable way of defining indicators for evaluating implementation and impact is to establish these indicators according to the specific objectives that should be achieved. This means that all the actions forming part of the 2021-2030 ABOQ, whether they be specific programmes, courses or workshops, etc., must respond to the aim of achieving defined strategic goals. Nothing should be done off the cuff, but rather every action must have a reason for its implementation, it must respond to a logic that is directly related to the necessity of achieving goals, in order to respond to needs, problems or desires concerning certain improvements.

In order to carry out proper monitoring and evaluation of the 2021-2030 ABOQ's implementation and impact, as a first phase of that deployment, a system of indicators will be defined for each of the strategic goals. Together with this definition of indicators, the instruments needed to measure them will be developed, which may be in the form of compiling data or a qualitative analysis of the results, in the short and medium term, of the various actions carried out as part of the successive work plans.

## Monitoring and evaluation: some indicators and 2030 projections

On this and the following pages, we present a selection of quality-employment indicators for Barcelona, with their current values and the targets projected by the ABOQ for the year 2030. Some basic indicators of a more general nature are also presented, relating to the job market.

This selection does not aim to be exhaustive, but rather illustrative of some of the key and basic quality-employment indicators. An exhaustive list of indicators will be defined together with the methodology used for impact monitoring and evaluation.

INDICATORS	BARCELONA'S SITUATION 2022 (some data)			TARGET PROJECTION, BARCELONA 2030		
<b>1. Open-ended employment contracts</b>	<b>17.20%</b>			<b>&gt;70%</b>		
<b>2. Wage poverty in Barcelona</b>	<b>18.8%</b> BCN 2020 Risk of In-work poverty: <b>10.9%</b> CAT 2020 (IDESCAT)			<b>&lt;9%</b>		
<b>3. Wage gap by gender</b>	<b>17.5%</b> 2020			Achieve full equalisation of wages by gender, level of responsibility and professional category.		
<b>4. Youth unemployment and educational inequalities</b>	<b>22.3%</b> Unemployment rate for 16-24s 4Q 2021	<b>17.4%</b> ESL rate CAT 2020	<b>18.2%</b> Young people (15-29) in a NEET situation CAT 2020	<b>&lt;10%</b> Unemployment rate 16-24	<b>6%</b> Maximum ESL rate by gender and district	<b>&lt;9%</b> Inactive young people
<b>5. Full-time employment</b>	<b>43.7%</b> Part-time employment			<b>&lt;20%</b> Involuntary part-time employment		

INDICATORS	BARCELONA'S SITUATION 2022 (some data)		TARGET PROJECTION, BARCELONA 2030	
<b>6. Collective interest representation of workers' rights</b>	No current data for Barcelona		<b>100%</b> work representation and access to services defending workers' rights.	Increase assistance for defending workers' rights in municipal services by <b>100%</b>
<b>7. Continual training and skills acquisition in the framework of the company/digital gap</b>	No current data for Barcelona		<b>&gt;90%</b> of workers that receive annual in-house training.	
<b>8. Promotion and professional and workplace recognition</b>	No current data for Barcelona		<b>&gt;90%</b> concerning whether jobs have salaries and employment categories that are appropriate for the real functions undertaken.	
<b>9. An appropriate work-life balance</b>	<b>34.8%</b> Inactive women due to caring for dependants. CAT 2020	<b>8.2%</b> Gender wage gap. CAT 2020	<b>&gt;80%</b> of contractual relations with flexible hours and/or the possibility of teleworking.	Reducing the gender employment gap to under <b>5%</b> and the number of inactive women due to caring for dependants to under <b>25%</b> .
<b>10. Diversity and non-discrimination</b>	<b>35.6%</b> Inactive young people aged 15-29 outside the EU-27. CAT 2020	<b>37.1%</b> Disability activity rate. CAT 2020	Reserve <b>&gt;15%</b> of places in training and selection processes for people at risk, or in a situation, of social vulnerability.  Reduce the % of inactive young people aged 15-29 originally from outside the EU.  Increase the rate of activity of people with disabilities by <b>+50%</b> .	

INDICATORS	BARCELONA'S SITUATION 2022 (some data)	TARGET PROJECTION, BARCELONA 2030	
11. Work safety and ethics	<p style="text-align: center;"><b>2,253.72</b></p> <p style="text-align: center;">Rate of occupational accidents (over 100,000) CAT 2020</p>	<p>maintain the % rate of exposure to <b>physical occupational risk factors</b> at the EU rate. Maintain the % rate of exposure to <b>mental-health occupational risk factors</b> at the EU rate.</p>	
12. Long-term unemployment	<p style="text-align: center;"><b>54.3%</b></p> <p style="text-align: center;">Registered unemployment. Dec. 2021</p>	<p>Reducing long-term unemployment to under <b>20%</b>.</p>	
13. Unemployment rate (16–64) and registered unemployment	<p style="text-align: center;"><b>6.7%</b></p> <p style="text-align: center;">APS [Active Population Survey] 4Q 2021</p>	<p>Reducing the unemployment rate by <b>50%</b>.</p>	<p>Reducing the % differences in the unemployment rate between districts to less than <b>3%</b>.</p>
14. Employment rate (16–64)	<p style="text-align: center;"><b>74.8%</b></p> <p style="text-align: center;">APS [Active Population Survey] 4Q 2021</p>	<p style="text-align: center;"><b>78–80%</b></p> <p>of Barcelona's population between the ages of 16 and 64, by gender in all districts.</p>	
15. Overall activity rate	<p style="text-align: center;"><b>61.2%</b></p> <p style="text-align: center;">APS [Active Population Survey] 4Q 2021</p>		
16. Recruitment	<p style="text-align: center;"><b>3.02%</b></p> <p style="text-align: center;">Recruitment in the industrial sector</p>	<p>Double the % employment in the industrial sector.</p>	
17. Assistance for unemployed people from municipal services		<p>Achieve a comprehensive assistance rate for employment issues close to <b>100%</b> of unemployed people in Barcelona.</p>	

**Beyond mere words: a City Agreement with commitments for implementing, monitoring, evaluation and economic viability.**

## Commitments for implementing the ABOQ

---

The 2021–2030 Barcelona Agreement for Quality Employment was created with the aim of making the achievement of its goals and actions a reality throughout the period, so that by 2030, all the challenges will have been met. For this reason, this Agreement takes on a series of commitments for its implementation.

**A City Agreement  
that works to  
make the future  
Barcelona a  
reality.**

### Five implementation commitments of the ABOQ:

- 1 Consolidation of governance bodies**
- 2 Drafting and validation of biannual Action Plans**
- 3 Annual publication of implementation balances**
- 4 Impact assessment**
- 5 Commitment to economic viability**



# 03 Expanded content

---

<b>03.1</b>	Quality employment within the framework of the UNECE .....	<b>104</b>
<b>03.2</b>	Decent work and economic growth: quality employment within the framework of the 2030 Agenda and the SDGs .....	<b>106</b>
<b>03.3</b>	The ETUI quality employment index .....	<b>107</b>
<b>03.4</b>	Quality employment within the framework of the European Pillar of Social Rights Action Plan .....	<b>108</b>



**#BarcelonaOcupacioQualitat**

# 03.1 International benchmarks for quality employment

## Quality employment within the framework of the UNECE

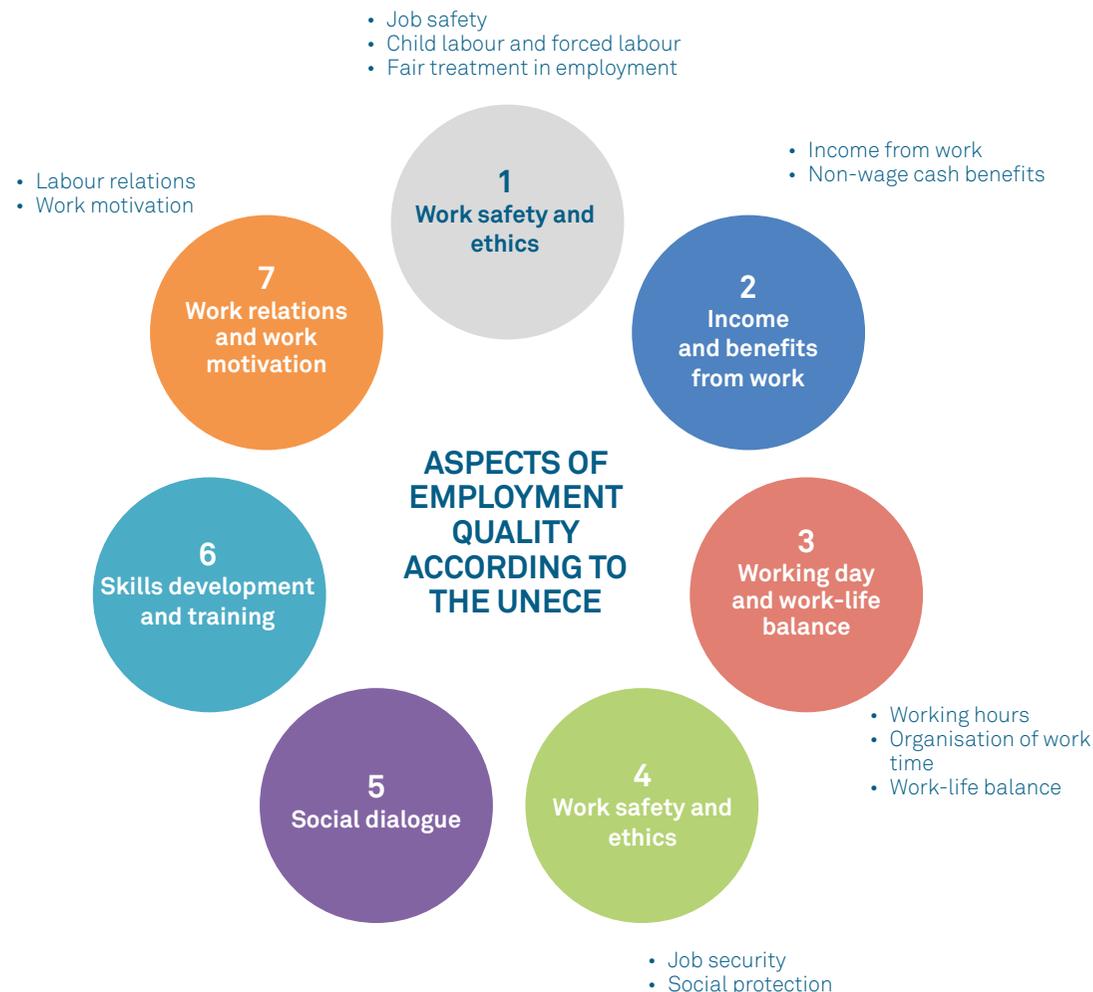
The UNECE (United Nations Economic Commission for Europe) has a neutral, comprehensive approach for evaluating the quality of employment in its multiple facets.

The UNECE defines 68 indicators, divided into seven groups, which tackle the quality of employment from the perspective of employed people. Its design also facilitates international comparison.

**“The quality of employment can be defined as the totality of employment factors that may affect the well-being of the employed person.” (UNECE)**

Attention is centred on the individual, although working conditions may be influenced at an institutional, business, branch or national level.

The concept of quality employment covers objective conditions, as well as subjective perceptions of the work situation.



### ➤ FOR FURTHER INFORMATION:

*Quality of employment – Labour Market, Eurostat (europa.eu).*

*Quality of employment (europa.eu).*

## Quality employment within the framework of the European Employment Strategy

In 1997, the European Employment Strategy established a series of common objectives in employment policies, with the main aim of creating more and better jobs throughout the EU by 2020.

More specifically, Directive 7 made special mention of *reducing structural unemployment, fostering quality employment and, in parallel, increasing the participation of men and women in the job market.*

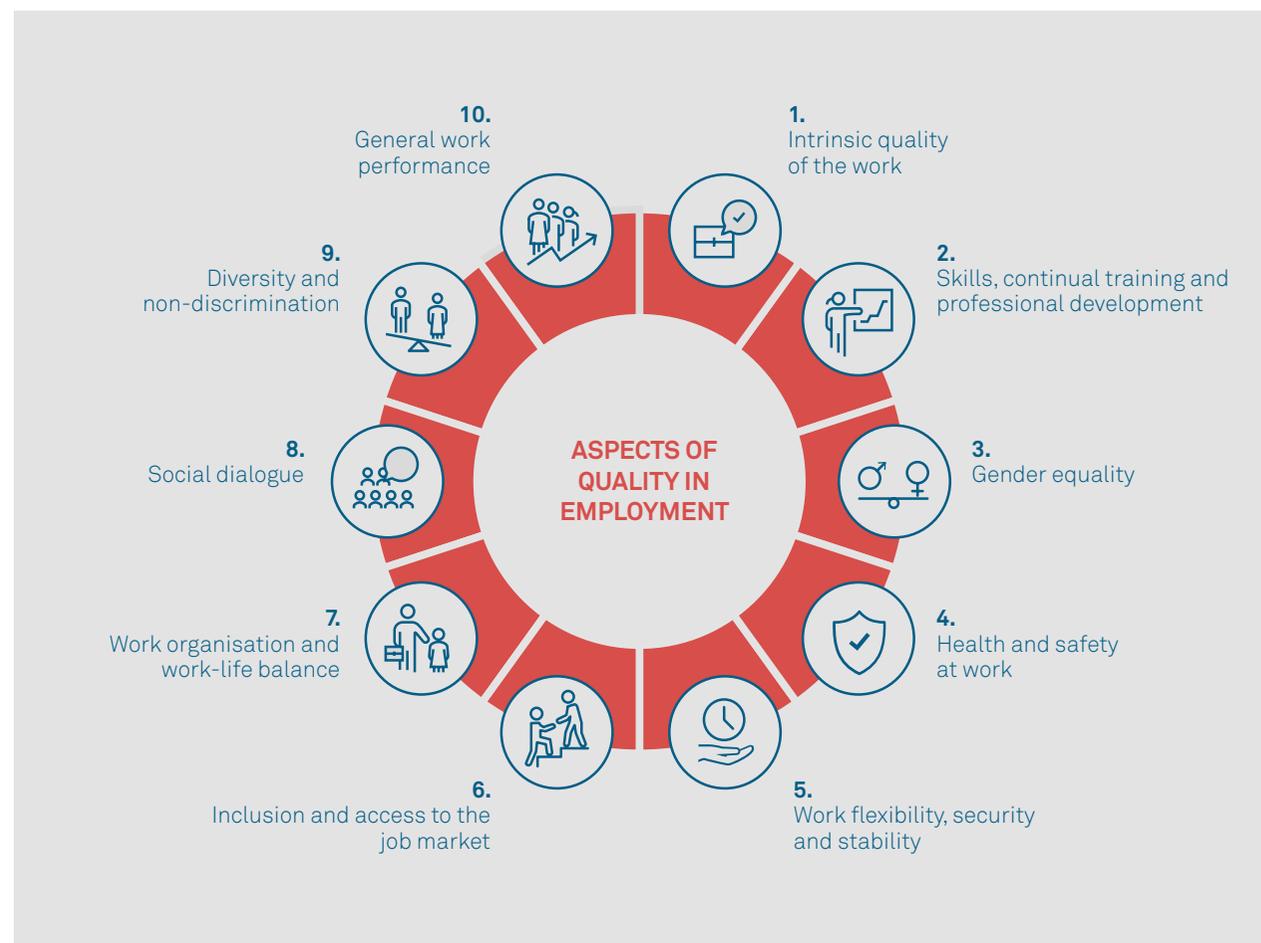
However, it was not until 2000 when the notion of quality in employment, established in the Lisbon Strategy, was explicitly linked as a necessary condition – and at the same time a consequence – for economic growth on a national and supranational scale.

Consequently, in 2001, the European Commission defined its concept of employment quality based on a list of **ten elements** with their corresponding indicators.

The following infographic presents these ten defining elements for the quality of employment, as they were defined by the European Commission, within the framework of the European Employment Strategy.

As Europe entered a new decade, and as a response to the global crisis of 2008, the European Commission redefined its goals and proposed new, more ambitious ones, in the areas

of employment, the fostering of new skills and abilities, along with social protection, in order to build a strong social Europe by 2030.



➤ **FOR FURTHER INFORMATION:**  
[The employment policy of the EU.](#)

## 03.2 Decent employment and economic growth: Quality employment within the framework of the 2030 Agenda and the SDGs

Since 1999, the International Labour Organisation (ILO) has been developing the concept of “decent employment”, focusing on four areas: employment, social security, workers’ rights and social dialogue.

Additionally, in 2012, the ILO published a manual which defines a series of [Decent-Work Indicators](#) as a guide for launching the “Decent Work Agenda” (ILO, 2012) also organised around four pillars, developed from the original definitions of the “decent work” concept: full and productive employment, rights at work, social protection and the fostering of social dialogue.

During the United Nations General Assembly in September 2015, **decent work** and the **four pillars of the Decent Work Agenda** became integral features of the new 2030 Agenda for Sustainable Development.

More specifically, Goal 8 of the 2030 Agenda focuses on promoting sustained economic growth, based on social inclusion and sustainability criteria, with the achievement of full, productive employment based on employment quality indicators and adapted to the circumstances of each location. Furthermore, other key factors for decent work are extensively integrated into the specific targets of many of

the other 16 global goals, especially linked to the SDGs 1, 4 and 5.

**Under the term “decent work”, defined by the ILO, quality employment defines, along with economic growth, Goal 8 of the Sustainable Development Goals.**

### SUSTAINABLE DEVELOPMENT GOALS



#### ➤ FOR FURTHER INFORMATION:

*Transforming our world: the 2030 Agenda for Sustainable Development | Department of Economic and Social Affairs (un.org)*

*Decent employment and economic growth: why it is important – Keys to Goal 8 of the 2030 Agenda. English version / Spanish version.*

*(Video) What is Decent Work – ILO.*

## 03.3 Job quality index

In 2008, the European Trade Union Institute (ETUI) established a *synthetic job quality index (JQI)* with the aim of creating a framework with which European countries could compare themselves over time, in terms of employment quality.

From the ETUI's perspective, **wages** and **wage quality** are, without any doubt, the most important variables in terms of the quality-employment concept.

An adequate level of wages not only influences people's purchasing power, and therefore their ability to obtain and gain access to goods and services. Perhaps more importantly, it also influences their ability to effectively participate in society, especially in those societies based on market systems. From this perspective, an **adequate wage level and adequate wage equity favour social cohesion**.

Meanwhile, the JQI notes that the debate around the possible benefits that an extensive offer of **part-time or temporary work** may have for certain social groups, and for reducing unemployment rates, does not, in reality, form part of the quality employment perspective,

From the perspective of quality employment, temporary and part-time work are problematic, and both of them should be reduced to their minimum expression. Especially when this form of work is non-voluntary.

ETUI's job quality index is complemented with factors such as **work-life balance**, the

observation and implementation of measures to adapt **working conditions** based on quality standards, observing measures that guarantee **job security**, the chance to develop new **professional skills** and improve acquired skills as a basic requirement for people's professional development, and ensuring the right to **collective representation**.



➤ FOR FURTHER INFORMATION:  
*Job Quality Index (ETUI)*

## 03.4 Quality employment within the framework of the European Pillar of Social Rights Action Plan

**The concept of quality employment is also related to the European *Social Policy Agenda* with the promotion of “social-policy quality” and “work-relations quality” (*Eurofound, 2019*).**

To complete this necessarily synthetic contextualisation of the ABOQ in the various international reference frameworks, specific mention must be made of the recent [European Pillar of Social Rights Action Plan](#), defined and presented at the start of 2021.

This plan specifically establishes, and makes a commitment to, actions to be developed in the area of social rights, to be implemented in Europe by 2030 – thereby linking it to the 2030 Agenda – and which had been defined by the major community institutions in 2017.

The plan covers policies and actions on key areas, such as employment, housing, education and essential social services, and contains specific provisions that guarantee protection for the most vulnerable workers, people who are unemployed or on low wages, children from disadvantaged environments, and dependent or homeless people, among other social groups.

**The European Pillar of Social Rights Action Plan establishes that, by 2030, 78% of the European population aged between 20 and 64 will have a quality job.**

In the specific area of fostering employment, the plan explicitly focuses on fostering inclusive quality employment, establishing quantifiable targets.

Among others, the following challenges are quantified for 2030:

- Reduce the employment gender gap by half, in comparison to 2019.
- Reduce the rate of young NEET people (in a situation of inactivity, not included in the job market nor in the education and training world) between the ages of 15 and 29, from 12.6% (in 2019) to 9%, specifically improving their job prospects.

At the same time, special mention is made of the need to define, from a perspective of equity, active inclusive employment policies in order to ensure that social groups in situations of social and employment vulnerability (e.g. people over the age of 45, people with low qualifications

– especially young people –, people with disabilities, LGBTQ people, gypsy and other social-cultural minority populations, migrants, etc.) take part in the job market beyond their social and economic situations and conditions.

This eminently inclusive approach in relation to job creation and the definition of active employment policies, is based on the parallel identification of the need to provide support for businesses and business people, the productive ecosystem in general and, specifically, the social economy, as a basic premise for creating jobs.

**By means of the definition of this Barcelona Agreement for Quality Employment, the city aims to assume and develop these global challenges, and to develop them in the context of their reality, with the cooperation and participation of all levels of administration, along with the economic, social and civil society stakeholders in the city and its metropolitan area, observing the principles of equity, territorialisation, fostering talent, commitment, efficiency and transparency, among others.**



# Acknowledgements

---

The drafting of this **2021-2030 Barcelona Agreement for Quality Employment** has been possible thanks to the participation of, in alphabetic order:

<b>Agustí Abelaira</b>	Barcelona City Council – Manager’s Office for Resources	<b>Laia Claverol</b>	Barcelona City Council – Area for Social Rights, Global Justice, Feminism and LGBTI
<b>Yésika Aguilar</b>	Employment Office	<b>Jaume Collboni</b>	Barcelona City Council – First Deputy Mayor’s Office
<b>Alícia Aguilera</b>	Barcelona City Council – Youth Department. Directorate of Children, Youth and Senior Citizens	<b>Marta Contente</b>	Barcelona City Council – Manager’s Office for Innovation and Digital Transition
<b>Patricia Agustí</b>	Barcelona City Council – Manager’s Office for the District of Les Corts	<b>Lorenzo di Prieto</b>	Barcelona City Council – Barcelona Activa
<b>Juan Angulo</b>	Fira de Barcelona	<b>Susana Díaz</b>	Catalan Unemployment Office (SOC)
<b>Gemma Arau</b>	Barcelona City Council – Manager’s Office for Territorial Coordination and Proximity	<b>Gabriel José Duarte</b>	Barcelona City Council – Manager’s Office for the District of Nou Barris
<b>Jordi Arrufí</b>	Mobile World Capital	<b>Guillem Espriu</b>	Barcelona Metropolitan Area (BMA)
<b>Merche Avilés</b>	Barcelona City Council – District of Sants-Montjuïc	<b>Laura Fernández</b>	Barcelona City Council – Barcelona Activa
<b>M<sup>a</sup> Àngels Benítez</b>	SMEs in Catalonia (PIMEC)	<b>José A. Fernández</b>	Barcelona Economic and Social Council
<b>Sara Berbel</b>	Barcelona City Council – Municipal Manager’s Office	<b>Esteve Ferrer</b>	Federation of Placement Companies of Catalonia (FEICAT)
<b>Gemma Blasco</b>	Barcelona City Council – Manager’s Office for the District of Horta-Guinardó	<b>Anabel Galán</b>	Autonomous University of Barcelona (UAB)
<b>Ferran Burguillos</b>	Barcelona City Council – Barcelona Libraries Consortium	<b>Iria García</b>	Barcelona City Council – Directorate of People and Territorial Services of the District of Les Corts
<b>Joan Cambroner</b>	Barcelona City Council – Manager’s Office for the District of Eixample	<b>Josep García</b>	Barcelona City Council – Manager’s Office for the District of Sant Martí
<b>Gerard Capó</b>	Barcelona City Council – Manager’s Office for Housing	<b>Lidia García</b>	Barcelona City Council – Area of Urban Ecology
<b>Àfrica Cardona</b>	Barcelona City Council – Barcelona Activa	<b>Rufino García</b>	Barcelona City Council – Manager’s Office for the District of Gràcia
<b>Xènia Carné</b>	Catalan Round Table of Third Social Sector Organisations	<b>Maria Gas</b>	Barcelona City Council – Manager’s Office for the District of Sant Andreu
<b>Francesc Castellana</b>	Barcelona Economic and Social Council	<b>Raquel Gil</b>	Barcelona City Council – Commissioner for Promotion of Employment and Policies against Job Insecurity
<b>Ferran Castillo</b>	Barcelona City Council – Department of Interculturality and Religious Pluralism	<b>Laia Grau</b>	Barcelona City Council – Manager’s Office for Urban Planning
<b>Maite Català</b>	Barcelona City Council – Manager’s Office for the District of Sarrià-Sant Gervasi	<b>Sandra Gutiérrez</b>	Barcelona City Council – Management Office for Environmental and Urban Services
<b>Amèlia Clara</b>	Catalan Round Table of Third Social Sector Organisations		

<b>Yolanda Hernández</b>	Barcelona City Council – Manager’s Office for the District of Ciutat Vella	<b>Isidoro Ruiz</b>	Barcelona City Council – Barcelona Activa
<b>Laia Herrera</b>	Barcelona City Council – Area for Culture, Education, Science and Community	<b>Jordi Sabater</b>	Barcelona City Council – Area for Culture, Education, Science and Community
<b>Sara Jaurrieta</b>	Barcelona City Council – Manager’s Office for the District of Les Corts	<b>David Sancho</b>	Pompeu Fabra University (UPF)
<b>Beatriz Julve</b>	Barcelona City Council – Area for Economic Resources	<b>Núria Serra</b>	Barcelona City Council – Department for Interculturality and Religious Pluralism
<b>Carol Lorenzo</b>	Barcelona City Council – Barcelona Activa	<b>Ma<sup>a</sup> Àngels Serrat</b>	Polytechnic University of Catalonia (UPC)
<b>Helena Llidó</b>	Barcelona’s Municipal Institute of Housing and Renovation (IMHAB)	<b>Elisa Simón</b>	IESE
<b>Emília Macias</b>	Comissions Obreres trade union (CCOO)	<b>Lourdes Sugrañes</b>	Barcelona City Council – Barcelona Activa
<b>Jordi Martí</b>	Council of Commerce Services and Tourism Associations	<b>Ángel Tarriño</b>	Barcelona VT Foundation
<b>Loles Martínez</b>	Barcelona City Council – Barcelona Activa	<b>Lluís Torrens</b>	Barcelona City Council – Area of Social Rights
<b>Omar Minguillón</b>	Unió General de Treballadors trade union (UGT)	<b>Jordi Tudela</b>	Barcelona City Council – Municipal Institute for People with Disabilities (IMPD)
<b>Sílvia Miró</b>	SMEs of Catalonia (PIMEC)	<b>Carme Turégano</b>	Barcelona City Council – Manager’s Office for Territorial Coordination and Proximity
<b>Lídia Monterde</b>	Barcelona City Council – Municipal Institute of Education (IMEB)	<b>Manuel Valdés</b>	Barcelona City Council – Manager’s Office for Mobility and Infrastructures
<b>Isabel Moreno</b>	Barcelona City Council – Area for Culture, Education, Science and Community	<b>Gemma Verdés</b>	Barcelona Education Consortium (CEB)
<b>Fèlix Ortega</b>	Barcelona City Council – Barcelona Activa	<b>Frederic Ximeno</b>	Barcelona City Council – Management Office for Environmental and Urban Services
<b>Emília Pallàs</b>	Barcelona City Council – Barcelona Activa		
<b>Cristina Pardo</b>	Barcelona Provincial Council (DIBA)		
<b>Javier Pascual</b>	Barcelona City Council – Manager’s Office for Human Resources and Organisation		
<b>Xavier Patón</b>	Barcelona City Council – Area for the 2030 Agenda, Territorial Coordination and Sport		
<b>Maite Pelat</b>	Mercabarna		
<b>Paco Ramos</b>	Barcelona City Council – Barcelona Activa		
<b>Oscar Rebollo</b>	Barcelona City Council – Area for Culture, Education, Science and Community		
<b>Joan Recasens</b>	Barcelona City Council – Manager’s Office for Housing		
<b>Marta Rodríguez</b>	Mercabarna		
<b>Agustí Rubio</b>	Barcelona Education Consortium (CEB)		

### **Direction and Coordination**

Fèlix Ortega, *Director General of Barcelona Activa*

Paco Ramos Martín, *Executive director*

Àfrica Cardona Gilbert, *Assistant Executive Director*

Lorena Ventura Calvo, *Director of Analysis and Knowledge Management*

Executive Department of Employment-Promotion Strategies  
at Barcelona Activa  
Barcelona City Council

### **Production and technical coordinator**

Isidoro Ruiz-Haro

Laura Fernández Alonso

Operational Department for Analysis and Knowledge

Management at Barcelona Activa

Barcelona City Council

### **Technical Secretariat**

MomentumCO Strategy

### **Modelling and Graphics**

Directorate of Marketing and Communication at Barcelona Activa

Barcelona City Council

With the collaboration of the **Associació Lectura Fàcil**  
**[Easy Reading Association]**

### **First published**

April 2022

**#BarcelonaOcupacioQualitat**



The content of this work is subject to Creative Commons licence of the type with authorship recognition, non-commercial uses and without derivative works. Reproduction, distribution and public communication is permitted provided that the author or authors are named and there is no commercial use of the original work or derivative works created.

You can see a summary of the licence terms and conditions at: <https://creativecommons.org/licenses/by-nc-nd/4.0/deed.ca>