



# **MILIMAT National Report - SPAIN**

## **Migrants Labour Insertion in Multicultural Agricultural Teams**

Difficulties and opportunities for generating successful inclusion  
processes in multicultural farm teams.

**Project N°: 2022-1-ITO1-KA220-VET-000087098**

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## Partnership for Cooperation in the field of Education and Training

### MILIMAT:

#### Migrants Labour Insertion in Multicultural Agricultural Teams

Project N°: 2022-1-IT01-KA220-VET-000087098

### Work Package 2 – National Report (NR) Spain

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## Introduction

In Spain, agriculture is an important sector that employs a large number of workers, both nationals and foreigners. According to data from the Ministry of Agriculture, Fisheries and Food, in 2020 there were around 729,000 workers affiliated to the Social Security in the agricultural sector, of which approximately 30% were foreign workers.

With regard to immigration in Spain, according to data from the National Statistics Institute (INE), in 2020 there were around 6.1 million foreigners registered in Spain, which represents approximately 13% of the total population. Of these, about 70% were of working age.

The majority of immigrant workers in Spain are concentrated in the services sector, followed by the construction sector and, thirdly, the agricultural sector. In this sense, the Spanish agricultural sector is highly dependent on foreign labour, especially at certain times of the year, such as crop harvesting.

The situation of immigrant workers in the agricultural sector and in the rural world in Spain is complex and presents various challenges. Immigrant workers often face precarious employment situations and difficulties in accessing labour and social rights, which hinders their socio-occupational integration and can generate inequalities.

On the other hand, Spanish farmers face difficulties in finding labour, especially during harvesting seasons, due to the lack of interest of national workers in this type of work and the lack of measures and policies to encourage employment in the agricultural sector.

The creation and management of multidisciplinary teams in the agricultural sector is an opportunity to improve the efficiency and competitiveness of agricultural enterprises, while promoting the inclusion and social and labour integration of immigrant workers. In a globalised context, where the agricultural labour market is increasingly diverse and multicultural, multicultural teams can bring different perspectives and skills that enrich and improve business performance.

In this situation, training for the management of multicultural teams becomes essential to foster respect and socio-occupational integration of migrant workers and to improve the efficiency and competitiveness of agricultural enterprises. Proper management of multicultural teams based on respect and good practices can contribute to a positive and enriching coexistence, improve the working environment and productivity, and ultimately generate benefits for all actors involved.

The management of multicultural teams in the Spanish agricultural sector, however, poses significant challenges, both from the point of view of business management and the socio-occupational integration of immigrant workers. In this sense, it is important to promote the training and development of intercultural and leadership skills, as well as knowledge of local and national labour rules and regulations, among other skills and competences necessary for the effective management of multicultural teams.

## Farming figures: Structure and typology of farms

### Farm size and structure.

The structure of farms in Spain is relatively small. 51% have less than 5 ha and only 11% have more than 50 ha. The average surface area is 25 ha per farm.

Although the size of farms is progressively increasing, this is explained by the typology of crops, such as fruit and vegetables, whose area requirements are smaller than, for example, those of cereals.

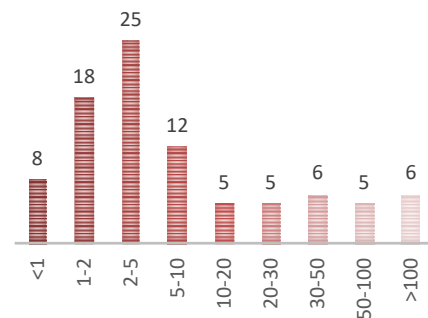
The small aggregate size of Spanish farms is also reflected in the number of people working on them. 93% of farms in Spain are owned by a single natural person. In addition, a significant part is not dedicated exclusively but is combined with other complementary activities.

Many of these farms are family farms (91%), which has a clear effect on the probability of their continuity in the future. Only 32% of farmers consider it likely that a family member will take over the farm after retirement.

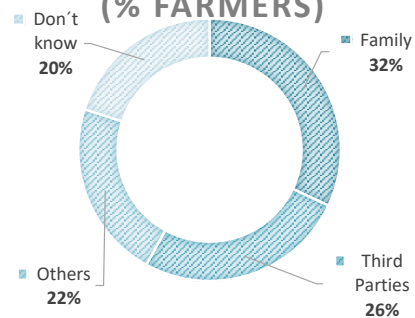
Small farms are related to the high age of the population, so more than 3 out of 10 owners are over 65 years old, and only 4% of the owners are under 35 years old.

By gender, 76% of agricultural jobs are men and only 24% are women. The rural exodus experienced in Spain particularly affected women, who moved to urban centres more than men. This caused an imbalance, the masculinity index (ratio between men and women) of municipalities with less than 2,000 inhabitants is 108, while the national average is 96.

DISTRIBUTIO OF FARMS BY  
SURFACE SIZE (%)



SUCCESSION PLANS  
(% FARMERS)



### Main crops and productions.

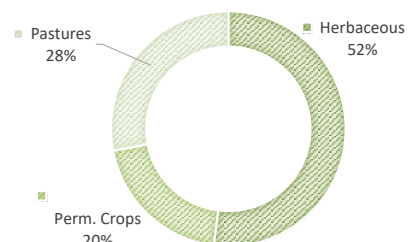
The relevance of agricultural activity is also reflected in the proportion of area used. In Spain, 17 million hectares are dedicated to cultivation, around a third of the country's surface area.

Spain is the second country in the European Union in terms of agricultural area, with 13% of the EU's Useful Agricultural Area (UAA), and second in terms of production, with 25,357 million euros in 2017, which also represents 13% of European production.

By crop groups,

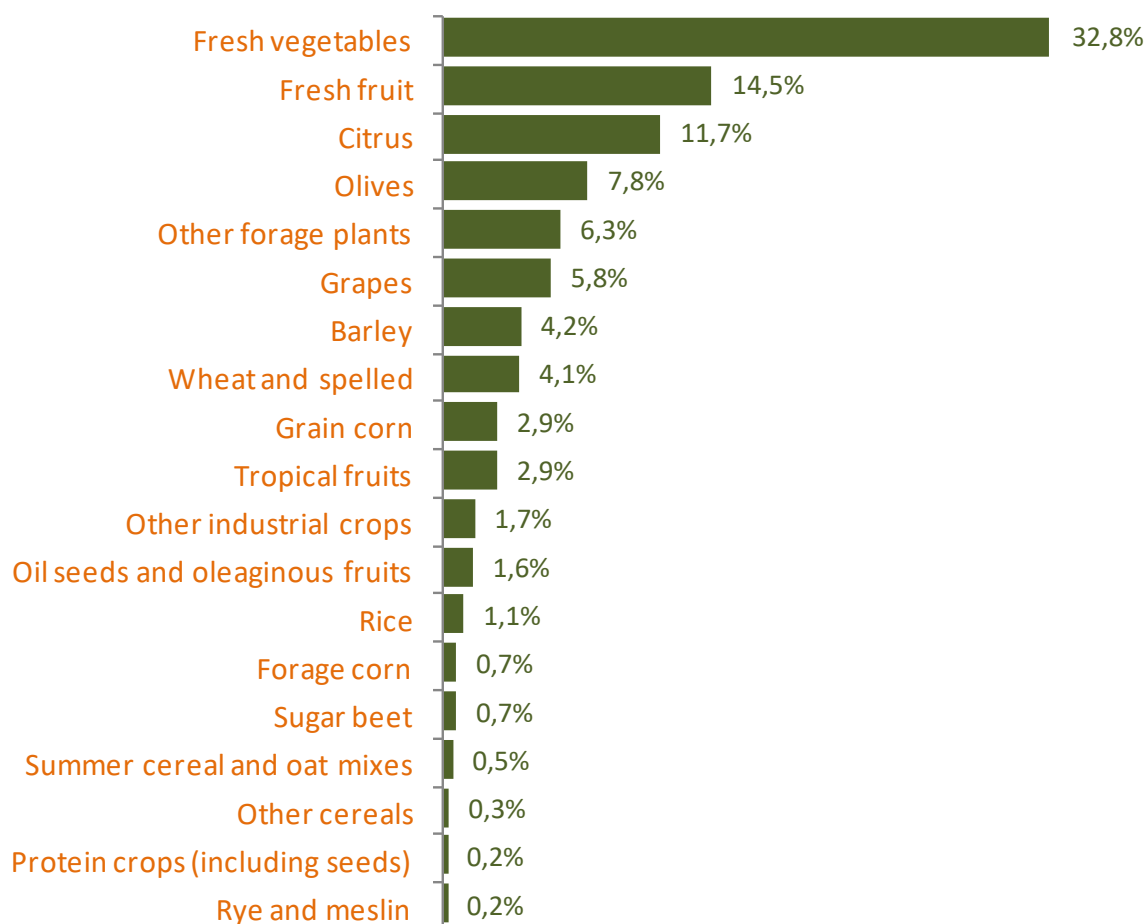
- vegetables (38.8%) and fruit (37.2%), which account for more than 7 out of every 10 euros of total agricultural production in Spain.
- cereals (11.6%), fodder plants (6.1%), industrial plants (3.9%), potatoes (1.8%) and other crops (0.6%).
- wine and olive oil crops in 2017 was 1,561 and 3,163 million euros.

% UAA (BY CROP GROUP)



One of the most characteristic features of Spanish agricultural production is its high degree of crop diversity. The topographical variety and the existence of different climates make it possible to grow a particularly high number of different products in Spain.

### Agricultural production representation by crop groups-Spain



## Agricultural labour market (Spain)

The labour market situation in Spanish agriculture has undergone important changes in recent years, especially in terms of the evolution of employment and the quality of employment.

On the one hand, there has been a decline in employment in the agricultural sector due to the mechanisation of tasks, specialisation of production, concentration of land ownership and global competition. This has led to a reduction in the number of farms and an increase in the average area per farm, which has affected the number of workers needed in the sector.

On the other hand, the quality of employment in Spanish agriculture is still very precarious, with low wages, temporary contracts and high seasonality, which hinders the job and economic stability of agricultural workers. In addition, there is a significant gender gap in the sector, with women tending to occupy the most precarious and lowest paid jobs.

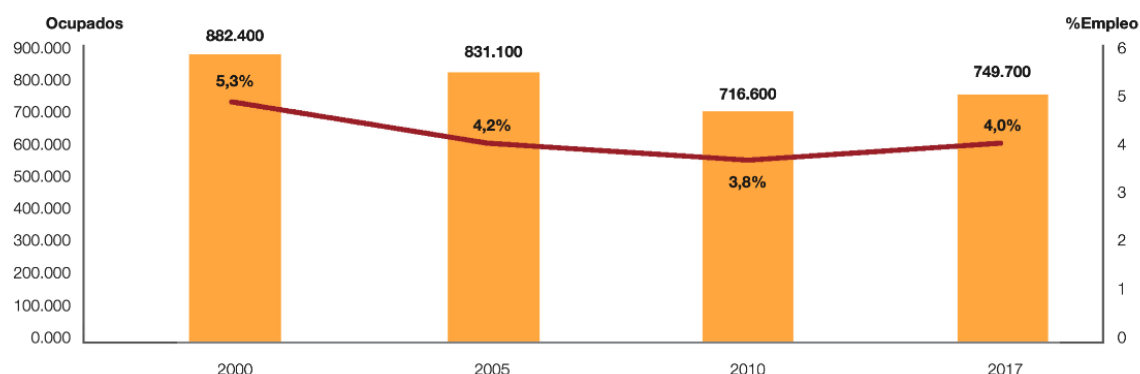
Labour shortages are a major problem for farmers, as they can limit their ability to carry out necessary tasks in the field and thus affect the production and profitability of their farms. Some possible solutions to address this problem include:

- Automation: Farmers can resort to automating some tasks, such as planting, harvesting or irrigation, through the use of advanced machinery and technology, allowing them to reduce reliance on human labour.
- Hiring foreign workers: In some cases, farmers may resort to hiring foreign workers to fill local labour shortages. In Spain, there are specific programmes for hiring temporary workers for the agricultural sector, such as the Seasonal Agricultural Programme (PTA).
- Use of incentives: Farmers can use incentives to attract workers, such as offering higher wages, better working conditions, free accommodation and transport, among others.
- Cooperation between farmers: Farmers can cooperate with each other to share machinery, resources and workers, allowing them to optimise their productivity and reduce recruitment costs.

In any case, it is important to address labour shortages in the agricultural sector to ensure its sustainability and contribute to the economic and social development of rural areas.

**Figura 5. Evolución del empleo agrario**

Fuente: Encuesta de Población Activa (EPA), Instituto Nacional de Estadística (INE).



**Nota:** El empleo agrario incluye la producción vegetal y la producción animal.

## The challenges for the agriculture of the future (Spain)

- Lack of fair prices: Farmers do not get a fair price for their products that would allow them to achieve a minimum profitability.
- Rising production costs: Rising production costs of all kinds become a huge problem for farmers and livestock farmers, who are unable to pass this rise on to the price of their products and are forced to sell below their costs.
- Reduction in subsidies: aid from Europe and even from the central government and the Autonomous Communities have been suffering cuts for years.
- Trade barriers: The imposition of trade barriers such as the Russian veto, Brexit or Trump's tariffs on table olives, oil and wine are a serious problem for many products that are in demand and valued abroad.
- Empowerment of farmers and livestock farmers: We are a key player in the future of society, but we are not valued as such.
- Climate change: Farmers and ranchers are using the protests to defend their role in relation to the climate challenge.
- Environment: The coexistence of agriculture, livestock and wildlife must be controlled and regulated in order to be viable.
- Regulation of short marketing cycles, local products and labelling at source: Laws should respond to citizens' problems, not generate more harm than they solve
- Stop speculation in agricultural products: While the profitability of agriculture is at an all-time low, abusive, and unfair commercial practices continue to take place.
- Demand for the structuring role of agriculture and livestock farming in the face of depopulation, environmental and territorial problems: Public concern about the demographic and territorial problem is growing day by day.

## Migration situation in the country and the situation of migrants

# SPAIN

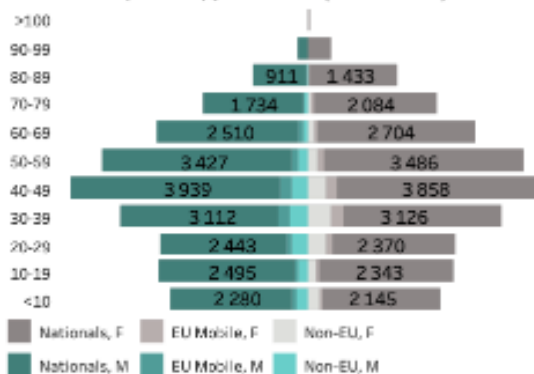


MAP AND FLAG FOR ILLUSTRATIVE PURPOSES ONLY

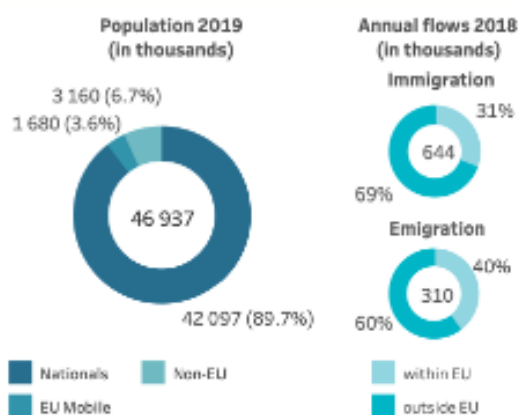


### DEMOGRAPHY [at 1st January] (Eurostat)

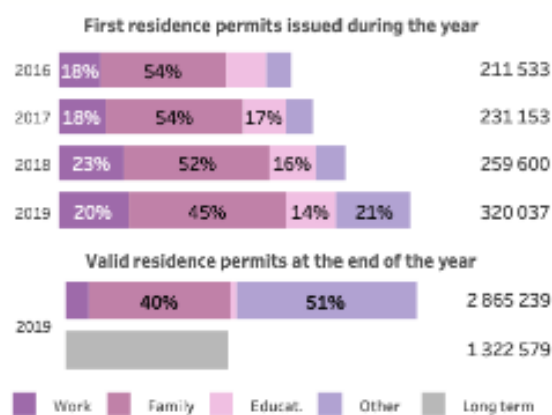
#### Population pyramid 2019 (in thousands)



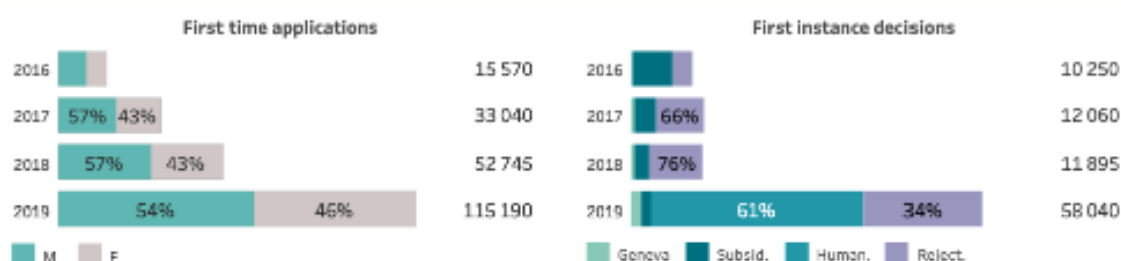
### OVERVIEW [at 1st January] (Eurostat)



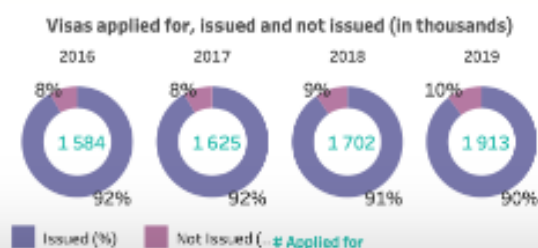
### RESIDENCE PERMITS (Eurostat)



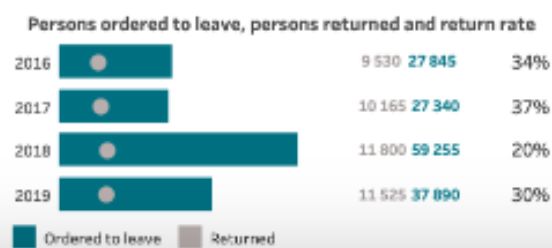
### ASYLUM [1st Instance] (Eurostat)



### SCHENGEN VISAS (Migration and Home Affairs)

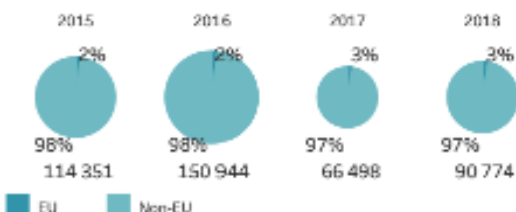


### IRREGULAR MIGRATION (Eurostat)

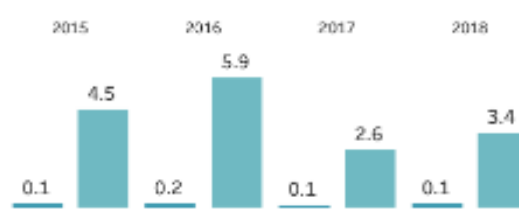


### NATURALISATION (Eurostat)

Foreign citizens who have acquired citizenship during the year

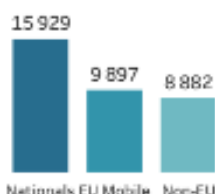


Share of foreign citizens who have acquired citizenship [%]

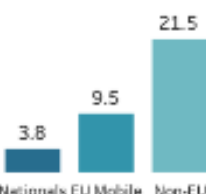


### SOCIAL INCLUSION - 2019 (Eurostat)

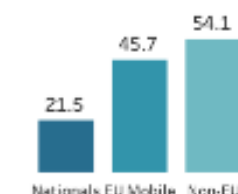
Median equivalised  
net income (18+) [EUR]



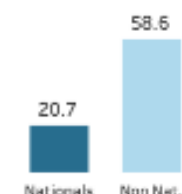
Overcrowding rate  
(18+) [%] (Household)



Persons at risk of poverty or  
social exclusion (18+) [%]

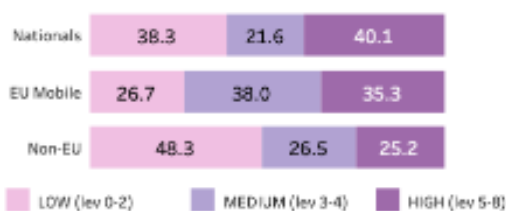


At risk of poverty  
rate for children [%]

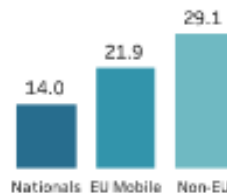


### EDUCATION - 2019 (Eurostat)

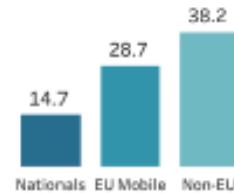
Population by educational attainment (25-64) [%]



NEET (18-24) [%]

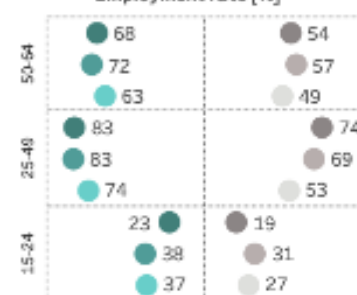


Early school leavers (18-24) [%]

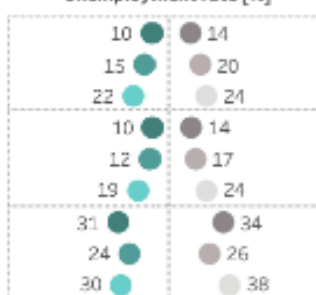


### LABOUR MARKET - 2019 (Eurostat)

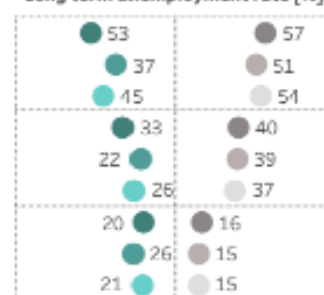
Employment rate [%]



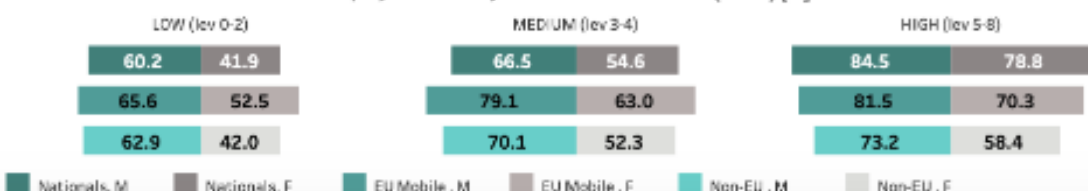
Unemployment rate [%]



Long term unemployment rate [%]



Employment rate by educational attainment (15-64) [%]



## Migratory origins in Spain

According to data from the National Statistics Institute, the population of Spain increased by 163,336 persons during the first half of 2019 and stood at 47,100,396 inhabitants on 1 July 2019.

The positive migration balance of 209,097 persons offset a negative balance of 45,002 persons. The total foreign population in Spain, according to the latest data collected by the National Statistics Institute, on 1 January 2020 amounted to a total of 5,420,268 persons, of which 1,875,571 were from countries belonging to the European Union, 298,557 were from non-European Union countries on the European continent, and 3,246,268 were from third countries outside the European continent:

From the European Union, they come mostly from Romania (35%), followed by the United Kingdom\* (14%), Italy (13%), Bulgaria (7%), Germany (6%) and France (6%).

Countries from the European continent that are not part of the European Union are, according to official statistics, Ukraine (39%), followed by Russia (28%), Georgia (7%), Moldova (6%), Switzerland (4%), Armenia (4%) and Norway (4%).

Likewise, foreigners residing in Spain who come from outside the European continent come from Morocco (27%), followed by Colombia (8%), China (7%), Venezuela (6%), Ecuador (4%), Honduras (4%), Peru (3%), Brazil (3%), Pakistan (3%), Bolivia (3%), Argentina (3%), Paraguay (3%), and Senegal (2%).

Figura 6: Población procedente de la UE

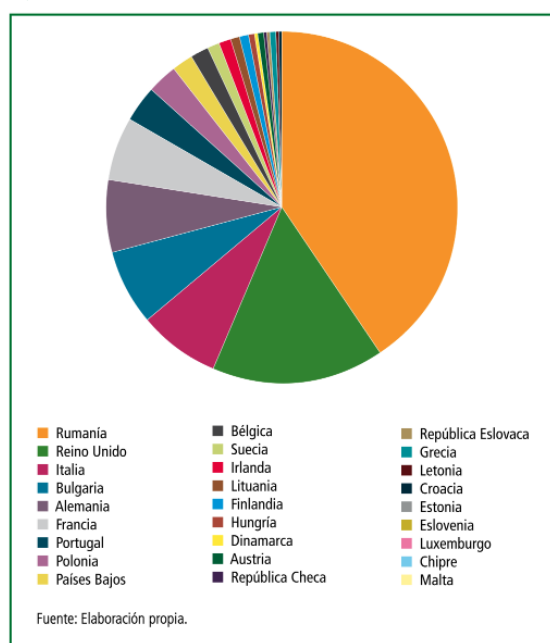
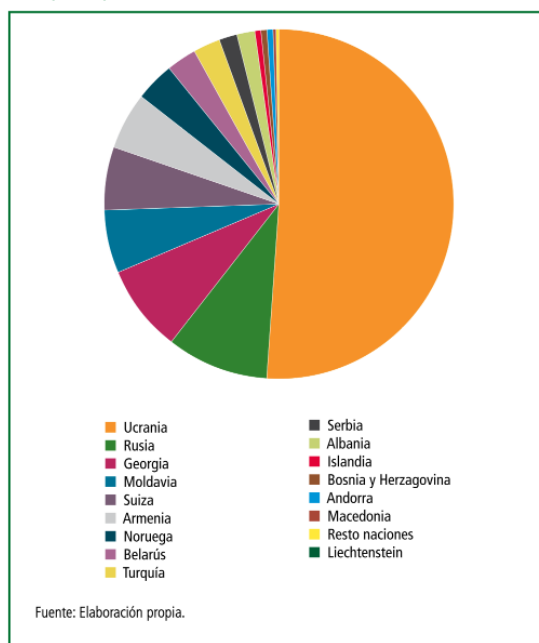


Figura 7: Población extranjera en España (Europa no perteneciente a la UE)



## Profile of people migrating to Spain

- In the agricultural sector, 243,163 foreigners were affiliated to the Social Security System on 31 March 2020, which represents 12.36% of the total number of working immigrants.
- The number of foreigners who occupy professional positions with a certain degree of responsibility is very low (0.04%), compared to the number of foreigners who carry out elementary tasks (79.01%), which do not require a high degree of training.

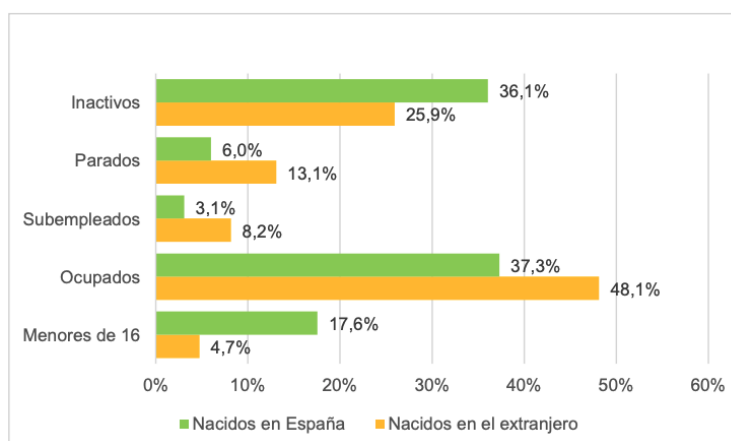
- Workers with primary and secondary education is significantly higher than those with post-secondary education, which is one of the reasons for the low number of immigrants holding managerial positions in our country.
- The number of male workers is higher than the number of foreign female workers, the proportion being 55% for men and 45% for women of the total number of foreign workers.
- Likewise, the largest age group, in a significant way, is that of young adults between 25 and 44 years of age.
- Immigrants tend to use several job search mechanisms; the most commonly used is the one provided by their closest social network, with friends, acquaintances and relatives being the ones who provide them with job information.
- In the case of women, the profile of EU women is almost equal to that of non-EU women and the rest are between 25 and 44 years of age, with a low level of education and mainly in elementary operations in the agricultural sector and temporary contracts.
- The 87.66% of the contracts that are made in our country to immigrants are temporary, while only 12.33% of these people have an indefinite contract.

## Migrant workers by sectors

The branches of economic activity in which the majority of foreigners registered with Social Security in 2019 are concentrated are hotels and restaurants (18.2%), wholesale and retail trade and repair of vehicles (15.0%), other services, including activities in (11.2%), administrative activities (9.5%), agriculture (9.2%), construction (8.6%), manufacturing (8.6%), construction (8.6%) and construction (8.6%). (8.6%), manufacturing (6.9%) and transport (4.8%).

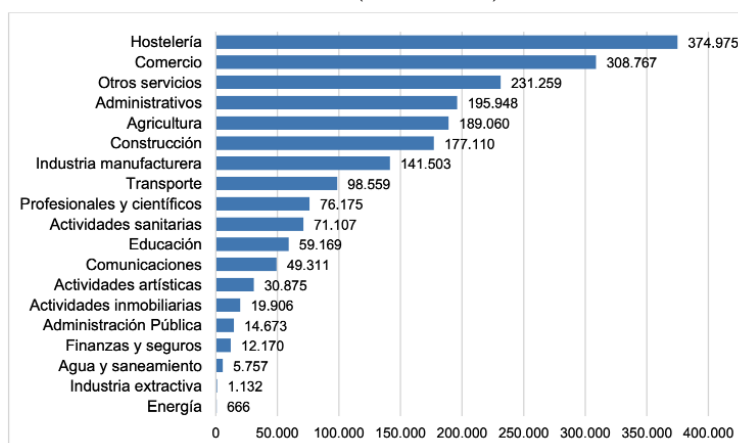
The evolution between 2010 and 2019 of the number of foreigners employed in each sector of activity reflects, on the one hand, the variation experienced within each sector (the increase in %), but also the variation that this implies in the relative weight of foreign workers employed in each sector out of the total number of foreigners. Thus, a decrease in the number of employees in agriculture of 29.0% between 2010 and 2019 has meant a decrease in the relative weight of foreigners employed in this branch of activity of 5.3 points, from 14.5% to 9.2%. Those employed in construction have

DISTRIBUCIÓN PORCENTUAL DE LA POBLACIÓN RESIDENTE EN ESPAÑA EN 2019 SEGÚN SU RELACIÓN CON LA ACTIVIDAD Y LUGAR DE NACIMIENTO



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia.

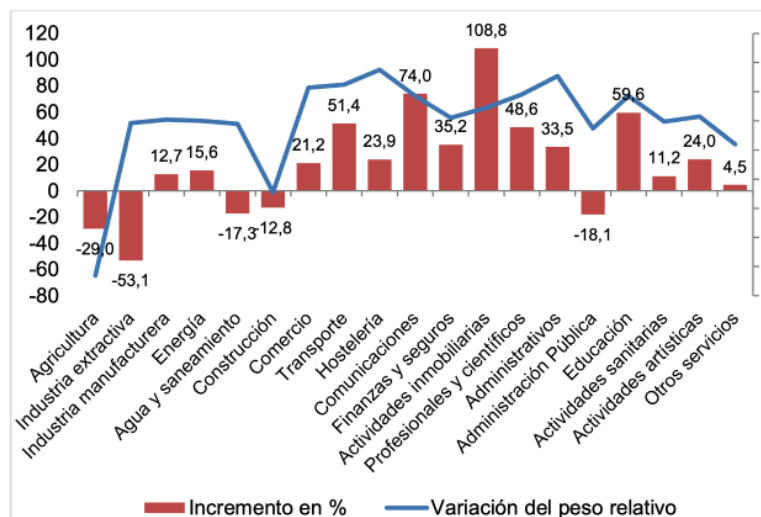
EXTRANJEROS AFILIADOS A LA SEGURIDAD SOCIAL CON ALTA LABORAL EN 2019 SEGÚN RAMA DE ACTIVIDAD (MEDIAS ANUALES)



Fuente: Ministerio de Trabajo, Migraciones y Seguridad Social. Estadísticas de la Seguridad Social sobre Afiliaciones en alta laboral

decreased by 12.8%, so that in 2019 they represent 8.6% of the total number of foreigners employed, compared to 11.1% in 2010. The activities in which the relative presence of foreigners has increased the most are hotels and catering (1.8 points), administrative activities (1.5 points), transport (1.2 points) and commerce (1.1 point).

INDICADORES DE VARIACIÓN EN EL NÚMERO DE EXTRANJEROS EMPLEADOS EN CADA SECTOR DE ACTIVIDAD ENTRE 2010 Y 2019 (MEDIAS ANUALES)



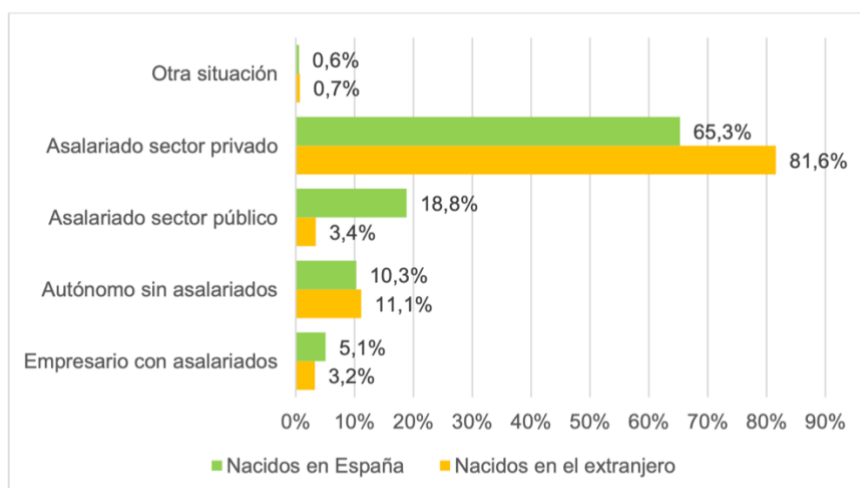
Fuente: Ministerio de Trabajo, Migraciones y Seguridad Social. Estadísticas de la Seguridad Social sobre Afiliaciones en alta laboral

It is important to note that some sectors of activity that are not among the main employment niches of the foreign population have seen a significant increase in the number of foreigners employed in their field of activity. These include real estate activities (employing 108.8% more foreigners in 2019 than in 2010), employees in the communications and information sector (up 74% over the same period), employees in education (up 59.6%) and professionals (up 48.6%). Significant growth of foreign workers is also observed in the finance and insurance (35.2%) and administrative activities (33.5%) sectors. These data could be interpreted as signs of an incipient "tertiarization" of the foreign labour force.

## Migrants working conditions.

The EPA (Encuesta de Población Activa) also provides information on the employment situation of workers according to their origin. The figures in the graph show that workers born outside Spain account for 11.9% of employers with employees, 18.7% of self-employed workers without employees, 3.7% of employees in the public sector, 21.0% of employees in the private sector and 21.4% of those in other situations, such as family business helpers or members of cooperatives. Among those arriving from abroad, the percentage of private sector employees is 81.6%.

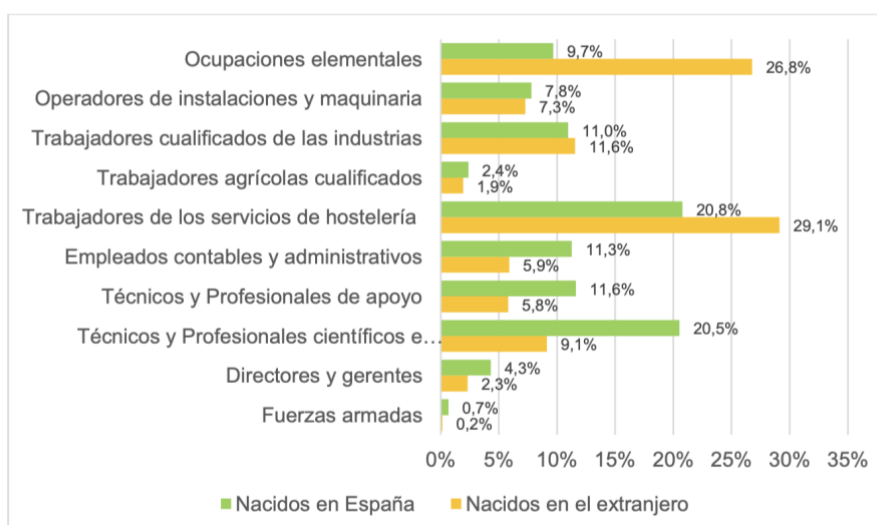
### DISTRIBUCIÓN PORCENTUAL DE LA POBLACIÓN OCUPADA EN 2019 SEGÚN SITUACIÓN LABORAL Y LUGAR DE NACIMIENTO (PORCENTAJE)



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia

Among directors and managers, technicians and professionals or administrative and accounting employees, the number of foreign-born persons amounts to 600,484, which constitutes 10% of all persons employed in these occupations. Between the skilled workers in industry or machine operators, they amount to 655,000 foreign-born persons. 655,379 or 17.6% of the total number of foreign-born persons. Among workers in the in the hotel and catering, personal services and security occupations, the number of immigrants exceeds one million, which represents 17.6% of the total. million, accounting for 23% of the workforce employed in this occupation. Another million immigrants are employed in elementary occupations, representing 33% of the total number of people employed in these occupations. 33% of the total number of people employed in these lower-skilled jobs.

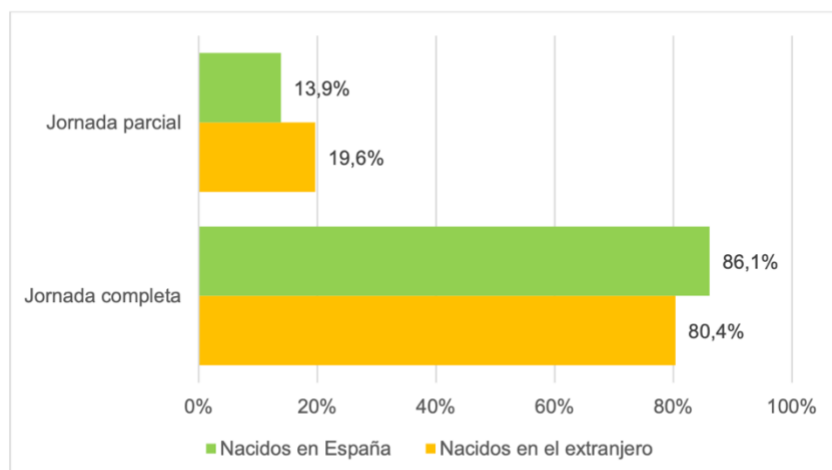
### DISTRIBUCIÓN PORCENTUAL DE LA POBLACIÓN OCUPADA EN 2019 SEGÚN OCUPACIÓN Y LUGAR DE NACIMIENTO (PORCENTAJE)



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia.

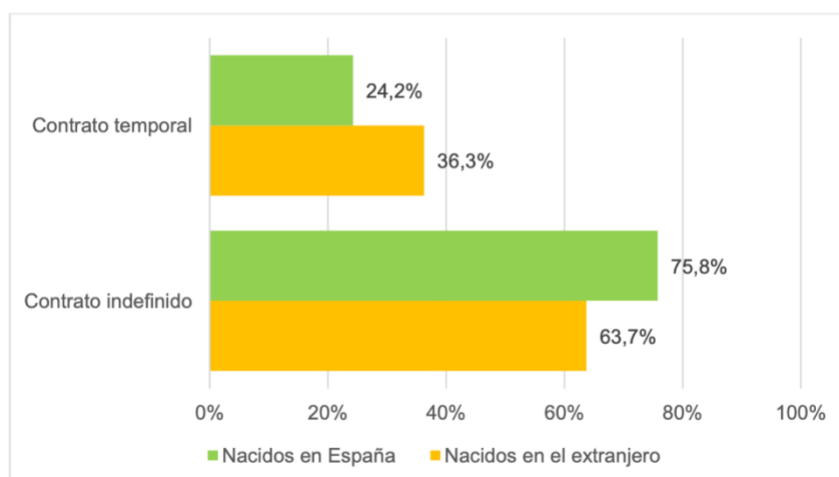
The most frequent type of contract and working day among the employed population in Spain, regardless of their origin, is the full-time permanent contract. However, it should be noted that, although foreign workers account for 17.6% of the total employed, they represent 24.4% of workers with temporary contracts and 23.1% of part-time workers.

DISTRIBUCIÓN PORCENTUAL DE LA POBLACIÓN OCUPADA EN 2019 SEGÚN TIPO DE JORNADA Y LUGAR DE NACIMIENTO



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia.

DISTRIBUCIÓN PORCENTUAL DE LA POBLACIÓN OCUPADA EN 2019 SEGÚN TIPO DE CONTRATO Y LUGAR DE NACIMIENTO



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia.

## Job search mechanisms

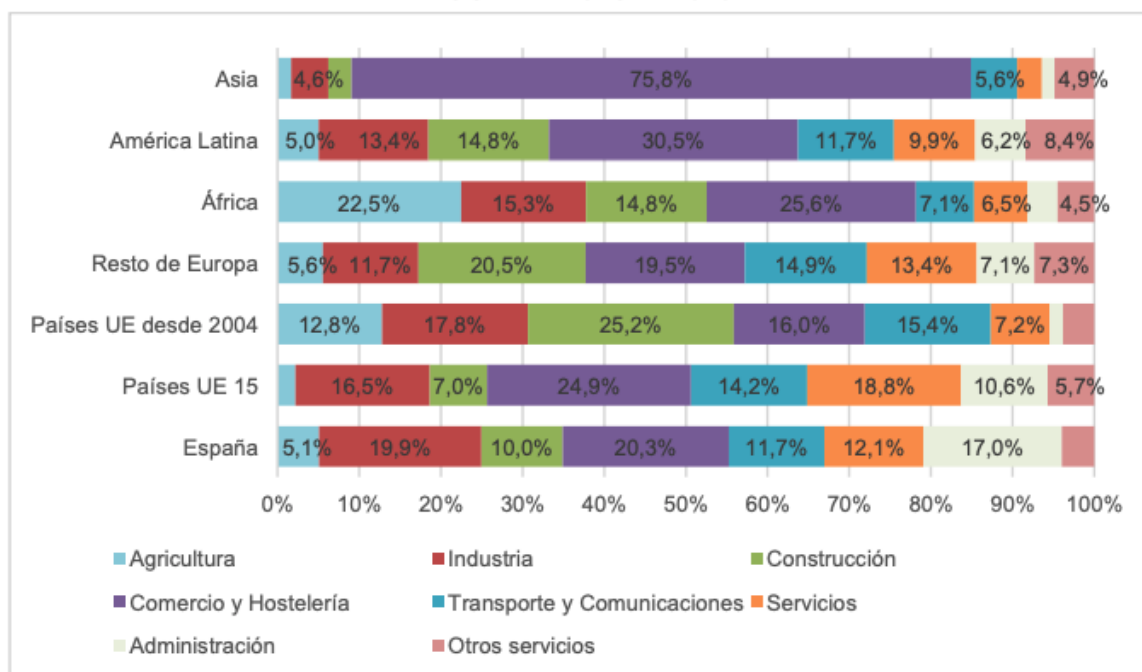
Immigrant workers in Spain often use various job search mechanisms to find work in the country. Some of the most common ones are:

- Social networks and personal contacts: Immigrants often use their social networks and personal contacts to search for job opportunities. This allows them to find out about job offers that are not published in other media and to have references from companies and employers.

- Job portals: Online job portals are a tool widely used by immigrant workers in Spain to look for work. Some of the most popular portals are InfoJobs, Indeed, Monster and LinkedIn.
- Placement agencies: Placement agencies can be an interesting option for immigrants looking for work in Spain, as they can offer advice and support in the job search, as well as provide information on legal and administrative requirements.
- Specific employment programmes: Immigrants can also participate in specific employment programmes for their group, such as the Voluntary Return Programme, which seeks to facilitate the return of immigrants to their countries of origin, or the Plan de Choque por el Empleo Joven, which seeks to promote the integration of young immigrants in Spain into the labour market.

## Situation of migrants in the agricultural sector

HOMBRES MAYORES DE 15 AÑOS RESIDENTES EN ESPAÑA EN 2019 SEGÚN RAMA DE ACTIVIDAD Y LUGAR DE NACIMIENTO



Fuente: Encuesta de Población Activa. Segundo trimestre de 2019. Elaboración propia.

From all the official data, it can be deduced that the profile of the people who migrate to our country is usually a person with a low level of training or studies, mostly male, aged between 25 and 44 years, and who occupy positions of little or low responsibility in which they usually carry out elementary tasks, most of these positions corresponding to the service sector.

However, they play a very important role in the agricultural sector, contributing to its development and progress. Specifically, in this sector there are 243,163 foreigners affiliated to the Social Security System on 31 March 2020, which represents 12.36% of the total number of immigrant workers. This significant percentage reflects the importance of this group in the primary sector.

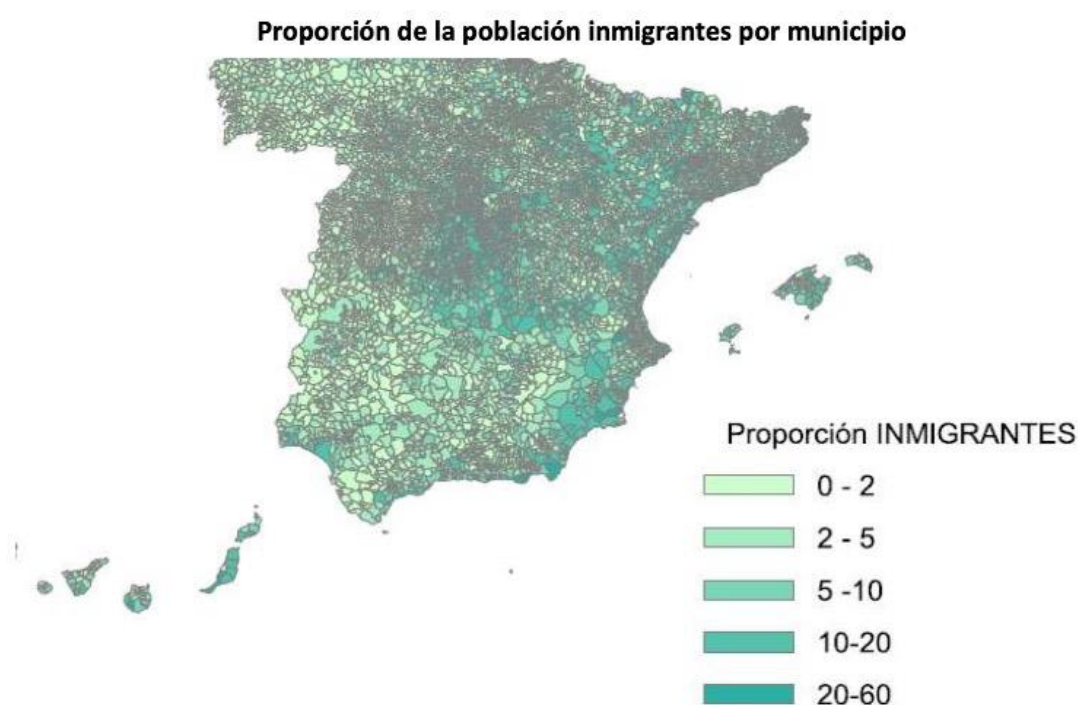
For the optimal development of the sector, during the agricultural campaigns, foreign workers are needed on an occasional basis, who come expressly for these campaigns and return to their country of origin when the campaigns are over.

In some areas of our geography, the demand for employment in the Spanish countryside is not covered by national job seekers and this foreign labour has to be recruited. This tends to happen due to the reduction in population that the country has suffered in recent years and the unstoppable depopulation of many rural areas, which has a very negative effect on the agricultural sector.

On the other hand, it is a sector that encompasses very different production systems that require specialised labour. This need may be present throughout the year, or at very specific moments in the production process, on these occasions being very high.

It is also a sector to which we must add the difficulty or impossibility of planning the management of the farm, due to the unpredictable factors beyond the producer's control, such as the weather and other factors such as the seasonal nature of the agricultural campaigns.

On many occasions, immigrant workers are the only solution to these complications. For this reason, we are stressing the importance of fixing this immigrant population as part of the solution to some of the problems in the agricultural sector. To this end, training and socio-labour and cultural integration for these people is essential.



**Fuente:** Elaboración propia a partir de información del INE.

## Social and economic situation in Rural Areas: Farmers and Migrant Workers

### Social position of the farmer.

Agriculture has advanced socially compared to the society of 50 years ago, more progress is needed, but in terms of health, education and culture, the rural world and the agricultural sector have improved considerably.

In recent years, the figure of the farmer has been revalued through awareness of organic, more traditional, natural, and healthy food.

The farmer's work is not sufficiently valued anyway, the consumer wants above all cheap but healthy products.

Farmers have understood the importance of joining together in associations, cooperatives. To defend their rights and to dialogue with the institutions, as well as to face investments.

Despite everything, their social position is still very low, they are seen as the last step in the chain, and their work is not valued or desired. It is a physically labour-intensive activity and is subject to many uncontrolled factors such as floods, atmospheric catastrophes, pests, diseases, droughts, etc.

Farmers are still stigmatised as unskilled people, employed in an unattractive activity and representing a weak link in the value chain. Although this view has been evolving, it is still a professional category that is not sufficiently valued and recognized in our society.

There are still prejudices about the educational and economic levels of farmers, which have an impact on the vision of agricultural and livestock farming activity. The truth is that it is an activity that does not require specific training, which facilitates access to all kinds of people, who sometimes do not have the necessary skills, knowledge, and abilities to manage the uncertainties that may arise in the activity.

Young people increasingly see farmers as professionals with fewer economic resources compared to other sectors and a lower quality of life, which has an impact on the future and continuity of the activity, and young people want to work in other activities that they consider more profitable.

### Economic situation of farmers in relation to other sectors.

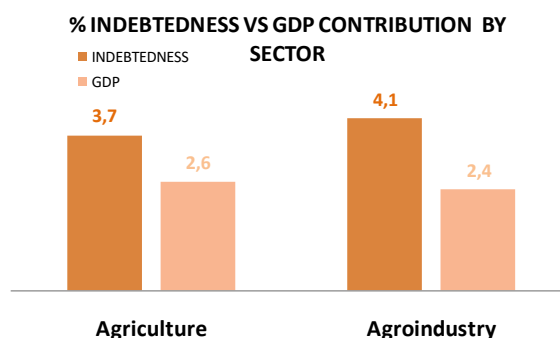
Many farms are not profitable due to small size and/or maintenance of traditional systems and structures, which do not make them competitive respect larger professional farms and with agricultural production in emerging third countries with lower cost structures.

The low prices of agricultural products are limiting the possibilities for growth, improvement and adaptation of many farms that find it difficult to cover their production costs.

From a financing point of view, it is important to adapt investments to the capacity to generate income, seeking cooperative solutions (partnership, renting or subcontracting) so as not to acquire high debt positions.

Funding is a key factor for agricultural activity. Long production times, deferred income, high year-on-year variability in production and the need to undertake investment projects oblige farmers to have adequate sources of finance.

In the case of Spain, a good part of financing needs is covered through subsidies and aids, mainly those coming from the Common Agricultural Policy (CAP), but also from autonomous, regional, provincial and even municipal aids.



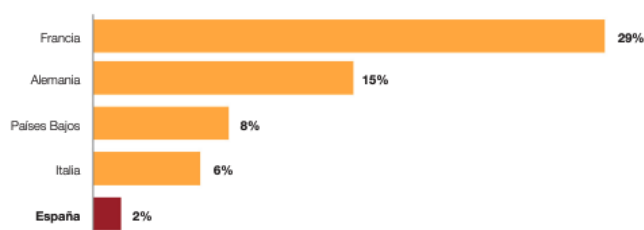
## Educational situation of farmers in relation to other sectors.

The agricultural sector has lower educational levels than the national average. In particular, landowners with higher agricultural training, is below the major European agricultural countries.

However, the number of farms run by farmers with higher education, has increased by 16% since 2005, more than other European countries. In this sense, it is worth noting that young Spanish farmers are more educated than older ones.

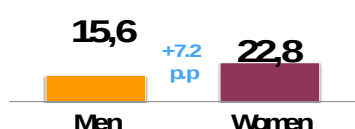
**Figura 21. Porcentaje de las explotaciones en las cuales los propietarios de las mismas tienen formación agrícola completa (2013)**

Fuente: Estructura de las explotaciones, Eurostat.

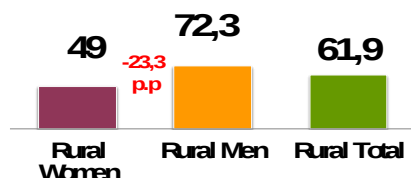


**Nota:** Se denomina formación agrícola completa a todo ciclo de formación que se prolongue durante el equivalente de dos años como mínimo de formación a tiempo completo después del final de la escolaridad obligatoria y que haya finalizado en un centro de enseñanza agrícola, universidad u otro instituto de enseñanza superior en agricultura, horticultura, viticultura, silvicultura, piscicultura, veterinaria, tecnología agrícola y disciplinas afines.

### Higher Education in RA



### Employment rate in RA



New technologies will become increasingly affordable and easier to use. However, for the mentioned innovations to reach the countryside, the sector will need to incorporate increasingly qualified people, with advanced technical skills, who can implement and managing innovative production systems that enhances the transformation linked to technological advances.

To this end, the farmer of the future will have to be a multidisciplinary professional, who knows how to operate machinery, with knowledge of business, computers, robotics, meteorology, chemistry, and biology.

## Social and economic situation of migrant workers in rural areas.

The population arriving from abroad has an important role to play in a country with slow growth, an ageing demographic pyramid and the population arriving from abroad has an important significance

in a country with slow growth, an ageing population pyramid and a very low birth rate, as many authors have long pointed out. a very low birth rate, as many authors have long pointed out (Inquired, 2006; Gozávez, 2010; León, 2008). (Izquierdo, 2006; Gozávez, 2010; León, 2008).

According to INE data, in the first half of 2019 the population in Spain reached the highest figure in its history. reached the highest figure in its history (47.1 million inhabitants) thanks to immigration. While the population born in Spain has remained practically stagnant over the years, the foreign-born population has not only increased - with the exception of specific moments during the crisis period - but has also allowed births to pick up through its reproductive behaviour, although they continue to be outnumbered by deaths.

The insertion of foreign-born workers in different occupational niches is closely related to their level of education. There are very marked contrasts between workers from African or Latin American countries, more than 20% of whom do not have completed primary education and barely more than 10% of whom are university graduates, and workers from EU-15 countries and non-EU Europe, where the largest group is precisely those with a university education. These differences partly explain the higher presence of certain groups of immigrant workers in elementary occupations. However, these differences partly explain the higher presence of certain groups of immigrant workers in elementary occupations. However, these statistics also show which require a lower level of training than they already have, especially among those from European countries.

Migrants from the African continent are the ones who are most employed in the most elementary and low-status occupations, as well as employed in the most elementary and low-status occupations, as well as in sectors of activity associated with lower income levels, such as agriculture. sectors of activity associated with lower income levels, such as agriculture. African women, mostly Moroccan, are the most different from other women, not only because of their greater presence in occupations requiring lower levels of training, but also because of their significantly lower rate of employment.

The social position and economic situation of migrant workers in agriculture in rural areas of Spain can vary significantly depending on their employment status, their country of origin and other factors. In general, many migrant workers in agriculture in rural areas have temporary and seasonal jobs, which may be precarious and poorly paid. In addition, they may face poor working conditions, such as excessive working hours, lack of rest breaks, exposure to chemicals and pesticides, and inadequate housing.

In terms of social status, migrant workers in rural agriculture may face discrimination and stigmatisation due to their ethnicity, nationality or language. In addition, they may face difficulties in accessing basic services and rights, such as health care, housing and education, due to lack of resources and lack of information about available services.

Regardless of the precise number of associations, what is most significant is the role that immigrant associations may have played in the integration of the group itself, as well as their increasingly important role in the social care of the local population, whether foreign or not. In this regard, a good number of the associations originally created as immigrant associations have extended their actions towards other populations with exclusion problems, acting as non-governmental social action organisations and even formally reconverting themselves as such (Lacomba and Aboussi, 2018; Lacomba et al., 2019).

The contributions of immigration beyond economics and labour market and demography can take numerous directions: music brought from the places of origin or recreated by immigrants at the destination, the cuisine introduced by immigrants for themselves or for their own benefit, the religions of the different groups, new sports, artistic and literary creations, and the cultural and social life of the immigrants. At the same time, immigration has been projected culturally in other spheres such as schools, promoting inter-cultural relations there as well.

## **Discrimination and migration.**

Article 14 of the Spanish Constitution states that: "Spaniards are equal before the law, and no discrimination may prevail on the grounds of birth, race, sex, religion, opinion or any other personal or social condition or circumstance". In view of this, it is a reality that equal treatment and non-discrimination are essential elements in our democratic state under the rule of law.

Migrants sometimes appear to many as people who come to fill the jobs that the local population does not want, or who accept the working conditions that the locals do not want. Consequently, once the employment relationship is terminated, his right to reside in the place ceases.

For the better integration of migrants and the eradication of discrimination, both in terms of employment and demographics, we must start by being aware that their presence is a very valuable resource, as it can contribute to the development and social sustainability of many rural areas.

The settlement of a migrant population in a rural environment, which is in a process of depopulation and with a high rate of ageing, represents a breath of hope and a resource for the socio-economic development of the area, it is important to promote integration so that they do not encounter any type of discrimination.

The consideration of people in the environment as users of all the services of the municipality, as neighbours, as workers, as living and dynamic members of all that is situated in a municipality. This active inclusion of migrants in society will entail their own assumption as inhabitants perfectly integrated in it.

## **Risk of social exclusion of rural areas, farmers, and migrant workers.**

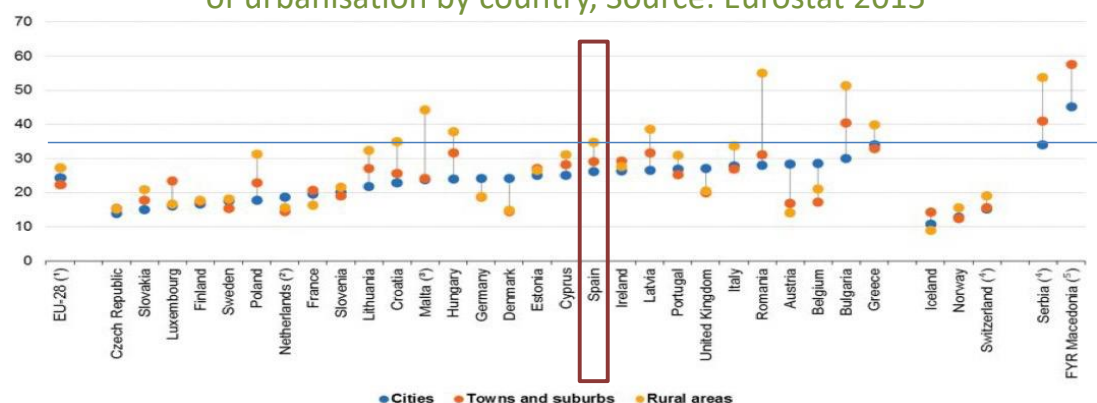
The idealisation of the rural environment overlooks the existence not only of situations of social exclusion, but also of certain rural territorial attributes that generate these situations of exclusion, such as the negative evolution in the supply of services to the population, the geographical isolation, the lack of meeting places and social life, the deterioration and scarcity of the housing stock, the spatial-temporal limitations of public transport, etc.

Not all rural areas are exposed to these problems in the same way, nor do they have the same capacities or resources to overcome the negative consequences. But in the rural environment, whatever it may be, there are deficiencies and problems that lead to social exclusion, in such a way that their impact is stronger and gives rise to more serious and complex situations than in areas with more resources (such as urban areas).

The deterioration of the labour and consumer markets in rural areas has led to an increase in poverty rates, as well as a reduction in job opportunities. The few jobs that were available were characterised by their marked precariousness due to their link to low-value sectors (such as agriculture and/or livestock, construction, transport, tourism, etc.), the small size of enterprises (often family-based), and difficulties in accessing information.

This situation has led to the migration of skilled human resources towards urban labour markets, with more opportunities, and thus to the loss of population in rural areas and the impoverishment of their attractiveness for the development of both new productive investments and services and infrastructures of all kinds.

People at risk of poverty and social exclusion by degree of urbanisation by country, Source: Eurostat 2015



(\*) Estimated data for rural areas.

(\*) Provisional data.

(\*) Data for rural areas have low reliability.

(\*) 2013 data.

(\*) 2011 data; No data for 'rural areas'.

Concerning farmers, low prices and low profitability in the sector are generating a risk of social exclusion for farming families. Small and medium-sized farmers are the first groups to be at risk of social exclusion, a situation that stems from high costs, greater competition from third countries that are generating lower sales prices, which results in lower margins and lower economic profitability. In the event of exit from the activity, these professionals with few resources and little training are groups at greater risk of social exclusion, which will probably make them more dependent on subsidised basic incomes and more demanding of social services.

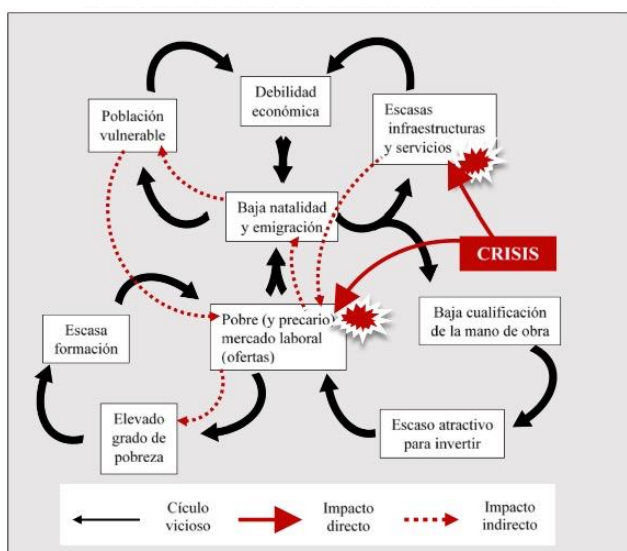
Farmers are highly dependent on CAP subsidies; in the event of a budget reduction or elimination of these direct subsidies, the sustainability of many family farms will be highly threatened, making it easier to generate a potential risk of social exclusion.

From a political point of view, the focus has not been placed on the rural world, despite the growing concern about the so-called "Empty Spain", the initiatives undertaken are insufficient, the path has been started but there is still a long way to go.

Migrants in rural areas of Spain may face a risk of social and economic exclusion due to various factors, such as geographical isolation, lack of access to basic services and discrimination.

- Rural areas may be far from urban centres and have less access to basic services such as transport, education, health and leisure. This can increase isolation and social exclusion for migrants.
- In addition, these groups have fewer employment and economic opportunities than in urban areas, which can make it more difficult for immigrants to integrate into the labour market and the economy.
- Migrants may face discrimination and stigmatisation in rural areas, which can affect their social integration and psychological well-being.
- Migrants may face difficulties in accessing basic services such as health care, housing and education in rural areas due to lack of resources and lack of information about available services.

### Impacts of the crisis on the circles of poverty and social exclusion in rural areas.



### Variables used to identify potential social exclusion in rural areas.

| Ejes      | Introducidas con signo negativo                                                                                                                                                                                                                                                                                                          |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | Variables                                                                                                                                                                                                                                                                                                                                |
| Económico | Tasa de paro<br>Empleo a tiempo parcial                                                                                                                                                                                                                                                                                                  |
| Social    | Índice de envejecimiento<br>Tasa de dependencia<br>Tasa de dependencia de >64 años<br>Tasa de analfabetismo<br>% de adultos jóvenes sobre total municipal<br>% de mujeres sobre total municipal<br>% de mujeres inmigrantes sobre total municipal<br>% de población que no dispone en su núcleo de población de equipamientos sanitarios |
| Espacial  | Distancia temporal al centro de servicios más cercano<br>Población dispersa (y en diseminado)<br>Altitud del núcleo de población principal                                                                                                                                                                                               |

## Challenges and opportunities for improving the integration of migrant workers in Multicultural Farming Teams

### Economic-sectoral challenges

The integration of immigrant workers into the economy and labour sectors presents a number of economic and sectoral challenges in Spain. Some of the most important are the following:

- **Recognition of qualifications and training:** One of the biggest challenges for the labour integration of immigrant workers is the recognition of their qualifications and training in Spain. Often, degrees and diplomas obtained in other countries are not recognised in Spain, which limits migrant workers' access to skilled and well-paid jobs.
- **Access to education and training:** Immigrant workers may face barriers in accessing education and training in Spain, which can limit their employment and job promotion opportunities.
- **Discrimination and stigmatisation:** Migrant workers may face discrimination and stigmatisation in the labour market, which may limit their employment opportunities and job advancement.
- **Sector-specific needs:** The integration of migrant workers in different labour sectors presents specific challenges. For example, in the agricultural sector, migrant workers may face poor working conditions and a lack of social protection, while in the sector they may face precarious and temporary jobs.
- **Need for integration policies:** The labour and social integration of immigrant workers requires specific policies and economic resources to foster their education and training, as well as to promote equal opportunities and the elimination of discrimination.

### Personal-cultural challenges.

In addition to economic and sectoral challenges, the integration of immigrant workers in Spain also presents personal and cultural challenges. Some of the main ones are the following:

- **Adaptation to a different culture:** Immigrant workers may face difficulties in adapting to a new culture, language and ways of life. This can lead to stress and social isolation, which can hinder their integration into work and society.
- **Separation from family and cultural roots:** Migrant workers who move to another country often have to leave their families and cultural roots behind. This can lead to feelings of loss and loneliness, which can affect their emotional well-being and their ability to integrate into their new community.
- **Discrimination and prejudice:** Migrant workers may face discrimination and prejudice based on their ethnicity, nationality or language. This can affect their self-esteem and limit their ability to integrate and participate fully in society.
- **Difficulties in establishing social relationships:** Migrant workers may face difficulties in establishing social relationships in their new community due to cultural and linguistic barriers. This can affect their emotional well-being and their ability to integrate into society.
- **Need to maintain cultural roots:** Migrant workers may have a need to maintain their cultural roots and uphold their traditions and customs. This can create tensions between their culture of origin and their new culture and may affect their ability to adapt to their new community.

## **Social and occupational challenges.**

In addition to economic, sectoral, personal and cultural challenges, the integration of immigrant workers in Spain also presents social and occupational challenges. Some of the main ones are the following:

- Access to basic services: Migrant workers may have difficulty accessing basic services such as health care, education and housing due to cultural, linguistic or administrative barriers.
- Social isolation: Migrant workers may feel isolated and disconnected from society due to language barriers, cultural differences and lack of social networks.
- Lack of participation in society: Migrant workers may find it difficult to participate fully in society due to a lack of opportunities for volunteering, politics and other community activities
- Discrimination: Migrant workers may face discrimination in the labour market, in society and in interpersonal relationships due to their ethnicity, nationality or language.
- Problems of occupational integration: Migrant workers may face difficulties in finding employment or advancement in their work due to lack of language skills, unfamiliarity with labour market requirements and standards, and lack of access to education and training.

## **Opportunities for the integration of migrant workers in Multicultural Teams.**

Multicultural agricultural teams present a number of integration opportunities for migrant workers. Some of the main opportunities include the following:

- Fostering cultural diversity: Multicultural farm teams can foster cultural diversity and intercultural understanding among workers. This can promote tolerance and mutual respect and can help reduce discrimination and stigmatisation.
- Language learning and intercultural skills: Multicultural agricultural teams can provide opportunities for migrant workers to learn new languages and intercultural skills. This can improve their ability to communicate and work effectively with people from different cultures and backgrounds.
- Transfer of knowledge and skills: Migrant workers can bring valuable knowledge and skills to multicultural agricultural teams. This can improve the productivity and efficiency of teams and can provide learning and growth opportunities for all workers.
- Leadership and promotion opportunities: Multicultural agricultural teams can provide leadership and promotion opportunities for migrant workers. This can help improve their self-esteem and confidence and can provide a pathway to employment and economic advancement.
- Fostering social cohesion: Multicultural agricultural teams can foster social cohesion and a sense of community among workers. This can improve their emotional well-being and their ability to integrate into the host society.
- Increased productivity and efficiency: The arrival of skilled and motivated migrant workers can increase productivity and efficiency in the agricultural and other rural sectors. This can have a positive impact on the local economy and the competitiveness of these areas.
- Fostering innovation and entrepreneurship: The arrival of migrant workers with skills and experience in different areas can foster innovation and entrepreneurship in rural areas. This can help diversify the economy and create new opportunities for employment and economic growth.

- **Increased demand for services and goods:** The arrival of migrant workers can increase demand for services and goods in rural areas, which can have a positive impact on the local economy and job creation in non-agricultural sectors.
- **Increasing social inclusion:** The arrival of migrant workers can foster social inclusion in rural areas, as it can improve interaction and understanding between different cultures and communities.
- **Population fixation:** The arrival of migrant workers can help to fix population in rural areas, as it can generate jobs and improve living and working conditions in these areas. This can help to avoid depopulation and contribute to the sustainable development of these areas.
- **Improved public services:** The arrival of migrant workers can improve the quality and accessibility of public services in rural areas, such as education, health and transport. This can improve the quality of life of local residents and attract new residents.
- **Encouraging cooperation and volunteering:** The arrival of migrant workers can encourage cooperation and volunteering in rural areas, as it can generate a greater sense of community and solidarity among different residents.
- **Covering labour shortages:** The Spanish agricultural sector has faced a labour shortage in recent years, and hiring migrant workers can help cover this labour shortage. This can ensure the continuity of agricultural operations and improve productivity and efficiency in the field.
- **Labour cost savings:** Migrant workers often accept lower wages than local workers, which can help farmers reduce labour costs. This can improve the profitability and competitiveness of farming operations.
- **Increased labour flexibility:** Migrant workers are often willing to work overtime or rotating shifts, which can increase labour flexibility in the field. This can help farmers adapt to market needs and improve production efficiency.
- **Economic growth potential:** Hiring migrant workers can contribute to economic growth in rural communities by generating jobs and increasing demand for services and goods in the area.
- **Increased tax collection:** Increasing the immigrant population in rural areas can increase tax collection through the contribution of income taxes, consumption taxes and other related taxes.
- **Increased consumption of services and goods:** Increasing the immigrant population in rural areas can increase the consumption of services and goods in the area, which can generate additional revenue for local businesses and traders and thus for public entities through related taxes.
- **Creating new jobs:** Increasing the immigrant population in rural areas can contribute to the creation of new jobs, which can generate additional income for individuals and businesses in the area, and for public entities through corresponding taxes.
- **Obtaining additional funding:** The increase of the immigrant population in rural areas can generate new projects and programmes financed by European funds and other sources of funding aimed at the integration and development of rural areas.

## Opportunities for farming and Rural Areas.

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However, as the above information shows, they play a very important role in the agricultural sector, contributing to its development and progress. Specifically, in this sector there are 243,163 foreigners affiliated to the Social Security System on 31 March 2020, which represents 12.36% of the total number of immigrant workers. This not insignificant percentage reflects the importance of this group in the primary sector.

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This tends to happen due to the reduction in population that the country has suffered in recent years and the unstoppable depopulation of many rural areas, which has a very negative effect on the agricultural sector.

On the other hand, it is a sector that encompasses very different production systems that require specialised labour. This need may be present throughout the year, or at very specific moments in the production process, on these occasions being very high.

It is also a sector to which we must add the difficulty or impossibility of planning the management of the farm, due to the unpredictable factors beyond the producer's control, such as the weather and other factors such as the seasonal nature of the agricultural campaigns.

On many occasions, immigrant workers are the only solution to these complications.

For this reason, through this project we are carrying out, we are stressing the importance of fixing this immigrant population as part of the solution to some of the problems in the agricultural sector. To this end, training and socio-labour and cultural integration for these people is essential.

The phenomenon of depopulation is a real problem that is affecting a very large part not only of our country but is also occurring worldwide. More specifically, we are focusing on rural depopulation, as the main problem is that rural villages, the countryside, are becoming more and more abandoned, while the big cities are getting bigger and bigger and are taking in an ever-increasing population. The National Rural Network of the Ministry of Agriculture, Fisheries and Food estimates that approximately 13% of the Spanish territory, more than 1,350 Spanish municipalities, are considered to be sparsely populated regions (less than 8 inhabitants/ km<sup>2</sup>), and of these, half have less than 100 inhabitants in the whole municipality.

From different areas, it has been stressed that the necessary tools must be found to attract young people and women to settle in our villages. This is fundamental, as both are the basis for the demographic regeneration of any area, given that both are the key to increasing the birth rate. It is plausible that a demographic movement towards more depopulated rural areas could be achieved, fundamentally by these two actors, and more specifically by the migrant population.

It is important not to forget that the foreign population, for a definitive settlement, it is important that they have a high level of roots, which gives them the same conditions as any other inhabitant, regardless of their origin.

The implementation of any initiative whose aim is to fix the population takes on extraordinary importance; accompanying the migrant population and smoothing their path when they wish to settle in a rural municipality is essential to reverse the phenomenon of rural depopulation, which is so pressing.

## Building Multicultural Agricultura Teams

### The role of the farmer and principles in managing a multicultural team.

The role of the farmer in the management of a multicultural team is very important, as he/she can influence the efficiency and success of the team and the farming operation as a whole. Some of the main roles that the farmer can play include the following:

- **Mentoring:** The farmer should offer mentoring and support to workers from different cultures, especially those who may have less experience or skills. This can help improve the efficiency of the team and increase the quality of work.
- **Leadership:** The farmer should exercise effective leadership of the team, setting clear objectives and providing constructive feedback. This can help to improve the motivation and commitment of the workers, as well as improve the efficiency and quality of the work.
- **Create an inclusive work environment:** The farmer should work to create an inclusive work environment that fosters mutual collaboration, respect and tolerance. This can help build a sense of community among workers from different cultures and improve team efficiency.
- **Encourage effective communication:** The farmer should encourage effective communication between workers from different cultures and ensure that everyone understands each other's tasks and responsibilities. This can help avoid misunderstandings and improve the efficiency and quality of work.
- **Promote knowledge sharing:** The farmer can encourage the exchange of knowledge and skills between workers from different cultures. This can help improve the efficiency of the team and increase the diversity of skills in the farming operation.
- **Provide education and training:** The farmer can provide training and education to workers from different cultures to help them improve their skills and knowledge. This can improve the efficiency of the team and increase the quality of work.
- **Treat all workers equally:** The farmer should treat all workers equally and with respect, regardless of their cultural or ethnic background. This can help create a fair and equitable work environment that fosters worker motivation and commitment.

The farmer must follow a number of principles to effectively manage a multicultural team in the farming operation. Some of these principles are as follows:

- **Respect for cultural diversity:** The farmer should respect and value the cultural diversity of the workers and be open to learning from the different cultures represented in the team.
- **Effective communication:** The farmer should ensure that communication is effective among workers and be clear and concise in giving instructions and feedback.
- **Equal treatment:** The farmer must treat all workers equally and fairly, regardless of their cultural or ethnic background.
- **Conflict management:** The farmer must be able to identify and manage conflicts that may arise between workers from different cultures, fairly and effectively.
- **Promotion of cooperation:** The farmer should encourage cooperation between workers from different cultures and promote the sharing of knowledge and skills.
- **Education and training:** The farmer should provide education and training to workers from different cultures to help them improve their skills and knowledge, and thus improve the efficiency of the team.

- **Flexibility:** The farmer must be flexible in his or her management approach and be willing to adapt to the needs and preferences of workers from different cultures.
- **Awareness:** The farmer must be aware of the cultural differences that exist in the team and be able to adapt to them. This includes being aware of different communication styles, cultural values and beliefs, and social norms.
- **Empathy:** The farmer should be empathetic towards workers from different cultures, seeking to understand their views and perspectives. This can help to create a positive working environment and foster collaboration between workers.

### **Role/attitudes may national workers follow to facilitate integration.**

National workers in a multicultural farm team also have an important role to play in facilitating the integration of their migrant colleagues. Some attitudes and behaviours they can adopt include the following:

- **Show interest and curiosity about other cultures:** National workers can show interest and curiosity about the cultures of their migrant colleagues and be willing to learn from them.
- **Be patient and understanding:** National workers can be patient and understanding with immigrant colleagues who may be experiencing difficulties adjusting to the new culture and work environment.
- **Offer help and support:** National workers can offer help and support to migrant colleagues in areas such as communication, adapting to work and living in the local community.
- **Avoid discrimination and racism:** National workers should avoid discrimination and racism towards migrant colleagues and treat them with respect and dignity.
- **Encourage cooperation and inclusion:** National workers can encourage cooperation and inclusion in the team, promoting the sharing of knowledge and skills and ensuring that all workers feel valued and respected.

### **Role/attitudes may migrant workers follow to facilitate their integration.**

Migrant workers also have an important role to play in facilitating their own integration into multicultural agricultural teams. Some attitudes and behaviours they can adopt include the following:

- **Showing interest in the local culture:** Migrant workers can show interest and respect for the local culture, trying to learn and adapt to the customs and values of the community.
- **Learning the local language:** Migrant workers can learn the local language to improve communication with their work colleagues and the local community.
- **Be proactive and collaborative:** Migrant workers can be proactive and collaborative at work, volunteering to help colleagues and share their knowledge and skills.
- **Accept cultural differences:** Migrant workers can accept and respect the cultural differences of their work colleagues and be tolerant of cultural differences that may arise.
- **Participate in social activities:** Migrant workers can participate in social and cultural activities in the local community, which can help them integrate and make connections with people from different cultural backgrounds.

## Principles of coexistence that should govern multicultural teams.

Multicultural teams should be governed by principles of coexistence that promote harmony, cooperation, and mutual respect among workers from different cultures. These principles include the following:

- **Respect:** Workers from different cultures should respect the cultural differences, opinions and beliefs of their colleagues.
- **Tolerance:** Workers from different cultures should be tolerant of cultural differences and try to understand the perspectives and views of their colleagues.
- **Effective communication:** Workers from different cultures must communicate effectively, ensuring that everyone understands instructions and assigned tasks.
- **Collaboration:** Workers from different cultures must collaborate at work, sharing knowledge and skills to achieve common goals.
- **Flexibility:** Workers from different cultures must be flexible and willing to adapt to cultural differences and changes in the work environment.
- **Empathy:** Workers from different cultures should be empathetic towards others, seeking to understand their perspectives and needs.
- **Equality:** Workers from different cultures should be treated equally and fairly, regardless of their cultural or ethnic background.

## Tools and functionalities for the management/communication of employers with mobile migrant workers.

There are several tools that can be used for the management and communication of agricultural employers with mobile migrant workers. Some of these tools include the following:

- **Workforce management platforms:** Examples of workforce management platforms in agriculture are AgriShift and Agrismart. These platforms allow agricultural employers to manage the recruitment and performance monitoring of migrant workers, as well as communication with them.
- **Mobile applications:** Examples of mobile applications that can be used for communication and tracking of migrant workers are FarmLead and AgriSync. These applications allow agricultural employers to send messages and receive updates from migrant workers, as well as provide important information about the farming operation and working conditions.
- **Social networks:** Examples of social networks that can be used for communication with migrant workers are Facebook and WhatsApp. These social networks allow agricultural employers to send messages and share important information with migrant workers, as well as encourage engagement and interaction.
- **Translation tools:** Examples of translation tools that can be used are Google Translate and Microsoft Translator. These tools allow agricultural entrepreneurs to overcome language barriers and communicate with migrant workers in their native language.
- **Training and education:** Examples of training and education that can be offered to migrant workers include training programmes on occupational safety, good agricultural practices and the

use of agricultural machinery. These programmes can help migrant workers acquire the skills and knowledge necessary to perform their work efficiently and effectively.

- Newsletters: Examples of newsletters that can be used to provide important information to migrant workers are the Boletín Agrario of the Spanish Ministry of Agriculture and Fisheries, Food and Environment and the European Union Agricultural Bulletin. These bulletins can provide relevant information on the farming operation, working conditions and important events.
- Meetings and feedback sessions: Examples of meetings and feedback sessions include weekly meetings to discuss progress and problems in the farming operation, as well as individual feedback sessions to provide feedback and encourage open and effective communication.

An open web-based communication and collaboration tool for multicultural agricultural teams should have several functionalities to ensure effective and efficient communication and collaboration. Some of the important functionalities that could be included are:

- Real-time chat: A real-time chat functionality would allow workers to exchange instant messages, which could improve communication and collaboration in the team.
- Shared calendar: A shared calendar functionality would allow workers to see each other's work schedules, which could facilitate the organisation of collaborative meetings and tasks.
- File sharing: A file sharing functionality would allow workers to share important documents, such as operating manuals, safety reports, instructional videos and more.
- Automatic translation: An automatic translation functionality would allow workers from different cultural backgrounds to communicate in their native language and translate messages in real time so that others can understand them.
- Discussion forum: A discussion forum functionality would allow workers to post questions and answers, share ideas and discuss relevant topics.
- Videoconferencing: A videoconferencing functionality would allow workers to communicate face-to-face online, which could improve communication and understanding.
- Surveys and questionnaires: A survey and questionnaire functionality would allow employers to gather information and opinions from workers quickly and effectively.
- Task scheduling: A task scheduling functionality would allow employers to assign tasks and track their progress, which could improve organisation and productivity.
- Job offers management: A section where employers can post job offers, specifying the details of the position and the requirements to apply.
- Job application management: A section where workers can post their job applications, specifying their experience and skills, as well as the positions they are looking for.
- Online recruitment system: A functionality that allows employers to recruit migrant workers online, including the generation and signing of contracts.
- Contract management: A section where employers and workers can view and manage their contracts online, including details on salary, working hours and responsibilities.
- Automatic notifications: A functionality that sends automatic notifications to workers and employers about new job offers, contract updates and other important changes in the farming operation.
- Performance evaluation: A section where employers can evaluate the performance of migrant workers, providing feedback and opportunities for improvement.

In addition to the functionalities mentioned above, an open web-based communication and collaboration tool for multicultural agricultural teams can also implement other important functionalities at the guidance, training and ethics level. Some of these functionalities may include:

- Orientation and job information: An orientation section that provides useful information for migrant workers, such as the type of work they will be doing, employer expectations, labour rights and safety regulations.
- Training courses: A training section offering online courses on relevant topics, such as work safety, language and cultural skills, and good agricultural practices.
- Ethics and values guide: A section setting out the values and ethical principles expected of workers and employers, including equality, mutual respect, tolerance and social responsibility.
- Cultural adaptation tips: A section providing advice and guidance on adapting to a new culture, such as behavioural norms and cultural etiquette.
- Support resources: A section providing information and support resources, such as counselling and emotional support services, medical care and legal aid.
- Information on labour rights: A section informing migrant workers of their labour rights and the resources available to them should they need legal assistance.
- Emergency contacts: A section providing a list of emergency contacts, such as telephone numbers for police, fire and emergency medical services.

## Legislative Framework

### The legislative framework in the area of migration.

In Spain, immigration and labour regulations are established through different laws and regulations. Some of the most important laws in this field are:

- Ley de Extranjería (Ley Orgánica 4/2000): This law establishes the legal regime for foreigners in Spain, including the requirements to enter and stay in the country, the rights and obligations of foreigners and the measures for expulsion and return.
- Royal Decree 557/2011: This Royal Decree regulates access to the labour market for citizens of the European Union and European Economic Area countries, as well as their family members.
- Law on Occupational Risk Prevention (Law 31/1995): This law establishes the rules to guarantee the safety and health of workers in the workplace, including the obligation of employers to protect foreign workers.
- Workers' Statute (Law 8/1980): This law establishes the rights and obligations of workers in Spain, including rights to a minimum wage, an employment contract and protection against discrimination.
- Law on Equal Treatment and Non-Discrimination (Law 3/2007): This law establishes equal treatment and non-discrimination in the workplace, including the prohibition of discrimination on grounds of origin, race, gender, religion, sexual orientation, etc.

In addition to these laws, there are other international regulations and agreements that regulate immigration and work in Spain, such as the European Union Regulation on the coordination of social security systems, the Agreement on migrant workers and their families of the International Labour Organisation, among others.

Immigration and labour laws and regulations in Spain regulate different aspects that affect foreign workers and employers. Some of the aspects regulated by these laws are:

- Entry and residence requirements: They establish the requirements for foreign workers to enter and reside in Spain, such as visas, work permits, and residence permits.
- Labour rights: These establish the labour rights of foreign workers, including rights to a minimum wage, to equal treatment and non-discrimination, and to social protection.
- Labour obligations: These set out the labour obligations of employers, such as ensuring the safety and health of workers, complying with employment contracts and respecting workers' labour rights.
- Expulsion and return procedures: Establish procedures for the expulsion and return of foreign workers in case of non-compliance with labour or migration regulations.
- Education and training: Establish the need to provide education and training to foreign workers to improve their skills and competencies.
- Coordination of social security systems: These regulate the coordination between the different social security systems to guarantee the social protection of foreign workers.
- Anti-discrimination: They establish measures to prevent and combat discrimination in the workplace on grounds of origin, race, gender, religion, sexual orientation, etc

## Administrative authorisations in immigration.

It is important to note that foreigners over 16 years of age need to have an administrative authorisation to work if they are going to carry out any work activity in Spain. These authorisations may be the following:

- Temporary residence and work as an employee.
- Temporary residence and work for research.
- Temporary residence and work for highly qualified professionals holding an EU Blue Card.
- Temporary residence and work as an employed person.
- Temporary residence and work in the framework of transnational provision of services.
- Temporary stay-residence with the exception of work authorisation.
- Residence for family reunification with work authorisation.
- Residence due to exceptional circumstances due to roots or international protection.
- Work authorisation for holders of residence permits for exceptional circumstances for humanitarian reasons, collaboration with authorities, national security, or public interest.
- Temporary residence and work for circumstances for foreign women victims of gender violence.

In order to renew the temporary residence and work permit, it is essential to have paid Social Security contributions for at least six months per year of the card (except in exceptional circumstances) and to have a valid work contract at the time of the renewal application.

## Procedures in Spain to obtain residence and work permits.

The procedure for obtaining residence and work permits in Spain depends on the situation of the immigrant worker and his or her country of origin. In general, the procedure to obtain these permits can be summarised in the following steps:

1. Obtain the residence and work visa at the Spanish consulate in the country of origin: This visa is necessary to be able to enter Spain in order to work and reside in the country. The visa is applied for at the Spanish consulate in the worker's country of origin, and the process may vary from country to country.
2. Applying for the initial work and residence authorisation in Spain: Once the foreign worker has entered Spain with the visa, he/she must apply for the initial work and residence authorisation at the competent authorities. This application is made at the Foreigners' Office corresponding to the worker's place of residence and may require the presentation of specific documents.
3. Obtain the foreigner's identity card: Once the initial work and residence authorisation has been granted, the foreign worker must obtain the foreigner's identity card, which accredits his/her administrative situation in Spain.
4. Renew the work and residence authorisation: At the end of the period of validity of the initial authorisation, the foreign worker must renew his/her work and residence authorisation if he/she wishes to continue working and living in Spain.
5. Apply for Spanish nationality: In some cases, the foreign worker may choose to apply for Spanish nationality after a certain period of residence in the country and fulfil the requirements established by Spanish regulations.

It is important to bear in mind that the procedure may vary depending on the situation of the immigrant worker and his or her country of origin, so it is recommended that you consult the competent authorities, or a legal advisor specialised in this field for more detailed information on the process.

In Spain, there are some possibilities for illegal immigrants to regularise their situation. Some of the opportunities are:

- **Arraigo social:** The figure of arraigo social allows illegal immigrants who can prove that they have resided in Spain for a certain period and that they have social and family ties in the country to apply for a residence and work permit.
- **Arraigo laboral:** Undocumented migrants who have worked for a certain period and who have a valid work contract can apply for a residence and work permit.
- **Family reunification:** Undocumented migrants who have family members in a regular situation in Spain, such as spouses, children, or parents, can apply for family reunification to regularise their situation.
- **International protection:** Undocumented migrants who have suffered situations of violence or persecution in their country of origin can apply for international protection in Spain.

## Procedures in Spain to obtain the naturalization.

Naturalization (i.e., access to the nationality of the host country by immigrants) is generally considered a crucial element of the integration process, as it provides people of foreign origin with rights and obligations on a fully equal footing with the native population. Spanish nationality can be acquired for various reasons, but acquisition by residence is the most relevant for immigrants.

According to data from the Padrón, 34% of people born in Latin America and residing in Spain have Spanish nationality. Among registered immigrants of African origin, 15% have Spanish nationality.

However, it cannot be ruled out that, in the current context of the crisis and its negative effects on the labour market, foreigners are finding it increasingly difficult to prove that they have sufficient economic means to support themselves (one of the requirements for naturalization), which increases the vulnerability of the group when it comes to accepting abusive working conditions.

This could particularly affect the Moroccan population, as it is one of the groups among the foreigners most affected by high unemployment rates.



## **Collective Management of Procurement at Origin (GECCO).**

Another aspect that is of great importance when we think of immigration and the agricultural sector is the management of the quotas of foreigners who are brought to Spain as labour for the agricultural sector, people who are contracted at origin, and whose management is the responsibility of the Directorate General of Migration belonging to the Ministry of Inclusion, Social Security and Migration.

It should be borne in mind that the contingents arrive with a contract at origin, i.e., these people are granted a temporary residence and work permit and return at the end of the campaign. It should be noted that the main agricultural campaigns with migratory labour flows that are currently hiring GECCO personnel are:

- Huelva (strawberry, red fruits, citrus and fruit).
- Lleida (fruit).
- Balearic Islands (fruit and vegetables).
- Segovia (strawberry and raspberry seedlings).

For the 2019/2020 campaign, the nationalities of recruitment at origin are: firstly Moroccan (95.6%), followed by Colombian (4.1%) and, lastly, Senegalese (0.26%). Likewise, the main occupation of people hired at origin is agricultural labourer (97.3%) in the first place, followed by agricultural labourer (1.62%) and, lastly, fruit and vegetable handler (1.1%).

## Public or private initiatives and entities

### Spanish Institutions responsible for migration.

In Spain, there are several entities that are related to and in charge of managing, regulating or advising on immigration matters, among them are:

- Ministry of Inclusion, Social Security and Migration: This is the Spanish government body in charge of elaborating and executing policies related to immigration, as well as managing and coordinating social inclusion and social security policies.
- Oficina de Extranjería (Immigration Office): This is the entity in charge of processing and resolving immigration cases, including applications for visas, work and residence permits, renewals, etc.
- Fondo de Acogida e Integración de Inmigrantes (FAMI): This is a European fund that aims to finance projects and programmes for the integration of immigrants in Spain.
- Spanish Commission for Refugee Aid (CEAR): A non-governmental organisation responsible for providing assistance and protection to refugees and asylum seekers in Spain.
- Servicio de Empleo Público Estatal (SEPE): This is the entity in charge of managing employment and vocational training in Spain, including training and employment programmes for immigrants.
- Non-governmental organisations: In Spain there are numerous non-governmental organisations working in the field of immigration, offering advice, support and protection services to immigrants and refugees, as well as carrying out integration projects and programmes. Some of the main ones are:
  - CEAR (Spanish Commission for Refugee Aid): A non-governmental organisation that provides assistance and protection to refugees and asylum seekers in Spain.
  - Spanish Red Cross: A non-governmental organisation that provides assistance and support to immigrants and refugees in Spain, offering reception services, job orientation, health care, among others.
  - Red Acoge: It is a non-governmental organisation that works in the field of immigrant integration and the fight against discrimination.
  - ACCEM: A non-governmental organisation that works in the field of reception and integration of immigrants and refugees in Spain.
  - Cepaim: A non-governmental organisation working in the field of immigrant integration and equal rights.
  - Coordinadora de Organizaciones de Agricultores y Ganaderos (COAG): An organisation that represents Spanish farmers and ranchers, and also works in the field of labour integration of immigrants in the agricultural sector.
  - Instituto de la Juventud (INJUVE): This is a public body that works in the field of youth training and employment, including training and employment programmes for young immigrants.
  - Asociación Pro Derechos Humanos de España (APDHE): A non-governmental organisation working in the field of defence and promotion of human rights, including the rights of migrants and refugees.

## Initiatives at national level in relation to migrant integration.

In Spain, there are several initiatives and programmes related to the integration of immigrants, among the main ones are the following:

- Citizenship and Integration Plan: This is a Spanish government plan that aims to promote the integration of immigrants in Spain through education, employment, housing, equal treatment, coexistence, and social participation.
- National Asylum Plan: This is a Spanish government plan that aims to guarantee international protection for refugees and asylum seekers in Spain, offering assistance and protection to people who have fled situations of violence and persecution in their countries of origin.
- Programme for the Reception and Integration of Applicants for International Protection: This is a Spanish government programme that aims to offer assistance and protection to applicants for international protection in Spain, through social care, training, employment and housing.
- Voluntary Return Assistance Programme: A Spanish government programme that aims to provide support and assistance to migrants who wish to return voluntarily to their countries of origin, facilitating their return in a dignified and safe manner.
- Intercultural Cities Network: A network of Spanish cities that promotes the integration of immigrants through cultural diversity and intercultural dialogue, fostering coexistence and equal opportunities.
- Humanitarian Aid Programme for Immigrants: This is a Spanish Red Cross programme that aims to provide assistance and support to immigrants and refugees arriving in Spain, through reception services, job orientation, health care and psychosocial support.

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(2011-2014)



## Integration initiatives in rural areas.

There are initiatives to improve the integration of immigrants in rural areas in Spain. Some of the main initiatives are:

- Rural Development Programme: This is a Spanish government programme that aims to promote the development of rural areas and improve the quality of life of their inhabitants, including immigrants. The programme promotes job creation, access to housing and basic services, and the promotion of sustainable economic activities.
- Programme for the Social and Labour Integration of Immigrant Workers in the Agricultural Sector: This is a programme of the Ministry of Labour and Social Economy that aims to improve the labour and social integration of immigrant workers in the agricultural sector. Through this

programme, training courses, advice and support are offered to immigrant workers to improve their skills and knowledge in the sector.

- Programme of Support to Local Entities for the Integration of the Immigrant Population: This is a programme of the Ministry of Inclusion, Social Security and Migration that aims to support local entities in the integration of the immigrant population in their communities. Through this programme, resources and technical support are offered to local entities to improve the attention and access of immigrants to public services.
- European Network for Rural Development: This is a European network that aims to promote the development of rural areas in Europe, including the integration of immigrants in these areas. Through this network, the exchange of experiences and good practices between the member countries of the European Union is promoted.
- Immigrants in the Rural Environment Project: This is a project promoted by various entities and organisations that aims to promote the integration of immigrants in rural areas of Spain. Through this project, training, advice and support activities are offered to immigrants to improve their social and labour integration in these areas.

Some of the actions they are carrying out are:

- Spanish literacy and culture workshops to help improve communication and provide support to people who want to take the exam to obtain Spanish nationality.
- Introductory workshops on driving licences to get to know the basic theory, to reinforce those who are or want to sign up for driving school and for those who want to remember concepts.
- Workshops on New Technologies, with computers and/or mobile phones.
- Theoretical-practical training courses in trades that promote self-employment and incorporation into the labour market: sewing and dressmaking course and kitchen assistant course.



## Opportunities to improve this situation.

Collaboration between countries of origin and destination, as well as within the European Union itself, can also be an opportunity to improve the integration of migrant workers in agricultural enterprises and rural areas. Such collaboration can enable better management of labour migration, as well as the promotion of policies and programmes that foster the labour and social integration of migrant workers in rural communities.

For example, collaboration between countries of origin and destination can allow for better coordination in the selection and recruitment of migrant workers, as well as in improving the working and living conditions of workers. Collaboration within the European Union can also allow for the exchange of good practices and the implementation of policies and programmes that promote inclusion and equal opportunities in rural communities.

Opportunities exist in the coordination of national, regional and local bodies to improve the integration of migrant workers in agricultural enterprises and rural areas in Spain. Better coordination between these entities can allow for a more efficient management of existing resources and programmes, avoiding duplication and improving care and support for migrant workers.

On the other hand, digitalisation can also be an opportunity to improve the social and labour integration of migrant workers in agricultural enterprises and rural areas. The implementation of digital platforms and technological tools can facilitate communication and information exchange between agricultural enterprises and migrant workers, allowing for better management and coordination of work. These tools can also provide training and capacity building resources to migrant workers, improving their skills and knowledge in the agricultural sector and other related areas.

Other areas where action can be taken to improve social and labour integration situations in rural areas and agricultural environments include:

- Education and training programmes: Through education and training programmes, migrant workers can improve their skills and knowledge in the agricultural sector and other related areas, enabling them to access better jobs and improve their labour integration.
- Recruitment incentives: Agricultural companies can receive incentives and financial support for hiring migrant workers, which encourages them to offer jobs and employment opportunities to migrant workers.
- Advice and support: Public and private entities can offer advice and support to agricultural enterprises and migrant workers to improve their labour and social integration in rural areas. This can include employment guidance services, advice on administrative procedures and support in finding housing and basic services.
- Reception and integration programmes: Through reception and integration programmes, migrant workers can receive support and assistance to adapt to life in rural areas and improve their social integration in these communities.
- Awareness-raising and sensitisation: Awareness-raising and sensitisation on the importance of cultural diversity and equal opportunities can improve the social and labour integration of migrant workers in agricultural enterprises and rural areas. This can include awareness-raising campaigns, workshops and activities to promote coexistence and inclusion.

## Training programs and/or training needs to improve migrant integration

### Training and information for migrant workers

In Spain there are various training and information initiatives and programmes aimed at immigrant workers, with the objective of improving their competitive access to the labour market and their full personal and professional integration. These programmes are usually funded by public and private entities, and may include job orientation services, training in skills and competences, legal advice and job search assistance, among others.

However, despite the existence of these programmes, there are still challenges in terms of training and information for migrant workers. For example, some immigrant workers may have difficulties accessing these programmes due to language barriers or lack of information about them. In addition, some programmes may not be tailored to the specific needs of migrant workers, which may limit their effectiveness in terms of improving their access to the labour market and their personal and professional integration.

Recognition of qualifications can be a problem for migrant workers wishing to access training courses and for those seeking to improve their professional status. Many migrant workers have degrees and diplomas obtained in their countries of origin, but which are not recognised in Spain due to differences in education systems and the lack of international agreements on the recognition of qualifications.

This lack of recognition can limit migrant workers' access to training programmes and better professional categories, which in turn can limit their labour and social integration in Spain. To address this problem, measures can be implemented to facilitate the recognition of qualifications obtained abroad, such as simplifying recognition procedures and signing international agreements on the recognition of qualifications.

In addition, it is important that training programmes are tailored to the specific needs and skills of migrant workers, regardless of whether their qualifications are recognised or not. In this way, it can be ensured that migrant workers have access to the training opportunities necessary to improve their skills and competences and to have a better labour and social integration in Spain.

### Farmers' capacity to manage multicultural teams.

In general, managing multicultural teams can present challenges for farmers, as it involves managing cultural diversity and adapting to the different ways of working and communicating of migrant workers. While some farmers may have previous experience in managing multicultural teams, others may face difficulties in adapting to cultural differences and language barriers.

It is important to note that farmers' preparedness for managing multicultural teams can vary significantly depending on experience, training and available resources. Some farmers may be more prepared for managing multicultural teams due to their previous experience in recruiting and managing migrant workers, while others may require training and mentoring to improve their ability to adapt to cultural diversity.

To address this situation, there are training and mentoring programmes for farmers to improve their capacity to manage multicultural teams. These programmes may include training in intercultural communication, leadership skills and management of cultural diversity. In addition, some programmes may also offer technological tools and online resources to facilitate the management of cultural diversity in the workplace.

Examples of specific training programmes for farmers in Spain include the programme "Managing diversity in the agricultural sector" offered by the Fundación Tomillo and funded by the Ministry of Labour, Migration and Social Security; the programme "Managing cultural diversity in the agricultural sector" offered by the Fundación Juan Ciudad ONGD and funded by the European Commission; and the programme "Intercultural competences for team management in the agricultural sector" offered by the Asociación para el Desarrollo Rural de la Sierra de Cazorla and funded by the European Social Fund.

These training programmes are designed to improve the skills and capacities of farmers to manage multicultural teams and to promote the successful labour and social integration of migrant workers in rural communities. In addition, some programmes may also offer technological tools and online resources to facilitate the management of cultural diversity in the workplace.

## **Migrant workers and farmers training needs to create multicultural teams.**

Both migrant workers and farmers can benefit from training to improve the integration of migrant workers into multicultural teams. Some of the training needs for each group are described below:

- Migrant workers: Migrant workers may benefit from training in language skills, such as Spanish language learning and intercultural communication. They may also need training in specific technical skills related to working in the agricultural sector, as well as knowledge of labour rules and regulations in Spain. In addition, they may need orientation on labour rights and duties, social services and resources available in rural communities.
- Farmers: Farmers may benefit from training in leadership skills and management of cultural diversity, intercultural communication, conflict prevention and resolution, and human resource management. They may also need knowledge of labour rules and regulations in Spain, including access to social and health services for migrant workers. In addition, they may need guidance on how to manage cultural diversity in the workplace and how to adapt to migrant workers' different ways of working and communicating.

Importantly, training for migrant workers and farmers should be tailored to their specific needs and skills and should be designed to foster integration and mutual adaptation. It may also be beneficial to incorporate technological tools and online resources to facilitate communication and the management of cultural diversity in the workplace.

## **Methodology, tools and approach to be used in developing training materials.**

Working with multicultural teams involves complexities not only because of the different communication styles, but also because of the different behaviours, values and priorities of its members. It is therefore essential to have a strategy for managing multicultural teams and that the

farmers who will lead them are trained and familiar with how to manage them successfully despite cultural and geographical distances. These multicultural teams offer certain advantages:

- Creativity. Cultural diversity brings different ideas and solutions to the same problem. This translates into increased creativity when making decisions, as each team member will bring a different point of view based on their personal experiences and skills.
- Performance. Teams made up of people from different countries bring greater productivity to the company as they are capable of designing products and services that respond to global needs, providing greater wealth and making the company more competitive.
- Teamwork. Teams made up of people from different cultures tend to be characterised by greater flexibility and tolerance, as well as a greater capacity for teamwork. Cultural differences increase cooperation and the possibility of reaching agreements when disagreements arise between members.

But in order to manage them, it is necessary to

- Be aware of cultural characteristics. Although stereotypes should be avoided, it is true that each culture has common traits that can influence the world of work. While Central European people tend to be more analytical, the Latin culture is characterised by more improvisation and creativity. It is important to take into account the different cultural skills to facilitate a better fit.
- Adding skills. Once the different cultural skills have been identified, the team will gain in effectiveness and efficiency if it knows how to take advantage of all of them. It is not a question of imposing a dominant culture but of taking advantage of the different qualities of the different members of the team.
- Global leadership. A multicultural team must be led by a manager who is curious, open to different perspectives and has the ability to connect people. The leader must know the characteristics of each culture present in his or her team in order to be able to connect people in a positive way.

In order to develop training materials that favour the socio-occupational integration of migrant workers, it is recommended to follow a methodology and approach that takes into account the following considerations:

- Participatory design: It is important to involve migrant workers in the design of training materials and to take into account their specific needs and skills. This can be done through individual or group interviews, surveys, meetings or participatory workshops.
- Practical approach: Training materials should be practical and applicable to the working realities of migrant workers and farmers. It is important to focus on concrete skills and knowledge that can be applied in the workplace, rather than abstract theories.
- Intercultural approach: Training materials should have an intercultural approach that takes into account cultural differences between migrant workers and farmers and fosters mutual understanding and respect. Activities and exercises that encourage intercultural communication and exchange can also be included.
- Adaptability: Training materials should be adaptable to different work contexts and situations. It is important to bear in mind that migrant workers may have different language skills and

levels of education, and that farmers may have different levels of experience in managing multicultural teams.

Training materials to support the socio-occupational integration of migrant workers can take different formats and use different tools. Some options are presented below:

- Guides and manuals: Guides and manuals can be produced that explain in a clear and simple way the labour rules and regulations in Spain, the labour rights and duties of workers, and other relevant topics for their socio-occupational integration.
- Educational videos: educational videos are an effective tool to show specific labour skills and techniques, as well as to foster communication and intercultural exchange. These videos can be offered online for easy access and dissemination.
- Educational games: educational games can be a useful tool to teach skills and knowledge in a playful and fun way. Games can be designed to encourage intercultural communication, conflict resolution, teamwork and other skills relevant to migrant workers.
- Workshops and training courses: Workshops and training courses can be an effective tool to teach specific technical skills, as well as to foster intercultural communication and exchange of experiences. These workshops and courses can be offered by public and private entities and can be tailored to the specific needs and skills of migrant workers.
- Technological tools: Technological tools, such as mobile applications and online platforms, can be used to offer training materials that are accessible and adaptable to different work contexts and situations. These tools can include educational videos, tutorials, orientation guides, and other resources relevant to migrant workers.

## **Skills, competences, tools, strategies to improve mental health.**

These skills, competences, tools and strategies can be applied in different ways and in different situations to improve the integration of migrants and the management of multicultural farm teams:

- Intercultural skills to understand and respect cultural differences.
- Ability to listen and communicate effectively, even in a multilingual environment.
- Competence in team management and leadership.
- Knowledge of local and national labour laws and regulations.
- Competence in conflict management and problem solving.
- Ability to foster teamwork and collaboration.
- Knowledge of technical skills specific to agricultural work.
- Competence in training and mentoring.
- Ability to motivate and empower migrant workers.
- Ability to create an inclusive and welcoming work environment.
- Knowledge of local resources and services for migrant workers.
- Competence in adapting to different work contexts and situations.
- Ability to facilitate intercultural communication and social integration.

- Competence in project management and organisation.
- Knowledge of sustainable agricultural practices.
- Ability to teach and transmit technical skills and knowledge.
- Competence in the use of technological tools for management and communication.
- Ability to create a safe and healthy work environment.
- Competence in financial management and accounting.
- Knowledge of occupational safety requirements.
- Ability to promote learning and continuous improvement.
- Competence in planning and time management.
- Ability to foster creativity and innovation at work.
- Knowledge of the specific needs and skills of migrant workers.
- Competence in managing change and adapting to new situations.

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