Leveraging Artificial Intelligence to Manage a Sustainable Transition In Viticulture "STIV"

MODULE 1: Social transition in viticulture

This module examines both challenges and opportunities in the European wine sector, delving into issues of equality, sustainability and inclusion. An exhaustive analysis of the public policies implemented, as well as structural barriers, and particular successes is carried out. In addition, it seeks to understand the participation of women, young people and other vulnerable groups in the transformation of the rural environment.

Legal notice

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or Agence Erasmus+ France / Education Formation. Neither the European Union nor the granting authority can be held responsible for them.

Date: 05/11/2026

The STIV consortium

Co-funded by the European Union

Erasmus+
Enriching lives, opening minds.

Content

1. Gender Equality in the Wine Sector....3
1.1. Current situation of women in viticulture....4
1.2. Structural and cultural barriers to access to positions of responsibility....5
1.3. Policies and strategies for gender equality in rural areas....7
1.4. Success stories of female leadership in the wine sector....8
2. Inclusion of Young People in Viticulture....10
2.1. Problems of generational renewal in rural areas....11
2.2 Agricultural youth training and entrepreneurship programmes....12
2.3 New professional profiles in the wine sector....13
3. Sustainable and Inclusive Rural Development....15
3.1 Role of the wine sector in the revitalization of the rural environment....15
3.2 Cooperativism and social economy in the wine-growing territory....17
3.3 Integration of migrants and people at risk of social exclusion in the vineyard....18
4. European and National Policies for Rural Inclusion....20
4.1 European Rural Development Strategy and Green Deal....20
4.2 Equality plans in the agricultural environment....21
4.3 European funds for inclusion, equality and rural development....22
5. Occupational Well-being and Quality of Work....25
5.1 Occupational Well-being as a Structural Component of Rural Sustainability....25
5.2 Working Conditions and Occupational Risk in Viticulture....26
5.3 Psychosocial Well-being and Digital Transformation....27
References....28
Annex I – Review Questionnaire....31
Annex II – Didactic Activity: "Simulation of an Equality Plan in a Wine Company"....33

1. Gender Equality in the Wine Sector

Within the wine field, gender equity emerges as a fundamental component; indispensable for a truly sustainable and inclusive development. Historically, women have played an important role in agricultural work, winemaking and, more broadly, in rural life. However, their influence was often underestimated in agricultural hierarchies and strategic decisions in the sector. Over time, we see an increase in women occupying technical, administrative and leadership positions in wineries, cooperatives, agricultural organizations and designations of origin, despite the fact that there are still significant structural disparities. Driving equality within the wine sector is more than just a mandate for social justice; It is also an essential tactic to reactivate the rural environment, diversify business models, innovate in management and guarantee the intergenerational longevity of the vineyard.

We will take a closer look at the contemporary landscape of women in this field, delving into the obstacles that hinder their rise to decision-making positions. We will explore policy initiatives that foster equity in rural settings, and present notable examples, which demonstrate the transformative power of female leadership in the wine industry.



1.1. Current situation of women in viticulture

Women make up a considerable part of the workforce in the European wine industry. They work in harvesting, bottling, administration, marketing, and customer service. According to European Union statistics, women account for approximately 42% of the total agricultural workforce, but only around 30% of farms are operated by women (European CAP Network, 2023). This is also the case in the wine sector. In contrast to the predominance of women in operational and support jobs, their participation in business administration, technical management, ownership of wine companies and decision-making bodies remains surprisingly low (European Parliament, 2021).

The lack of representation in decision-making positions has a significant impact on both the distribution of economic power and women's ability to influence policies and strategies in the wine sector. For example, a study carried out in Italy revealed that, although 28% of wineries are run by women, their representation on the regulatory councils of designations of origin is quite low, standing at less than 10% (Montemaggio, 2022). Similarly, in Spain, only 10% of winery or regulatory board management is held by women (MAPA, 2021), highlighting a common trend across Europe: **strong segregation, both horizontal and vertical, in access to positions of power within the wine value chain.**

Structural constraints are compounded by the double workload that many rural women face. Often, they have to balance their work in the sector with household chores, caring for dependents and other family responsibilities. This phenomenon, known as "double presence", limits their opportunities to access specialized training, labor mobility, and leadership roles (EIGE, 2022). On average, 81% of women and only 48% of men carry out care work on a daily basis. The percentage rises to 88% in the case of mothers and 64% in the case of fathers of children under 18 years of age.

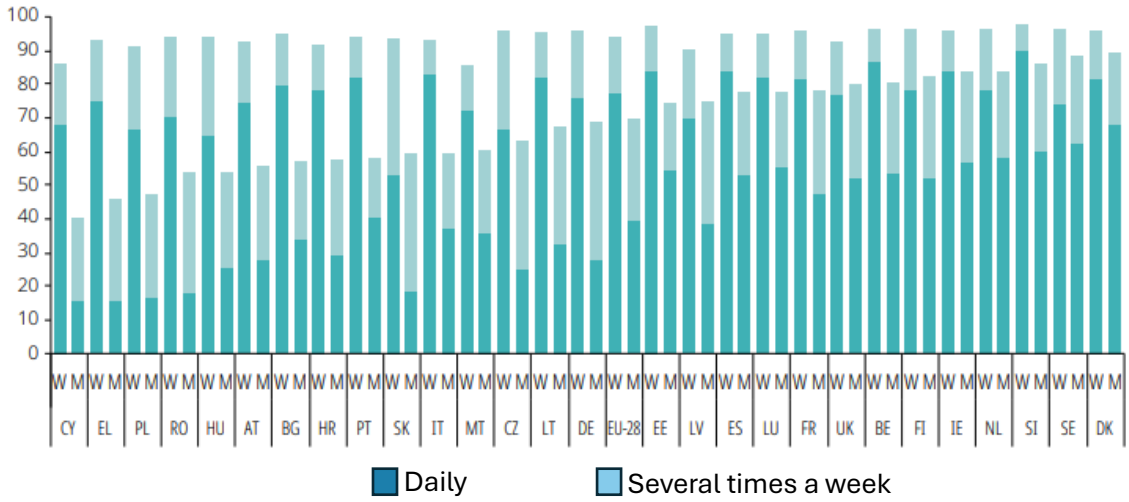

Figure 1. Employed population involved in unpaid care work, disaggregated by sex (%, 15+, EU-28, 2015)

Source: Prepared by the European Institute for Gender Equality (EIGE) on the basis of Eurofound's Sixth European Working Conditions Survey: 2015.

Despite these obstacles, there is a growing trend towards female entrepreneurship in European viticulture. More and more women are taking over the management of family wineries or creating their own projects, providing innovative approaches in areas such as sustainability, organic production or the internationalisation of brands (European Parliament, 2021). Likewise, the presence of women in traditionally masculinized professions, such as oenology, agronomic engineering or wine research, is increasing. An example of this is France, where the percentage of women oenologists has risen from 20% in 1990 to 35% in 2020, consolidating their role in oenological innovation (OIV, 2020).

The process of making female talent visible in the sector is supported by collective initiatives and support networks. At the European level, the National Rural Network and European Commission programmes promote the training and leadership of rural women, providing networking spaces and entrepreneurship opportunities (European CAP Network, 2023). In parallel, international projects such as Women in Wine Expo or The Women of the Vine & Spirits Foundation are contributing to creating a global community that promotes gender equality in the industry.

Ultimately, although women represent a fundamental pillar in the wine workforce, the gap in access to ownership, management and decision-making remains wide in Europe. Reducing it requires a coordinated effort between public policies with a gender perspective, reforms in wine governance structures and a cultural change that fully recognizes the contributions of women at all levels of the wine production chain.

1.2. Structural and cultural barriers to access to positions of responsibility

Women's access to positions of responsibility in the European wine sector continues to be marked by significant gender inequalities, the result of a combination of structural, institutional and cultural factors. Despite the fact that women represent a significant part of the agricultural workforce in the European Union, their presence decreases significantly when analysing the figures for the management of wine farms, regulatory councils or high-level technical positions. According to the European Parliament (2021), this situation reflects a clear vertical segregation, where women actively participate at the base of the production system, but have fewer opportunities to access decision-making spaces.

Among the most relevant structural barriers is the lack of legal and professional recognition. In many cases, women farmers carry out their activity under the figure of "family aid", which prevents their recognition as full agricultural professionals. This condition limits access to credit, aid from the Common Agricultural Policy (CAP), training programmes and land ownership, placing them in a situation of dependence on the people around them (European Parliament, 2021). At the institutional level, the low representation of women in wine governance bodies and winery management is another obstacle, as it restricts women's ability to influence policy-making, the strategic orientation of the sector and the distribution of resources (European CAP Network, 2023). In 2016 (Figure 2), women accounted for about 45% of the total workforce but only about 35% of workers in the EU agricultural sector.

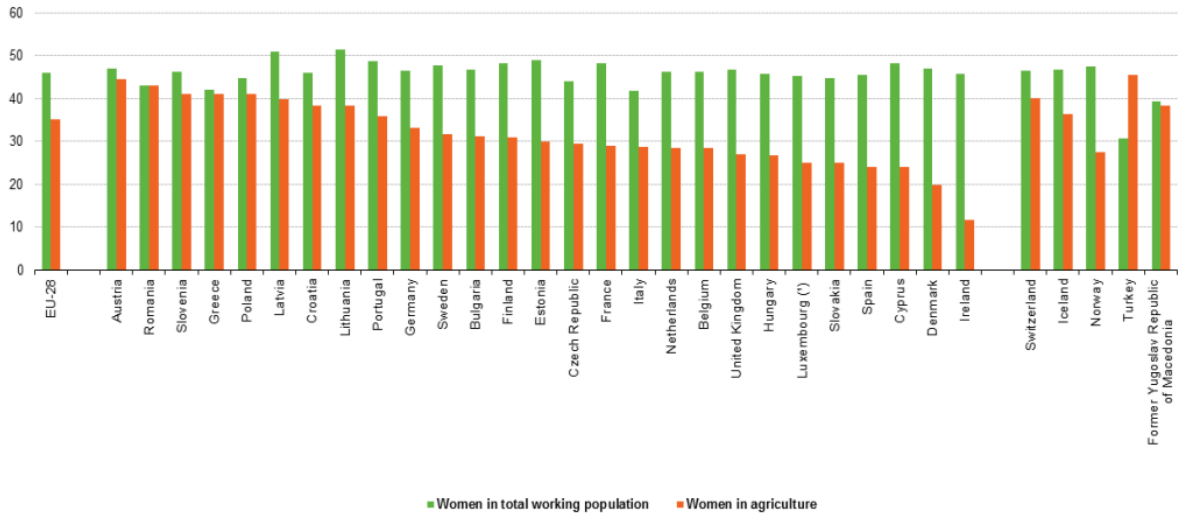

Figure 2. Women in the total working population and in agriculture, 2016. *Source. Eurostat*

Cultural barriers also play a determining role. Viticulture and the world of wine continue to be transmitted through a strongly masculinized narrative, which associates leadership and technical knowledge with male figures, while relegating women to secondary roles linked to marketing, promotion or administrative tasks. This symbolic construction limits the visibility of female role models and makes it difficult for new generations of women to identify the sector as a viable space to develop their professional careers. In addition, the traditional model of family farming restricts the incorporation of women from outside the wine lineage or with unconventional trajectories, perpetuating closed structures that reinforce exclusion.

The impact of these barriers translates into an underrepresentation of women in leadership positions, with direct consequences on the distribution of economic power, the capacity for innovation and the orientation of sectoral policies. The exclusion of women from decision-making spaces not only limits their professional development, but also deprives the wine sector of diverse perspectives that could contribute to its modernisation and sustainability.

Overcoming these limitations requires a comprehensive approach that combines public policies with a gender perspective, reforms in wine governance structures, and far-reaching cultural changes. In this sense, it is essential to advance in the implementation of shared ownership of farms, guarantee equitable access to training and financing, and promote visibility campaigns that recognize the role of women at all stages of the wine chain. At the same time, initiatives such as the National Rural Network, the European Commission's programmes for rural women or international networks such as Women in Wine Expo are helping to generate spaces for mutual support and visibility, although their scope is still limited compared to the magnitude of existing structural inequality (European CAP Network, 2023; EIGE, 2022).

1.3. Policies and strategies for gender equality in rural areas

In recent years, the European Union has placed gender equality in rural areas as a cross-cutting priority within its development policies. The European Gender Equality Strategy 2020–2025 sets concrete targets to reduce gender gaps in employment, entrepreneurship and decision-making in key sectors such as agriculture and food (European Commission, 2020). Similarly, the new Common Agricultural Policy (CAP) 2023–2027 incorporates the gender perspective as a horizontal criterion for the first time, promoting specific measures to support rural women farmers and entrepreneurs, as well as prioritising projects led by women in access to aid and financing (European CAP Network, 2023).



Figure 3. The Gender Equality Strategy 2020-2025.

The European Green Deal, together with the "From Farm to Fork" strategy, also integrates equality as a principle of social sustainability, promoting more inclusive agricultural production models. Within this framework, several Member States have developed national and regional plans for equality in rural areas, which combine technical training with digitalisation, improving access to productive resources and promoting work-

life balance. These programmes especially promote initiatives linked to agroecology, technological innovation, sustainable tourism and the creation of networks of women entrepreneurs (European Parliament, 2021).

In addition, European observatories and platforms for rural equality have been created to collect data, make good practices visible and promote exchange between territories. The European Network for Rural Development (ENRD) stands out for its work in promoting the gender perspective in rural development programmes and in the articulation of collaborative projects between regions (European CAP Network, 2023).

The role of social and associative organizations is key in this process. Entities such as the Federation of Rural Women's Associations (FADEMUR) in Spain, Femmes de Vin in France or Le Donne del Vino in Italy contribute to training, awareness and defense of the rights of rural women. These organizations have consistently called for the professional recognition of women farmers, access to care services in rural areas, and the fight against gender-based violence in territories with less institutional coverage (EIGE, 2022).

Overall, European policies and strategies point towards structural change that not only seeks to guarantee equal opportunities for rural women, but also to take advantage of their strategic role in the ecological transition, agricultural innovation and territorial cohesion. However, progress remains uneven across countries and regions, so the effective implementation of the gender perspective in the CAP and rural development remains a central challenge.

1.4. Success stories of female leadership in the wine sector

Despite the obstacles, there are more and more cases of women leading innovative projects in the wine sector. These cases are inspiring references and demonstrate the potential of female leadership to transform the agrarian and rural model.

In regions such as La Rioja, Priorat, Rueda or Jumilla, we find wineries managed by women who are committed to quality, sustainability and territorial identity. Many of them have incorporated precision technologies, organic certification processes and marketing strategies based on personal storytelling and experiential wine tourism. Their management usually stands out for greater social inclusion, cooperation with the environment, work-life balance, and participatory leadership.

Examples such as those of Almudena Alberca (the first Master of Wine in Spain), Ana Carazo in Ribera del Duero or the members of the Women Winemakers collective, show that female talent is transforming the perception of wine in terms of diversity, sustainability and modernity. In the cooperative field, there are also experiences of women presidents, technicians and directors who are introducing changes in internal organization, labor relations and external projection.

Disseminating these trajectories not only contributes to generating references, but also makes visible the plurality of possible models in the wine field and strengthens the collective aspiration towards a more equitable, fair and inclusive sector.



Figure 4. Women's wine platforms in Europe.

2. Inclusion of Young People in Viticulture

The active participation of young people in the wine sector is essential to ensure generational renewal, the modernisation of farms, the incorporation of innovative technologies and the survival of the rural environment. However, the reality of young people in rural areas presents a series of structural challenges that hinder their settlement and access to opportunities in the agricultural sector.

Generational renewal in viticulture not only involves the transition of ownership or management of farms, but also a cultural shift towards more inclusive, sustainable and diversified models. The incorporation of young people is a dynamic factor for rural communities, generating new ideas, digital skills, modern business approaches and greater sensitivity towards environmental and social sustainability. This section analyses in depth the problem of generational renewal, policies and programmes aimed at training and youth entrepreneurship, as well as the emergence of new professional profiles that are transforming viticulture.



2.1. Problems of generational renewal in rural areas

The ageing of the rural population is one of the main challenges for the agricultural environment in Europe. According to Eurostat data (2020), only 6.5% of farmers in the European Union are under 35 years of age, while more than half are over 55 years of age.

Agriculture facts

eurostat

Extracted on 25 August 2025

	European Union	Euro area
Farms (Number)	**9 067 300** (2020)	**N/A**
Young farm managers (less than 35 years) (percentage of all farm managers)	**6.5%** (2020)	**N/A**
Older farm managers (55+ years) (percentage of all farm managers)	**57.6%** (2020)	**N/A**

Figure 5. Distribution of farmers by age in Europe, 2020. Source: Eurostat

This phenomenon is especially visible in the wine sectors of southern Europe. In countries such as Italy, Portugal and Greece, the weight of ageing family structures and the low profitability of small farms make it difficult for young people to join the countryside. In France, wine regions such as Languedoc-Roussillon have seen a reduction of almost 30% in the number of winegrowers under the age of 35 over the last decade (European Parliament, 2021).

The causes of this deficit in generational renewal are multiple. These include limited access to land, difficulty in obtaining initial financing, bureaucratic rigidity in the transfer of farms, low profitability in the first years, lack of agricultural training adapted to the new demands of the sector and the growing climatic uncertainty that threatens crops (European Commission, 2020). Added to these factors are structural problems such as the concentration of land in the hands of large farms, the persistent masculinization of the countryside and the disconnection between educational systems and the real productive needs of viticulture.

Some European countries have begun to implement initiatives to encourage generational renewal. In Austria, the "Zukunft Weinbau" programme promotes planned succession in family wineries through tax incentives, legal advice and business mentoring. Similarly, the cross-border project "VINeIN" between Italy and Slovenia promotes the technical training of young winegrowers and facilitates intergenerational support in the transfer of farms (European CAP Network, 2023). In addition, the new CAP 2023–2027 has strengthened support for young farmers, including specific support for the first installation and measures to improve access to finance and technological innovation (European Commission, 2020).

From a sociocultural perspective, generational renewal faces additional barriers. Many young people who migrate to the cities due to lack of opportunities find it extremely

difficult to return to rural areas. The loss of ties to the land, limited access to basic services such as transport, health or digital connectivity and the absence of youth role models in the sector aggravate the cycle of depopulation (EIGE, 2022). In this sense, ensuring generational renewal is not only a matter of productive sustainability, but also an essential element for the demographic vitality, social cohesion and future of European rural communities.

2.2 Agricultural youth training and entrepreneurship programmes

The new CAP 2023-2027 provides specific support for young farmers across the EU, such as supplementary income support, initial payments for installation and preferential access to rural development measures. These measures aim to support the creation of new farms and facilitate the technological and organisational modernisation of the European countryside.

In France, the "Installation Jeunes Agriculteurs" program offers up to €70,000 in aid for new farmers under the age of 40, including winegrowers, along with mandatory training, technical support and business advice. In Italy, the Piedmont region is promoting the "Giovani in Vigna" project, which finances young wine entrepreneurs with investments in ecological machinery, digital marketing and wine tourism.

Also noteworthy is the LEADER programme in multiple European countries, which channels EU funds towards projects led by rural young people. In Germany, several regions of the Palatinate and Franconia have used these funds to create wine business incubators run by youth cooperatives. In Portugal, the Alentejo region has launched the "Vitivinicultura Jovem" platform, with digital resources, legal advice and access to distribution networks for new winemakers.

The training component has been strengthened through agricultural schools and European universities. The Hochschule Geisenheim University (Germany) offers bachelor's and master's degrees in viticulture and oenology that incorporate training in sustainability, technological innovation and business management. Erasmus+ programmes such as "WineLab" and have promoted learning stays and international cooperation between young winegrowers from different countries.



Figure 6. WineLab Program.

These initiatives, articulated with intergenerational mentoring programs and technical support, allow young people not only to access productive resources, but also to develop adaptive skills and collaboration networks to ensure the viability of their projects.

2.3 New professional profiles in the wine sector

The transformation of the European wine sector is leading to the emergence of new professional profiles that combine skills in technology, sustainability, digital communication and the circular economy. This process responds to the global challenges of climate change, digitalization, the demand for sustainable products and the need to connect with more demanding and diversified consumers. In this new scenario, young people play a key role thanks to their capacity for innovation, their familiarity with digital tools and their openness to global knowledge and market networks (European Commission, 2020).



The incorporation of technological profiles is one of the most prominent trends. In northern European countries such as Denmark, emerging wineries such as Vexebo Vin have integrated specialists in precision agriculture, capable of managing vineyards in adverse weather conditions using sensors, data analysis and digital agricultural management platforms. Similarly, in Hungary, the Tokaj wine innovation center collaborates with local universities to train young experts in oenological biotechnology and microbiology applied to

wine, in an effort to modernize fermentation and quality control processes (European CAP Network, 2023).

At the same time, countries such as France and Germany are leading the integration of profiles linked to digital wine tourism and rural communication. Wineries in regions such as Bordeaux, Alsace and Rheingau have hired rural community managers, designers of immersive wine experiences and brand managers oriented to international markets. These new professionals contribute to positioning wineries in digital environments, diversifying revenues through experiential tourism and strengthening the cultural identity of European wine (European Parliament, 2021).

Likewise, youth initiatives are emerging around regenerative viticulture, agroecology and organic production. An inspiring example is the Belgian collective "Jeunes Vignerons Écologiques", which promotes urban micro-vineyards, direct marketing to consumers and the use of resistant varieties adapted to climate change. These experiences show that the new European winegrower does not limit himself to producing wine, but acts as a cultural, innovative and community agent, generating a positive social and environmental impact on his environment (EIGE, 2022).

The diversification of professional profiles in the wine sector expands job opportunities and redefines the traditional role of the winegrower, requiring new skills and a more interdisciplinary vision. In this context, public policies must adapt to this evolution, recognising and promoting new skills, supporting specialised technical training and creating entrepreneurial ecosystems that allow young people to lead the transformation of the sector. European programmes such as Erasmus+ Agrifood, CAP innovation funds or digital rural hubs represent key instruments to accompany this change (European Commission, 2020; European CAP Network, 2023).

3. Sustainable and Inclusive Rural Development

Sustainable and inclusive rural development has established itself as a strategic priority of the European Union to ensure the resilience, diversity and viability of rural territories. In this context, viticulture, as an agricultural activity with high added value and strong territorial roots, can play a decisive role in the revitalisation of Europe's rural areas. However, for this contribution to be truly transformative, it is necessary to promote production and governance models that integrate all social actors, promote territorial cohesion and respect the ecological limits of the environment (European Commission, 2021).

Within this framework, three key dimensions can be highlighted:

1. **The role of the vineyard in territorial revitalization:** The vineyard not only generates direct agricultural employment, but also promotes related activities such as hospitality, wine tourism, gastronomy and local crafts. In regions such as La Rioja in Spain, Alsace in France or Alentejo in Portugal, vineyards have helped to fix population and attract sustainable tourism, reinforcing the sense of cultural identity and community cohesion.

2. **The importance of cooperativism and the social economy:** Wine cooperatives represent one of the main drivers of the European rural economy, facilitating the access of small producers to national and international markets. In countries such as Italy, more than 50% of wine production is organised through cooperatives, which favours the redistribution of benefits, economic resilience and shared innovation (EIGE, 2022). In addition, the cooperative model is aligned with the principles of the social economy, integrating economic objectives with sustainability and social equity.

3. **The integration of migrants and groups at risk of exclusion:** Viticulture, intensive in labour at certain times of the year, has become an employment space for migrants and vulnerable groups. Programs in Germany and France seek to improve working conditions in the harvest, guarantee social security, and promote the social inclusion of seasonal workers (European Parliament, 2021). At the same time, initiatives such as "Vinclusión" in Spain or social farming projects in Italy have shown that wine can become a tool for labour and community insertion, integrating people with disabilities, young people at risk of exclusion or migrants into the wine production chain.

3.1 Role of the wine sector in the revitalization of the rural environment

Viticulture has a profound impact on the economy, culture and landscape of Europe's rural environment. In regions such as the Douro in Portugal, the Valais in Switzerland or the Priorat in Catalonia, the vineyard not only generates employment and wealth, but also shapes the territorial heritage, reinforces cultural identity and sustains complementary activities such as wine tourism, gastronomy and local crafts (European Parliament, 2021). The presence of vineyards also contributes to maintaining the

population balance in territories affected by depopulation, consolidating itself as a strategic activity for social and territorial cohesion.

Various studies have shown that the maintenance of vineyards slows down depopulation, increases agricultural income and produces multiplier effects in related sectors. A paradigmatic example is the French region of Champagne, where it is estimated that for every direct job in viticulture, up to three indirect jobs are generated in transport, hospitality and services related to wine (Comité Champagne, 2022). Similarly, in Austria, the development of wine tourism in the Wachau Valley has energized entire villages, driving improvements in rural infrastructure, basic services, and digital connectivity, which has favored the fixation of young people and local entrepreneurship (European CAP Network, 2023). Also in Italy, the boom in wine tourism in Tuscany has made it possible to revitalise small rural villages, creating synergies between viticulture, haute cuisine and art.



Figure 1. Kayak excursion as part of the Wachau Valley wine tourism experience.

Source: Manawa.com

Viticulture also plays an essential role in the conservation of the landscape and biodiversity, by promoting land use compatible with the natural environment. However, this positive impact depends on the implementation of sustainable practices. The transition towards agroecology, organic certification and integrated production is making it possible to reduce negative environmental effects and strengthen the link between consumers and producing territories. Innovative initiatives such as the "Life VineAdapt" project, developed in Germany, France and Hungary, investigate viticultural practices that are resilient to climate change, including the use of vegetation covers, resistant varieties and water conservation techniques (European Commission, 2021).



Illustration 2. Clos Apalta Vineyard (Chile) Source: Clos Apalta Residence

In parallel, viticulture is increasingly being integrated into the European objectives of green transition and circular economy. Wineries are incorporating energy efficiency strategies, reuse of by-products such as pomace for biofuels or natural cosmetics, and collaborative economy projects that favour small and medium-sized farms (European CAP Network, 2023). These initiatives place wine as an example of how a traditional agricultural activity can be transformed into a vector of sustainable innovation.

From a cultural point of view, viticulture is configured as a central element of the European intangible heritage. Wine regions such as Champagne (France), Tokaj (Hungary) or Douro (Portugal) have been declared UNESCO World Heritage Sites, precisely because of the historical interaction between the vineyard, local communities and the landscape. This international recognition reinforces the cultural dimension of wine as a collective identity and tourist resource, also favouring its global marketing.

In this sense, European viticulture should not be understood only as an agricultural activity with high added value, but as a multifunctional engine capable of generating economic wealth, strengthening social cohesion, preserving cultural heritage and leading the transition towards sustainable and inclusive rural development models. Its role is therefore strategic not only in terms of production and export, but also as a guarantor of the resilience of European rural territories in the face of the demographic, economic and climatic challenges of the 21st century.

3.2 Cooperativism and social economy in the wine-growing territory

Cooperativism is one of the most consolidated forms of organisation in the European wine sector, with a strategic role in the economic and social sustainability of rural areas. Cooperative wineries allow small producers to pool resources, access national and international markets, share technical knowledge and increase their bargaining power, reducing vulnerability to price volatility or demand crises. In countries such as Italy and Spain, more than 50% of wine production comes from cooperatives, reflecting their structural importance in the value chain (European Parliament, 2021).

These entities not only strengthen competitiveness, but also play a key role in territorial development. They reinvest profits in local communities, generate stable employment and promote democratic participation in decision-making, contributing to the social cohesion and resilience of rural territories (European CAP Network, 2023). Examples such as Caviro in Italy – the largest wine cooperative in Europe – or the Caves Coopératives de Loire in France demonstrate the ability of the cooperative model to innovate, internationalise and, at the same time, maintain a strong commitment to the rural environment and sustainability.

In recent years, a new youth and environmentally conscious cooperative movement has emerged, oriented towards sustainable, agroecological and short-circuit production models. Experiences such as Vignerons d'Estézargues in France or the project "The Strains of Change" (Erasmus+), which links young winegrowers from Spain and Romania, integrate in their management principles of agroecology, social justice and gender equity, responding to the demands of European consumers increasingly committed to the sustainability and traceability of wine (EIGE, 2022).

In addition to cooperativism, other formulas of social economy applied to viticulture are growing, such as worker-owned companies, foundations or agroecological associations, whose common objective is to generate economic value with social and environmental impact. These models promote inclusive and solidarity-based development, strengthening the resilience of rural territories to global challenges, including climate change, biodiversity loss and generational renewal (European Commission, 2020).

In this sense, wine cooperatives and social economy initiatives should not be understood only as business alternatives, but as instruments for the structural transformation of the European rural territory. Their ability to combine international competitiveness with social inclusion and environmental sustainability makes them strategic pillars for the transition towards a fairer and more resilient agricultural model.

3.3 Integration of migrants and people at risk of social exclusion in the vineyard

The European wine sector relies heavily on temporary labour, especially during harvest, bottling and other peaks of activity. In many regions, this work falls mainly on migrants, refugees or people in situations of social vulnerability, which makes the vineyard a key space to address the challenges of socio-labour inclusion in rural areas. Guaranteeing decent working conditions, access to basic rights and opportunities for sustainable social mobility is a central challenge to build ethical and socially responsible viticulture (European Parliament, 2021).

In Italy, the phenomenon of labour migration in the agricultural sector has generated important debates around precarious work. Organizations like Terra! or consortia such as Etika have promoted fair contracting models, which link wine production to criteria of social traceability and corporate responsibility. These experiences seek to avoid phenomena such as caporalato (illegal system of interposed contracting) and promote that consumers can identify wines produced under ethical working conditions.

In France, the "Vigne et Inclusion" project, developed in the Bordeaux region, is an innovative example of the integration of refugees into the labour market. This programme

combines training in viticulture, learning the French language and cultural and professional integration itineraries. The initiative not only offers employment opportunities, but also strengthens the community fabric in rural areas, generating spaces for intercultural coexistence.

In Germany, initiatives such as "Wein mit Würde" have gone beyond seasonal employment, offering stable jobs in warehouses to people who are homeless or at risk of social exclusion. These projects include technical training itineraries in viticulture, psychosocial support and access to basic services, which allows beneficiaries not only to earn income, but also to initiate community reintegration processes.

Likewise, in Spain and Portugal, different cooperatives have launched programs to improve the conditions of migrant seasonal workers, facilitating access to decent housing, transport and health services. In the Spanish region of La Rioja, some wineries have collaborated with local NGOs to set up temporary accommodation and offer legal guidance workshops, helping to reduce informality and the vulnerability of these groups.

Despite these advances, the sector still faces serious problems: the persistence of informal work, labour exploitation practices, wages below the legal standard or the absence of adequate accommodation and transport infrastructure. These conditions not only violate basic human rights, but also call into question the social sustainability of European viticulture. To combat them, a solid alliance between public administrations, wine companies, trade unions and social organisations is essential, which allows for the establishment of ethical recruitment frameworks, effective institutional controls and comprehensive care systems for workers (European Commission, 2020).

The integration of migrants and people at risk of social exclusion in the vineyard should not be limited to guaranteeing temporary employment, but should be oriented towards full inclusion, which includes access to continuous training, professional recognition, social participation and upward labour mobility. Designed from a perspective of rights and social justice, viticulture can become a space of active citizenship, where agricultural work is not only a resource for subsistence, but also a way for community roots, social cohesion and the construction of more inclusive and supportive rural territories.

4. European and National Policies for Rural Inclusion

Rural inclusion has become one of the fundamental pillars of agricultural and territorial policies at both European and national level. The growing concern about depopulation, social inequalities and climate challenges has motivated institutions to reformulate their strategies towards a more equitable, sustainable and territorially cohesive model. In this sense, viticulture, due to its strong link with the territory and its economic potential, is configured as a key sector to implement measures of active inclusion and balanced territorial development.

Through policies such as the new Common Agricultural Policy (CAP), the European Green Deal, and gender equality and social inclusion strategies, the European Union is laying the foundations for a people-centred rural renaissance. This transformation also requires the commitment of Member States, which, through their National Strategic Plans, adapt these goals to the specific needs of each region and sector, including wine. The main tools and institutional frameworks that support this joint effort are detailed below.

4.1 European Rural Development Strategy and Green Deal

The European Union (EU) has placed rural development at the heart of its strategy to ensure a green, inclusive and resilient transition. The current challenges – the depopulation of rural areas, persistent social and economic inequalities and the increasingly intense effects of climate change – have prompted EU institutions to reformulate their policies in favour of a more equitable, sustainable and territorially cohesive growth model (European Commission, 2020).

In this framework, two instruments stand out as lines of action: the European Strategy for Rural Development and the European Green Deal.

1. **The European Strategy for Rural Development**

This strategy is part of the Common Agricultural Policy (CAP) 2023–2027 and establishes that rural development should be aimed not only at sustaining agricultural productivity, but also at ensuring social cohesion, economic diversification and environmental protection. Its main lines include:

- Support for young farmers and new rural entrepreneurs through aid for installation and priority access to financing.
- The promotion of gender equality and the recognition of shared ownership of farms, to ensure that women have access to rights, resources and decision-making spaces.
- The promotion of innovation and digitalisation in rural areas, through precision agriculture projects, digital marketing platforms and technological training.
- The creation of local development networks (such as LEADER), which channel funds towards community and cooperative projects with social and territorial impact (European CAP Network, 2023).

2. **The European Green Deal**

Presented in 2019, this pact is the EU's roadmap to achieve climate neutrality by 2050 and transform the agri-food system towards sustainability. Its application in rural areas is mainly specified in two sectoral strategies:

- The Farm to Fork Strategy: seeks more sustainable food production, reducing pesticide use by 50% by 2030, increasing the area dedicated to organic farming to at least 25% and promoting short supply chains that strengthen the local economy.
- The 2030 Biodiversity Strategy: focuses on the conservation of rural ecosystems, encouraging agroecological practices, crop rotation and landscape restoration measures that are especially relevant in wine-growing territories, where the vineyard is part of the European cultural and environmental heritage (European Commission, 2020).

In this context, viticulture occupies a privileged position as a strategic sector. Its close link with the territory, its high economic and cultural added value, and its capacity to generate employment and community identity make it a driving force for economic dynamism, social inclusion and balanced territorial development. Regions such as Champagne (France), Douro (Portugal) or La Rioja (Spain) are already implementing projects financed by the CAP and the Green Deal, which include the transition to certified organic production, regenerative viticulture and sustainable wine tourism programs.

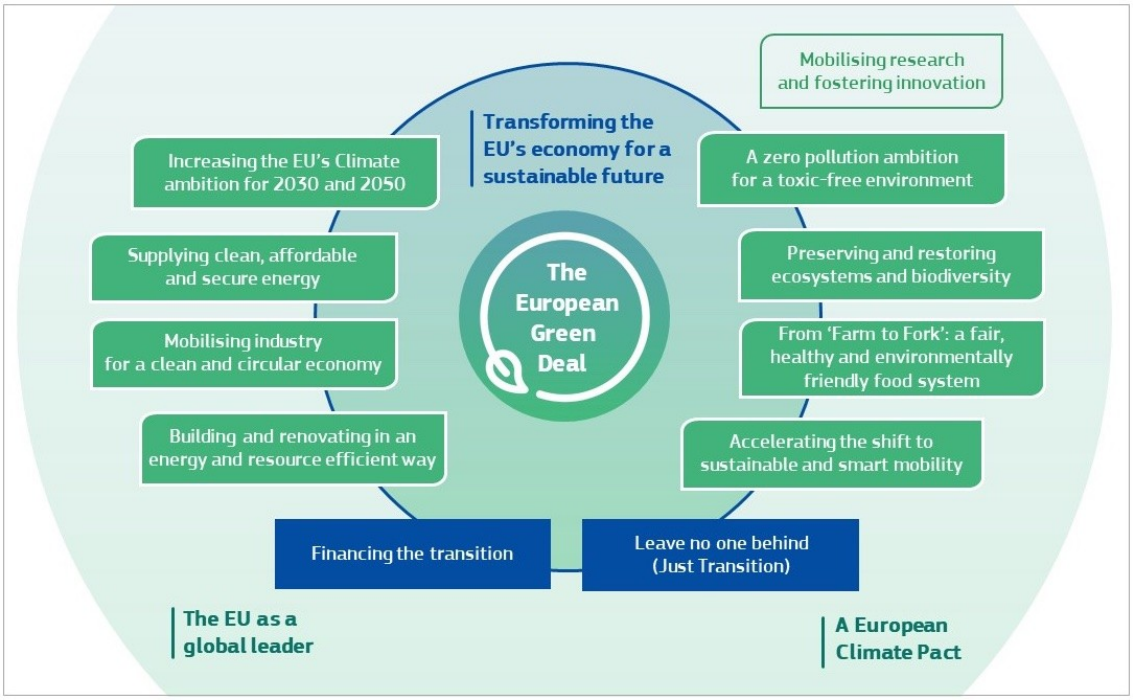

Figure 3. The European Green Deal.

4.2 Equality plans in the agricultural environment

The European Union, aware of the persistent inequalities in access to land, productive resources and decision-making spaces, has incorporated the gender perspective and social cohesion as cross-cutting axes of the Common Agricultural Policy (CAP) 2023–2027 and the European Green Deal. These policies seek not only to improve the competitiveness and sustainability of the agricultural sector, but also to ensure that

women, young people and groups at risk of exclusion actively participate in the transformation of the rural environment (European Commission, 2020).

The CAP Strategic Plan sets out specific measures in the Member States to promote equality on farms and in the agri-food chain. These include:

- The promotion of shared ownership and the legal recognition of female co-responsibility in family farms, promoted in different countries to improve women's access to rights, aid and credit.
- The promotion of female and youth entrepreneurship in the agri-food and wine sectors, supporting the creation of new wineries and rural companies through initial payments, microfinance and priority access to innovation programmes.
- The creation of networks and references for female leadership in regulatory councils, cooperatives and designations of origin, in order to increase the presence of women in decision-making spaces.
- Training in gender equality in agricultural training centres and oenology schools, with the aim of introducing an equitable vision in the training of new generations of wine and agricultural professionals.

At regional and local level, Member States are developing complementary rural inclusion strategies tailored to their contexts. In France, agrarian equality programs include the promotion of young women in wine management; in Italy, regional policies in areas such as Tuscany and Piedmont have set up networks of rural women entrepreneurs; in Germany, initiatives supported by LEADER funds seek to integrate gender equality into rural innovation projects; and in Eastern European countries, policies are focused on improving women's and young people's access to land and finance (European CAP Network, 2023).

The role of rural women's social organisations and networks at European level is essential to complement institutional policies. The European Network of Rural Women, together with national entities such as FADEMUR (Spain), CERES (Italy) or the European Women's Lobby, work on leadership, training, microfinance and digitalisation projects, while promoting awareness campaigns to change the cultural patterns that have historically limited women's participation in the countryside (EIGE, 2022).

Together, these policies and networks are shaping a stronger European framework to ensure the full participation of women and vulnerable groups in rural development. However, progress is uneven across countries, and its effectiveness depends on the actual implementation of the measures and on the capacity of Member States to transform both economic structures and the cultural and social barriers that still restrict equality in rural areas.

4.3 European funds for inclusion, equality and rural development

European funding is one of the fundamental pillars for promoting policies for social inclusion, gender equality and sustainable development in rural areas. Through different structural financial instruments, the European Union channels resources towards projects that seek to balance territorial gaps, modernise the agricultural sector and promote a fairer and more resilient development model. In the case of viticulture, these funds are particularly relevant, as they make it possible to combine the international competitiveness of European wine with the social, environmental and cultural commitment of the producing territories (European Commission, 2020).

Among the main funds are:

1. **European Agricultural Fund for Rural Development (EAFRD)**

The EAFRD is the CAP's main instrument for supporting investments in rural areas. It finances the modernisation of farms and wineries, the incorporation of young winegrowers, technical training, economic diversification and environmental projects. In the wine sector, this fund has supported:

- the installation of sustainable and efficient irrigation systems in Mediterranean regions;
- the replanting of local varieties to conserve wine-growing biodiversity;
- the incorporation of digital and precision technologies to improve vineyard management;
- and training programmes for novice winegrowers in countries such as Spain, France and Italy (European CAP Network, 2023).

2. **European Social Fund Plus (ESF+)**

The ESF+ focuses its action on social and labour inclusion and improving the employability of vulnerable groups, such as unemployed people, migrants, rural women or people with disabilities. In the field of wine, it has financed innovative projects such as:

- the training of rural women in wine tourism and wine marketing in Portugal;
- green employment programmes in wine-growing areas of Italy and Greece, linked to sustainable vineyard management;
- the training of young migrants in specialized trades within cooperative wineries (European Parliament, 2021).

3. **LEADER Funds**

LEADER programmes promote a participatory local development approach managed by Local Action Groups (LAGs), where the community decides on investment priorities. In the wine sector, the LEADER funds have made it possible to:

- the digitalisation of small and medium-sized wineries, facilitating their presence in international markets;
- the promotion of the direct marketing of sustainable wines through digital platforms and short sales circuits;
- the creation of inclusive wine tourism routes, with activities adapted to diverse groups;
- and socio-economic revitalisation plans led by young people, which combine viticulture with gastronomy, culture and circular economy (European CAP Network, 2023).

A cross-cutting element in these funds is the introduction of social, environmental and governance (ESG) criteria in the evaluation of projects. It is increasingly common for calls to prioritise initiatives managed by young people, women, people with disabilities or social economy entities, which encourages business models that not only generate economic benefits, but also strengthen social and territorial cohesion (European Commission, 2020).

In the wine-growing context, this synergy between public policies, structural funds and the local fabric is making it possible to:

- modernize facilities and production processes;
- professionalize new winegrowers;
- implement climate adaptation practices such as regenerative viticulture or the planting of resistant varieties;
- conserve native varieties as cultural and genetic heritage;
- and to generate employment in complementary sectors such as wine tourism, craft production or the circular economy.

5. Occupational Well-being and Quality of Work

The sustainable transition in viticulture cannot be fully understood through environmental performance indicators or production efficiency alone. While reducing emissions, improving water use, and enhancing grape quality are central objectives, sustainability frameworks at European level explicitly recognize that social conditions—particularly decent work, occupational safety, and long-term employability—are equally foundational (European Commission, 2017). In rural production systems such as viticulture, working conditions shape not only individual well-being but also generational continuity, territorial resilience, and innovation capacity.

Agriculture remains one of the most hazardous sectors in Europe in terms of accident rates and occupational health disorders (EU-OSHA, 2022). At the same time, the green and digital transitions are transforming work organization, skill requirements, and professional identity. According to the EU Strategic Framework on Health and Safety at Work 2021–2027, modernization processes must reinforce worker protection and anticipate new forms of risk rather than create additional vulnerabilities (European Commission, 2021).

For viticulture to remain competitive and socially legitimate in the long term, occupational well-being must be integrated as a strategic dimension of sustainability rather than treated as a secondary operational issue.

5.1 Occupational Well-being as a Structural Component of Rural Sustainability

In predominantly rural territories, employment quality has systemic implications. Work in viticulture is not merely an economic activity; it structures community life, demographic balance, and intergenerational transmission of knowledge. Eurofound (2021) emphasizes that job quality—including security, autonomy, physical safety, and work–life balance—plays a decisive role in worker retention and regional demographic stability. In areas already affected by rural depopulation, precarious or physically demanding work conditions can accelerate outmigration, particularly among younger generations.

Viticulture is characterized by a predominance of small and medium-sized family enterprises. These structures often depend on family succession or the attraction of skilled external workers. The OECD (2022) highlights that innovation uptake in agriculture is strongly linked to human capital stability. Farms that provide safe and structured working environments are more likely to adopt digital tools, sustainability certifications, and new management practices. In contrast, environments marked by chronic stress or unsafe conditions tend to resist change due to limited cognitive and organizational capacity.

The European Pillar of Social Rights establishes access to fair and adaptable working conditions as a fundamental principle of European policy (European Commission, 2017). In the context of viticulture, this principle translates into ensuring:

- safe seasonal work organization,
- clear contractual frameworks,

- access to training and professional development,
- and protection against occupational hazards intensified by climate change.

Occupational well-being therefore functions not only as a matter of individual protection but as a structural lever for territorial resilience. Where work is safe, dignified, and professionally rewarding, rural areas are better positioned to maintain population levels, attract innovation, and sustain economic diversification.

5.2 Working Conditions and Occupational Risk in Viticulture

Viticulture combines manual labor, mechanized operations, and prolonged outdoor exposure. According to EU-OSHA (2022), agriculture consistently records high levels of work-related injuries and musculoskeletal disorders. Tasks such as pruning, tying, harvesting, and manual load handling involve repetitive movements and sustained postures that increase the risk of chronic strain.

Mechanization has mitigated some of these physical burdens. Targeted spraying systems reduce direct chemical exposure, and precision technologies allow better planning of field operations (FAO, 2022). Remote monitoring tools can decrease unnecessary travel across plots, potentially reducing fatigue and time pressure. However, these technological improvements do not eliminate risk automatically. EU-OSHA (2021) underlines that digitalization must be accompanied by structured training, maintenance protocols, and worker participation in implementation processes. Without these safeguards, technology may introduce new hazards or create operational complexity that offsets potential benefits.

Climate change is increasingly shaping occupational risk profiles. The European Environment Agency (2022) reports that heatwaves in Europe are becoming more frequent and intense. Outdoor workers, including vineyard laborers, are particularly vulnerable to heat stress, dehydration, reduced cognitive performance, and fatigue-related accidents. In this context, work organization must adapt through:

- flexible scheduling during peak heat hours,
- hydration protocols,
- shaded rest areas,
- and early warning systems.

Another structural challenge lies in seasonal labor peaks. Harvest periods concentrate physical and logistical demands into short timeframes, increasing accident probability and stress. In regions with limited access to occupational health services, preventive strategies become even more critical.

It is therefore essential to move beyond reactive safety measures toward proactive risk management frameworks that integrate technology, climate adaptation, and ergonomic design. Occupational safety must evolve alongside modernization, not lag behind it.

5.3 Psychosocial Well-being and Digital Transformation

While physical risks in agriculture are well documented, psychosocial dimensions are gaining prominence. Digital transformation alters the cognitive landscape of vineyard management. Decision-support systems, sensor networks, and real-time alerts increase information availability but also reshape responsibility structures and work intensity.

Eurofound (2021) notes that digitalization can enhance autonomy and flexibility, yet it may also generate constant connectivity, information overload, and perceived surveillance. In viticulture, the introduction of real-time data streams—soil moisture indicators, disease risk alerts, weather forecasts—can produce pressure for immediate decision-making. Farmers may feel compelled to respond continuously to digital signals, increasing cognitive load.

The OECD (2022) stresses that successful digital transition in agriculture requires adequate training and advisory support. Without these elements, farmers may experience technological anxiety, especially when confronted with complex platforms or algorithm-based recommendations. Overreliance on digital outputs can also create uncertainty if the rationale behind automated decisions is not fully understood.

Agriculture is structurally exposed to additional stress factors: price volatility, climate unpredictability, and administrative requirements linked to certification or subsidy schemes (FAO, 2022). In family-run vineyards, where personal and professional spheres often overlap, these pressures may accumulate. Harvest season, in particular, represents a critical period in which physical exhaustion intersects with high economic stakes.

The EU Strategic Framework on Health and Safety at Work (European Commission, 2021) identifies psychosocial risks as an emerging priority across sectors. Addressing these risks in viticulture requires:

- balanced digital implementation pacing,
- accessible technical support networks,
- peer-learning platforms,
- and normalization of mental health discussion in rural communities.

Human-centered digital competence development is fundamental. Technology should reinforce professional expertise rather than replace agronomic judgment. When digital tools are integrated gradually and supported by training, they can enhance confidence rather than generate stress.

References

- Champagne Committee. (2022). Economic impact of the Champagne sector. Champagne Committee. https://www.champagne.fr

- European Agency for Safety and Health at Work (EU-OSHA). (2021). Digitalisation and occupational safety and health. https://osha.europa.eu/en/publications

- European Agency for Safety and Health at Work (EU-OSHA). (2022). *Safety and health in agriculture*. https://osha.europa.eu/en/themes/agriculture

- European CAP Network. (2023). Women and rural development in the new CAP. European Commission. https://eu-cap-network.ec.europa.eu

- European CAP Network. (2023). Young farmers and innovation in the new CAP. European Commission. https://eu-cap-network.ec.europa.eu

- European CAP Network. (2023). Wine cooperatives and rural development in the EU. European Commission. https://eu-cap-network.ec.europa.eu

- European CAP Network. (2023). Funding instruments for rural development: CAP, EAFRD and LEADER. European Commission. https://eu-cap-network.ec.europa.e

- European Commission. (2017). European pillar of social rights. https://ec.europa.eu/info/strategy/priorities-2019-2024/economy-works-people/european-pillar-social-rights_en

- European Commission. (2020). The European Green Deal. Publications Office of the European Union. https://ec.europa.eu/green-deal

- European Commission. (2020). Farm to Fork Strategy. Publications Office of the European Union. https://food.ec.europa.eu/horizontal-topics/farm-fork-strategy_en

- European Commission. (2020). Union of Equality: Gender Equality Strategy 2020–2025. Publications Office of the European Union. https://ec.europa.eu/info/strategy/priorities-2019-2024/new-push-european-democracy/union-equality-gender-equality-strategy-2020-2025_en

- European Commission. (2020). The future of the Common Agricultural Policy (CAP): 2023–2027 reforms. Publications Office of the European Union.

https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/future-cap_en

- European Commission. (2021). EU Green Deal and rural development. Publications Office of the European Union. https://ec.europa.eu

- European Commission. (2021). EU strategic framework on health and safety at work 2021–2027. https://ec.europa.eu/social/main.jsp?catId=1518&langId=en

- European Commission. (2021). Social economy and agriculture: Building resilient rural communities. Publications Office of the European Union. https://ec.europa.eu

- European Environment Agency. (2022). Climate change impacts and adaptation in Europe 2022. https://www.eea.europa.eu/publications/climate-change-impacts-and-adaptation-2022

- Eurofound. (2021). *Working conditions and sustainable work: An analysis using the job quality framework*. https://www.eurofound.europa.eu/publications

- European Institute for Gender Equality (EIGE). (2022). Gender equality and rural development in Europe. EIGE. https://eige.europa.eu

- European Institute for Gender Equality (EIGE). (2022). Inclusive rural labour markets: Gender and migration in agriculture. EIGE. https://eige.europa.eu

- European Parliament. (2021). The professional status of rural women in the EU. Policy Department for Citizens' Rights and Constitutional Affairs. https://www.europarl.europa.eu/thinktank

- European Parliament. (2021). The future of young farmers in the European Union. Policy Department for Structural and Cohesion Policies. https://www.europarl.europa.eu/thinktank

- European Parliament. (2021). Rural development and the Green Deal: Challenges and opportunities. Policy Department for Structural and Cohesion Policies. https://www.europarl.europa.eu/thinktank

- European Parliament. (2021). The role of cooperatives in the European wine sector. Policy Department for Structural and Cohesion Policies. https://www.europarl.europa.eu/thinktank

- European Parliament. (2021). EU funds for social inclusion in rural areas. Policy Department for Structural and Cohesion Policies. https://www.europarl.europa.eu/thinktank

- Eurostat. (2020). Women and men in rural areas — statistics. Eurostat. https://ec.europa.eu/eurostat

- Food and Agriculture Organization of the United Nations (FAO). (2022). *The state of food and agriculture 2022: Leveraging automation in agriculture for transforming agrifood systems*. https://openknowledge.fao.org/handle/20.500.14283/cb9479en

- MAP. (2021). Women in the agricultural sector. Report of the Ministry of Agriculture, Fisheries and Food. Government of Spain. https://www.mapa.gob.es

- Montemaggio, S. (2022). The Role of Women in an Evolving Wine World. https://www.montemaggio.com/the-role-of-women-in-an-evolving-wine-world

- OIV. (2020). Women in oenology and viticulture. International Organisation of Vine and Wine. https://www.oiv.int

- Organisation for Economic Co-operation and Development (OECD). (2022). The digitalisation of agriculture. OECD Publishing. https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/04/the-digitalisation-of-agriculture_dd2a1973/285cc27d-en.pdf

Annex I – Review Questionnaire

Block 1: Gender Equality in the Wine Sector

1. Describe the historical role that women have played in the wine sector and how it has evolved in recent decades.

2. Explain what "dual presence" is and how it affects rural women's participation in leadership positions.

3. Analyse the main structural and institutional barriers that hinder women's access to positions of responsibility in the wine sector.

4. Reflect on the importance of female leadership in the wine sector. Support your answer with real-life examples.

5. Propose at least two measures that could be implemented in a winery or cooperative to promote gender equality.

Block 2: Inclusion of Young People in Viticulture

6. Describe the main factors that hinder generational renewal in European rural areas.

7. Explain what role training and entrepreneurship programmes play in the incorporation of young people into the wine sector.

8. Analyse the importance of new professional profiles in the wine sector. What skills are in demand?

9. Reflect on the opportunities that digitalisation represents for young winegrowers.

10. Imagine that you are part of a group of rural youth. Design a wine project proposal with a youthful and sustainable approach.

Block 3: Sustainable and Inclusive Rural Development

11. Analyse the role of the vineyard as a driving force for the revitalisation of rural areas. It includes economic, cultural and social aspects.

12. Describe how cooperativism contributes to the inclusion and sustainability of the wine sector.

13. Prepare a proposal to improve the working and living conditions of migrants who work in the grape harvest.

14. Explain the relationship between viticulture and the circular economy. What benefits does it bring?

15. Reflect on the role of wineries as agents of social transformation in rural areas.

Annex II – Didactic Activity: "Simulation of an Equality Plan in a Wine Company"

Phase 1: Implementation of the process

In this phase, the "equality committee" is constituted. Participants understand which actors should be involved and why it is important that there is diversity in this group.

Activity:

- A list of wine company profiles is provided below. Review it and answer the questions.

Profile Template

Name	Gender	Age	Stand	Remarks
Juan	Man	54	Field Manager	Represents the gang address
Carmen	Woman	38	Administrative	She has experience in work-life balance and management
Amal	Woman	29	Bottling Operator (migrant)	Good production knowledge
Pedro	Man	24	Apprentice in the vineyard	Young man in training
Laura	Woman	45	Winemaker	Technical position, with middle leadership
Ahmed	Man	34	Migrant Seasonal Worker	Participate in campaign only
Sofia	Woman	51	Marketing Manager	Participate in business decisions

Issues:

1. Which profiles would you select to be part of the equality committee?
2. Why is it important to have diversity of gender, ages and origins?
3. What problems can there be if the committee is always made up of the same positions (e.g. management only)?

Phase 2: Diagnosis

Workforce data are analyzed to detect inequalities in gender, age, and origin.

Company data (statistical summary):

Labor area	No. of men	No. of women	No. of young people (<35)	Number of migrants
Field (vineyard)	15	2	3	10
Bottling	8	12	6	5
Administration	2	6	1	0
Marketing/Sales	3	4	3	1
Management/Technician	4	1	0	0

Additional observations:

- Only 20% of women participate in technical training.
- No woman or migrant person is on the board of directors.
- Young people with temporary contracts, few possibilities of stability.

Activity:
Analyze the data and answer:

Issues:

1. What inequalities do you observe in the distribution of tasks?
2. Which groups are underrepresented in decision-making positions?
3. What causes could explain these inequalities?
4. What impact does the "double presence" have on women workers in the sector?
5. What extra information would you need to have a more complete diagnosis (e.g. salaries, work-life balance leave, training hours)?

Phase 3: Plan Design

The problems detected are highlighted and improvement measures are proposed with clear, responsible objectives and a timeline.

Activity

Using the following template, answer the following questions.

Measurement template:

Problem detected	**Objective**	**Proposed measure**	**Responsible**	**Term**	**Success Indicator**
Example: Women do not have access to technical courses	Increase your engagement	Book 40% of places and adapted schedules	Training Department	6 months	% of women enrolled

Issues:

1. In your opinion, what problem is a priority to solve in the fictitious company?
2. Design at least one measure with an objective, responsible and deadline.
3. Which indicator would you use to measure if it works?
4. How would you ensure that migrants also benefit from the plan?
5. What benefits would the measure have for the company and for workers?

Phase 4: Implementation and monitoring

It indicates how the proposed measures would be implemented and how it would be verified that the measures are maintained or that they are working.

Activity:

- Communication simulation: write a small advertisement to explain the measure to the rest of the staff.
- Define how the follow-up would be done (meetings, surveys, reports).

Issues:

1. How would you communicate the measure to the entire workforce to motivate their participation?
2. How often would you review the progress?
3. Which actors should be involved in the monitoring?
4. What obstacles might you encounter in implementation?
5. How would you overcome them?

Phase 5: Evaluation

The results of the measures and the impact of the equality plan are evaluated.

Activity:

Based on your proposed measures, answer the following questions:

Issues:

1. What concrete results should be observed after one year?
2. What social and labor indicators are used to evaluate success?
3. What would you do if the results are not as expected?
4. How to prevent the plan from remaining a "dead" document?
5. What learning can you apply to your own work or training environment?