



European
Commission

Labour Market Integration of Third- Country Nationals in EU Member States



**Synthesis Report
for the EMN Study**

February 2019

Disclaimer

This Synthesis Report has been produced by the European Migration Network (EMN), which comprises the European Commission, its Service Provider (ICF) and EMN National Contact Points (EMN NCPs). The report does not necessarily reflect the opinions and views of the European Commission, EMN Service Provider (ICF) or the EMN NCP, nor are they bound by its conclusions. Similarly, the European Commission, ICF and the EMN NCPs are in no way responsible for any use made of the information provided.

The study was part of the 2018 Work Programme for the EMN.

European Migration Network (2019). Labour market integration of third-country nationals in EU Member States – Synthesis Report. Brussels: European Migration Network.

Explanatory note

This Synthesis Report was prepared on the basis of national contributions from 25 EMN NCPs (AT, BE, BG, CY, CZ, DE, EE, EL, ES, FI, FR, HR, HU, IE, IT, LT, LU, LV, MT, NL, PL, PT, SE, SK, UK) according to a Common Template developed by the EMN and followed by EMN NCPs to ensure, to the extent possible, comparability.

National contributions were largely based on desk analysis of existing legislation and policy documents, reports, academic literature, internet resources and reports and information from national authorities. Statistics were sourced from Eurostat, national authorities and other (national) databases. The listing of Member States in the Synthesis Report results from the availability of information provided by the EMN NCPs in the National Contributions.

It is important to note that the information contained in this Report refers to the situation in the above-mentioned Member States up to and including June 2018 and specifically the contributions from their EMN National Contact Points. More detailed information on the topics addressed here may be found in the available National Contributions and it is strongly recommended that these are consulted as well.

EMN NCPs from other Member States and Norway could not, for various reasons, participate on this occasion in this study, but have done so for other EMN activities and reports.

CONTENTS

EXECUTIVE SUMMARY _____	5	2.3. IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICY: INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION _____	18
Key points to note _____	5	2.4. MAIN CHALLENGES IN DESIGN AND IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICIES _____	19
Scope, aim and methodology of the study _____	5		
Scale of third-country nationals' labour market integration in the EU _____	6	3. PART II: MEASURES AND PRACTICES FACILITATING LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS _____	21
Context and EU policy framework _____	6	3.1. DESIGN AND IMPLEMENTATION OF INTEGRATION MEASURES OF THE PUBLIC SECTOR _____	21
Existing Integration policies across the Member States and recent changes _____	6	3.1.1. Promising examples of integration measures implemented by member states _____	23
Labour market integration policies _____	6	3.1.2. Indicators for the impact and results of public measures _____	32
Good practice examples of labour market integration measures _____	7	3.2. PRIVATE SECTOR INITIATIVES TO FACILITATE LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS _____	34
Key conclusions _____	7	3.2.1. Training and qualification _____	36
		3.2.2. Information and counselling _____	39
1. INTRODUCTION _____	9	3.2.3. Enhancement of soft skills and inter-cultural/ civic relations in the workplace _____	39
1.1. CONTEXT AND EU POLICY FRAMEWORK _____	9		
1.2. POPULATION OF THIRD-COUNTRY NATIONALS AND THEIR LABOUR MARKET PARTICIPATION _____	10	4. CONCLUSIONS _____	41
1.3. SCOPE OF THE STUDY _____	13	ANNEX 1	
1.4. METHODOLOGY _____	14	STATISTICAL DATA: LANGUAGE SKILLS AND OBSTACLES TO INTEGRATION _____	43
		ANNEX 2	
2. PART I: GENERAL AND LABOUR MARKET INTEGRATION POLICIES _____	15	PUBLIC MEASURES _____	45
2.1. OVERVIEW OF INTEGRATION POLICIES IN MEMBER STATES _____	15	ANNEX 3	
2.1.1. Definition of integration _____	15	PRIVATE SECTOR MEASURES _____	58
2.1.2. Main integration challenges _____	15		
2.1.3. Immigrant integration strategies _____	16		
2.1.4. Implementation of main integration measures _____	16		
2.2. LABOUR MARKET INTEGRATION POLICIES IN MEMBER STATES _____	17		
2.2.1. Impact of the migration influx _____	18		
2.2.2. Public and political debate _____	18		

EXECUTIVE SUMMARY



Key points to note

1. Effective labour market policies and measures are important tools for Member States

to address increasing migration flows and persistent employment gaps between migrant and national populations. According to the ad-hoc module on migration of the Labour Market Survey in 2014, roughly two thirds of third-country nationals who migrated for work to the EU had no job at the time of migrating. While unemployment rates have decreased steadily since 2014, the gap in the unemployment rate between third-country nationals and native- and EU-born remains.

2. Most Member States have dedicated labour market integration policies in place, targeting multiple migrant groups, including newly arrived, first generation third-country nationals who were the focus of this study. These policies are usually integral to Member States' more general integration policies.

3. The driving forces behind current labour market integration policies tend to be labour shortages and the need to help newcomers into employment quickly so they become self-sufficient. The 2014-2016 influx of migrants has encouraged many Member States to update existing policies or develop new ones.

4. Member States combine mainstream and tailored labour market integration measures. While mainstream integration measures help to ensure equal access to general (public employment) services, tailored measures can specifically address some of the disadvantages facing newly arrived third-country nationals compared to other groups, including lack of language proficiency and unfamiliarity with the new society.

5. The most common obstacles encountered by Member States in supporting third-country nationals relate to the accreditation of job qualifications/assessment of skills of those arriving from outside the EU, tackling discrimination within recruitment processes and managing varying levels of language skills in integration measures. These difficulties are more pronounced when dealing with migrant women or vulnerable groups.

6. Public sector integration measures focus primarily on the phase prior to accessing employment, including preparing for and finding a job. Based on examples provided by Member States, these relate most often to the development of (soft) skills, vocational training and qualification and career counselling.

7. The best innovative measures connected migrant and host communities or developed inter-generational bonds by bringing together people of different ages or ethnic groups, not only to ease migrants' integration into society but also to create social cohesion.

8. Employment centres and non-governmental organisations emerge as key partners in the implementation of labour market integration measures. Most of the measures are financed through national and/or EU funds, but examples exist of privately funded measures, including new tools such as social impact bonds and sponsorship.

9. Private sector measures aim more specifically at integrating (migrant) workers into the workplace. Examples reported were mostly implemented by large companies. They focussed predominantly on training and qualification, counselling and enhancing intercultural relations in the workplace, for example through 'buddy' programmes, on-boarding programmes or internal company workshops on intercultural relations.



Scope, aim and methodology of the study

The study aims to provide an overview of existing labour market integration policies in Member States targeting third-country nationals. It focusses on current policies and those either recently implemented (as of 2014) or amended since 2014. It offers examples of promising labour market integration measures implemented by the public sector as well as tailored employment-related initiatives provided by the private sector.

The study focusses on legally-staying third-country nationals permitted to work in the EU Member States, with an emphasis on migrants who are first generation. These include those with a work permit and also those with the right to work, such as people holding residence permits for family reasons who are also allowed to take up employment. Specific measures only aimed at beneficiaries of international protection, asylum seekers and students/graduates were excluded from this study, as well as measures provided by non-governmental organisations (NGOs) without any (financial) involvement from the Member States.

This synthesis report is based on national reports prepared by the EMN National Contact Points (NCPs). National reports are based on data collected via a

common template divided into three key sections, namely integration policy with focus on labour market integration policies; state approaches and example measures; and examples of measures implemented by the private sector. It also offers examples of promising measures, identified from existing evaluations or by stakeholder feedback.



Scale of third-country nationals' labour market integration in the EU

In 2017, 19 525 751 third-country nationals were legally living in the EU.¹ The population of legally residing third-country nationals varies greatly among Member States. Figures show that in 2017, the number of third-country nationals holding a valid permit per 1 000 inhabitants was as low as three in Romania and as high as 144 in Estonia and 161 in Latvia.

According to the ad-hoc module on immigration of the Labour Force Survey data undertaken in 2014,² first generation third-country nationals predominantly migrated to the EU for family reasons (44 %), followed by work (33 %), education (8 %), asylum (6 %) and other reasons (5 %). A closer look at those who said they migrated for remunerated reasons shows that 76 % of those immigrants did not have a job at the time of migrating. Statistical data on employment show an important gap of third-country nationals compared to the rest of population, suggesting that third-country nationals experience additional problems finding and/or keeping employment, illustrating the value of pro-active integration measures.



Context and EU policy framework

The effective integration of migrants into the host society is a key challenge currently facing Europe and essential to the successful management of migration. While integration is a joint objective between the Member States and the EU, immigrant integration policies are the responsibility of each individual Member State, with the EU playing a supporting role. Accordingly, the EU has recently developed a policy framework aimed at promoting the integration of third-country nationals in the host countries as a driver for economic development and social cohesion, as well as a tool for migration management. The 2011 European Agenda for the Integration of Third-Country Nationals forms the cornerstone of this approach. The EU also adopted a common approach to integration which included assisting EU Member States in developing integration policies. The Council of the EU in 2004 adopted the Common Basic Principles for Immigrant Integration Policy in the EU and more recently, in 2016, the Commission adopted an Action Plan on the Integration of Third-Country Nationals. Labour market integration is one of the key integration areas identified by the EU policies, with a specific focus on recognising and validating skills, as well as engaging employers.



Existing Integration policies across the Member States and recent changes

Integration was largely interpreted according to the EU principles of a two-way process of mutual accommodation by all immigrants and residents of the Member State.

Most Member States have developed an integration policy, either by adopting a dedicated integration strategy and action plan or by applying a mainstream approach where the integration needs of third-country nationals are considered in sectoral strategies and policy approaches. Whichever the approach adopted, none exclusively targeted third-country nationals within the scope of this study. But the target group examined in the study indirectly benefitted from several measures developed around the wider policy. Relevant policy approaches also frequently targeted asylum seekers and beneficiaries of international protection, or nationals with a migrant background.

The main integration challenges identified by Member States were generally linked to integrating newcomers into the labour market and notably involved language skills, the recognition and validation of qualifications and discrimination within recruitment processes or the working environment. In response, general integration measures widely implemented by the Member States included language and civic orientation courses, as well as measures to improve guidance, counselling and access to public services for third-country nationals in areas such as health and housing and also employment services specifically related to skills recognition, accessing professional networks, accessing job vacancies and improving interview techniques.



Labour market integration policies

Most Member States already had labour market integration strategies or policies in place targeting multiple migrant groups, including third-country nationals within the scope of this study. These labour market integration strategies were usually integral to the broader integration policy of the Member States, although, conversely, some Member States adopted a mainstreaming approach or implemented ad-hoc measures.

The migration influx in 2014–2016 raised the profile of (labour market) integration on the political agenda and triggered policy changes that also benefitted the legally residing third-country nationals. Some measures designed for the integration of applicants and beneficiaries of international protection in response to the increased influx were extended to all third-country nationals or residents with a migration background. These policies also helped establish new or better forms of cooperation between different governmental bodies, stakeholders and services, introduced quality assurance and systematic monitoring mechanisms of integration programmes and measures.

1 All valid permits by reason, length of validity and citizenship on 31 December of each year [migr_resvalid] – extracted from Eurostat on 27/11/2018

2 First generation of immigrants by sex, citizenship, duration and reason for migration [lfo_14b1dr] – extracted from Eurostat on 14/8/2018.

The enhanced visibility of migration issues following the 2014-2016 influx also propelled issues of migrant labour integration into public debate. Key issues under scrutiny included the effectiveness of labour market integration measures, particularly concerning the need to meet labour market demand in certain sectors. The debate in many Member States also focussed on concerns around discrimination and labour exploitation.

As a result, strategies and policies aimed to speed up third-country nationals' access to the labour market, to achieve self-sufficiency and socio-economic participation and to prevent labour exploitation, social dumping and to combat discrimination. Various measures were therefore implemented, including guidance and counselling, language and vocational training, skills assessments and skills-based matching, together with incentives encouraging entrepreneurship.

Implementing labour market integration measures was a cross-cutting initiative, requiring concerted efforts by several government bodies and levels, regional and local authorities, public employment services and other stakeholders. Member States without a national coordination mechanism, institutionalised funding or existing integration strategy have identified these lacunae as a key challenge when designing and implementing labour market integration policies.

In general, all Member States monitored and evaluated the implementation of labour market integration policies, albeit to varying degrees. The results were then used to inform the design of integration measures. The Zaragoza Indicators were the most commonly used standards to measure the impact of general national integration policies.



Good practice examples of labour market integration measures

Member States have reported several promising stand-alone examples of public and private integration measures, categorised among seven main integration areas: training and qualification, enhancement of (soft) skills, provision of information and counselling, enhancement of intercultural/religious/civic relations, targeted measures tailored to the needs of specific groups and/or vulnerable categories, incentive measures for migrants and/or employers, and support for self-employment.

Public sector initiatives identified as promising practices mostly focussed on enhancing (soft) skills, followed by training and qualification and information and counselling. The type of measures reported mainly concerned multi-year programmes or targeted projects, while few measures were legislative or policy initiatives.

The focus of measures in each integration area varied, and included, for example, developing specific skills, facilitating networking, increasing understanding of procedures and available opportunities, enhancing employers' awareness and capacity to manage diversity, etc. To this end, a wide array of delivery methods was used, most of which applied to more than one focus or integration area. These included one-stop-shops and information centres, training and seminars, mentorship and grants. Some of the most innovative delivery tools

engaged migrants and host communities in a two-way process (inter-generational and inter-community), promoting mutual understanding and acceptance at multiple levels. Such tools entailed, for example, mentorship, coaching and community meetings or events.

Accessibility was a critical element in the design of measures across integration areas. Most tried to be as inclusive as possible, for example, not bound to a specific timeframe, granting access based on minimum criteria (generally holding a valid residence permit) rather than on a competitive selection, offering activities in multiple languages free of charge. Several measures considered accessibility by including elements of e-learning, such as virtual workshops or activities in the participants' mother tongue. Nearly all measures were voluntary with only very few compulsory measures concerning attendance of integration training as a precondition of receiving a permanent residence permit.

Employment centres and NGOs were found to be important partners in the implementation of integration measures. Private companies were indicated as an important partner in around one-fifth of the measures reported.

In terms of funding, most of the measures were financed through national and/or EU funds. Very few measures also mobilised resources through the private sector, such as social impact bonds. The continuation of funding was mentioned as a challenge to the sustainability of certain initiatives.

The indicators used to measure the success of the integration measures were largely output indicators, such as the number of activities offered or the number of participants, while outcome or impact indicators were applied less often, such as the satisfaction rate of the participants or the number of beneficiaries who found a job following participation in the activities. However, several measures, including those already existing long-term have never been evaluated.

Almost half of the Member States reported examples of measures implemented by the **private sector**. They provided a similarly wide range of services to third-country nationals but particularly focussed on integration into the workplace rather than general integration into the labour market. Private companies' measures more commonly target highly-skilled workers and/or employees with a migration background. The measures *inter alia* entailed 'buddy' programmes or internal company workshops on intercultural relations, in addition to language courses. Here, other host-country employees were often involved. Another focus of the measures was attracting suitable talent, for which companies developed on-boarding programmes and relocation packages. In some cases, companies worked with public bodies to support the implementation of the measure.



Key conclusions

Labour market integration of third-country nationals is an important policy aspect for most Member States. This report aims to contribute to policy discussions in this area.

The higher influx of migrants and the shortages of workers in specific sectors are the main drivers behind

the adoption of integration policies. Many national integration policies therefore have a two-fold objective: on the one hand, to manage the effects of migration, on the other to welcome newly-arrived third-country nationals and provide for their smooth transition into the host society. The implementation of labour market integration strategies is a transversal issue requiring concerted efforts from governmental, non-governmental and public bodies and institutions. Several integration programmes depend on EU-funding and the lack of institutionalised funding, as well as significant political changes in certain Member States, threaten the sustainability of measures and their long-term success.

Labour market integration policies are implemented on different scales, with most Member States combining mainstream and tailored labour integration measures. National policies generally aim at eliminating legal obstacles to access employment and related services, while also encouraging positive actions for integration.

However, there are still important gaps between the aim and the implementation of integration policies, mostly concerning the design of effective delivery methods.

The examples of measures reviewed in this study show that a wide range of tools, such as one-stop shops or e-learning tools, are used to enhance labour market access. Some of the more innovative delivery approaches connect migrants with the host community, seeking to create inter-community and inter-generational links. Others innovated by adopting a multiple focus, coupling, for example, skills training with career mentoring and/or networking, which appear to provide an effective gateway into employment. The private sector can add significant value to national labour market integration strategies, particularly around integration into the workplace. It can play an important role in filling gaps wherever public measures fall short, particularly due to a lack of or insecure public funding.

INTRODUCTION

This Synthesis Report presents the main findings of the EMN study on labour market integration of third-country nationals in EU Member States. Acknowledging the multiple dimensions involved (socio-economic, cultural, civic, political participation,

etc.), the study focusses on the socio-economic dimension of integration, examining the different **labour market integration measures for legally staying third-country nationals with the right to work in the EU**.



1.1. CONTEXT AND EU POLICY FRAMEWORK

The effective integration of migrants into the host society is a key challenge currently facing Europe and a precondition of successful migration. While integration is a joint objective between the Member States and the EU, as a policy it falls under the competence of each individual Member State, all of which can adopt a different approach, while the EU plays a supporting role. Well-managed integration policies and related measures are essential to the effective integration of newcomers and may help reduce negative public perception, discrimination, latent or open racism, xenophobia and exploitation of migrants. According to the 2011 **European Agenda for the Integration of Third-Country Nationals**, integration policies can drive 'economic development and social cohesion, in order to better enhance migrants' contribution to economic growth and cultural richness'.³

Labour market integration is a key element of migrant integration. At the same time, effective integration policies can also help to support wider labour migration policies, which in several Member State include specific measures to attract third-country nationals to (in part) address labour shortages and skills gaps. Such policies also help to protect migrant workers, support equality and improve long-term employment.

Since the introduction of the Tampere Programme (1999), the EU has supported the Member States through policy coordination, knowledge exchange and financial support. In 2004, via the **Common Basic Principles for Immigrant Integration Policy in the EU**,⁴ the EU adopted a common approach to integration

which includes assisting EU Member States in developing integration policies. The 2005 Common Agenda for Integration highlights that employment is key to integration and central to the participation of immigrants.⁵ The EU also provides information on integration and examples of good practices at EU and Member State level on the European Website on Integration (EWSI), launched in 2009. Additional developments aim to better integrate legally-staying migrants into the labour market, as laid out in the Europe 2020 Strategy and the emphasised action at the local level.⁶

The most recent developments at EU level include the adoption of the **Action Plan on the Integration of Third-Country Nationals**⁷ and the **Council Conclusions** adopted in December 2016.⁸ The aim of the Action Plan is to add value at EU-level by providing a common policy framework and structural support to Member States to help them develop and strengthen their integration policies. With one of its five key areas focussing on labour market integration and access to vocational training, it includes measures such as support for skills validation and recognition of prior skills as well as supporting migrant entrepreneurship. In the Council Conclusions, Member States stress their support for the increased efforts of the European Commission to foster migrant integration with the help of EU instruments, including the recent Action Plan on the integration of third-country nationals. Specific EU policies and measures have focussed on recognising and validating skills through, for example, the **EU Skills Profile Tool for Third-Country Nationals**.⁹ This multilingual tool also

³ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, European Agenda for the Integration of Third-Country Nationals, COM (2011) 455 final, 20 July 2011, p. actual2.

⁴ <https://ec.europa.eu/migrant-integration/library/doc/common-basic-principles-for-immigrant-integration-policy-in-the-eu>

⁵ Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions, A Common Agenda for Integration. Framework for the Integration of Third-Country Nationals in the European Union, COM (2005) 389 final, 1 September 2005.

⁶ 2011 European Agenda for the Integration of Third-Country Nationals, op. cit.

⁷ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Action Plan on the Integration of Third-Country Nationals, COM (2016) 377 final, 7 June 2016.

⁸ General Secretariat of the Council, Conclusions of the Council and the Representatives of the Governments of the Member States on the integration of third-country nationals legally residing in the EU - Council Conclusions (9 December 2016), 153/1216.

⁹ Designed to be used by a broad range of stakeholders (e.g. national authorities, reception centres, social services, NGOs), this tool aims at supporting them in profiling the skills of refugees, migrants and citizens of non-EU countries who are staying in the EU. <https://ec.europa.eu/migrantskills/#/>

offers recommendations to users and helps them to select online courses.¹⁰ Recent initiatives at EU level also aim at involving employers in labour market integration, such as the **European Alliance for Apprenticeships** launched in 2013 and the 2017 initiative **Employers together for integration**,¹¹ the signature of the **European Partnership for Integration**¹² and the **Partnership on Inclusion of Migrants and Refugees**,¹³ which specifically focusses on refugees and other migrants.

Complementing current EU research on the integration of third-country nationals into the labour market, the primary added value of the present study is to focus exclusively on the integration of third-country nationals with the right to work in the EU Member States from a comparative perspective. It identifies good government practices at all levels that enhance labour market integration and includes examples of integration initiatives undertaken by private sector employers in selected Member States.



1.2. POPULATION OF THIRD-COUNTRY NATIONALS AND THEIR LABOUR MARKET PARTICIPATION

In 2017, the number of third-country nationals¹⁴ holding a valid permit was 19 525 751¹⁵. The share per 1 000 inhabitants shows substantial heterogeneity, ranging between three in Romania to 144 in Estonia and 161 in Latvia. Across the EU, the number of permits per 1 000 inhabitants tends to be lower in Eastern Europe (i.e. Romania, Hungary and Bulgaria) while Southern European countries (such as Italy, Spain, Greece, Cyprus and Slovenia) show higher shares.

Regarding the **reasons for migrating to the EU**, figure 2 below shows that in 2017, most first residence permits were issued for **family reasons** across most EU countries and particularly in Southern European countries (Italy, Spain and Greece). Member States show a strong variation in the share of permits issued for **remunerated activities**, ranging from Poland where they cover nearly all permits, to Greece, Austria and Italy where the share remains marginal. Data show that, in addition to Poland, the share of individuals migrating for work-related reasons are above average in Slovenia, Croatia, Lithuania, Czech Republic, Hungary, Malta and Cyprus. Residence permits for **educational reasons** are most frequently issued only for migrants coming to the UK and Ireland. **Other reasons**¹⁶ include permits issued for refugee status and subsidiary protection, humanitarian reasons, unaccompanied minors, victims of trafficking in human beings, residence only and residual categories. They make up most permits in Austria and Germany, while constituting a residual category in Eastern European countries (e.g. Estonia, Poland, Lithuania, Croatia and Slovenia).

The special ad-hoc module on migration of the EU Labour Force Survey, undertaken in 2014 (see figure 3),

shows some interesting additional detail on the employment status¹⁷ of those third-country nationals who had migrated to the EU. The 76 % of all those who said to have migrated for work had no job at the time of arrival, whereas only a minority (24 % of those migrating for work) had secured employment prior to arrival.¹⁸

This first group in particular would therefore have strongly benefited from labour market integration support, also needed to reduce the gaps in employment and unemployment between the national and migrant population. In 2017, the difference between the employment rates of third-country nationals and that of nationals in the EU was of 15.4 percentage points (p.p.) in favour of nationals. In Germany, the difference was as high as 26 p.p. and even higher in Belgium, the Netherlands and Sweden.¹⁹ The unemployment among third-country nationals aged between 15 and 64 years-old was generally higher than the rate among the overall population, with significant differences in Sweden (29.5% vs 6.9%), Belgium (25% vs 7.1%) and France (23.9% vs 9.5%). The only exception was Cyprus, where the unemployment rate for third-country nationals was slightly lower than the rate of non-migrants (10.6 % vs 11.3 %) and the Czech Republic, where it was very close to the levels of the overall population.

While the unemployment rate of third-country nationals throughout the EU was higher compared both to that of host country nationals and EU nationals, it has decreased steadily since 2014. The rate has dropped one percentage point more for third-country nationals and for those EU-born than for those native born.²⁰ But, compared to the prevailing gap, progress is very slow.

10 <http://ec.europa.eu/social/main.jsp?langId=en&catId=1412&newsId=9125&furtherNews=yes>

11 https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/european-dialogue-skills-and-migration/integration-pact_en

12 The 'European Partnership for Integration' lays down key principles and commitments to support and strengthen opportunities for refugees and migrants legally residing in the EU to integrate into the European labour market, https://ec.europa.eu/home-affairs/sites/homeaffairs/files/e-library/documents/policies/legal-migration/integration/docs/20171220_european_partnership_for_integration_en.pdf

13 The European Alliance for Apprenticeships is an initiative of DG Employment (<http://ec.europa.eu/social/main.jsp?catId=1147>), the Employers together for integration of DG Migration and Home Affairs (https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/european-dialogue-skills-and-migration/integration-pact_en), the European Partnership for Integration a joint initiative of both DGs (http://europa.eu/rapid/press-release_IP-17-5352_en.htm) and the last Partnership was developed in the Urban Agenda for the EU (<https://ec.europa.eu/futurium/en/inclusion-of-migrants-and-refugee>).

14 Throughout the statistical overview citizens of Norway, Switzerland, Liechtenstein and Iceland are considered third-country nationals, due to data limitations, as these countries are outside EU28.

15 All valid permits by reason, length of validity and citizenship on 31 December of each year [migr_resvalid] – extracted from Eurostat on 27/11/2018

16 Reference Metadata in Euro SDMX Metadata Structure (ESMS): Annex 5 - Definitions and methodological concepts. Accessible at: https://ec.europa.eu/eurostat/cache/metadata/Annexes/migr_res_esms_an5.pdf

17 No available data for: Bulgaria, Croatia, Finland, Lithuania, Luxembourg, Hungary, Ireland, Malta, Netherlands, Poland, Romania, and Slovakia.

18 Own calculations based on Eurostat data: *First generation of immigrants by sex, citizenship duration and reason for migration* [lfsa_14b1dr]. The European Union Labour Force Survey (EU LFS) is a rotating random sample survey of persons in private households to which an additional so-called ad-hoc module can be added to address specific subjects. In 2014, the subject addressed was the labour market situation of migrants and their immediate descendants. The overall quality of LFS statistics is considered high and LFS surveys are considered reliable sources applying high standards with regard to the methodology. However, the LFS, like all surveys, is based upon a sample of the population and the results are therefore subject to the usual types of errors associated with random sampling.

19 *Employment rates by sex, age and citizenship (%)* [lfsa_ergan] – extracted from Eurostat on 16/01/2019

20 *Unemployment rates by sex, age and citizenship (%)* [lfsa_urgan] – extracted from Eurostat on 29/10/2018.

Figure 1: Map of all valid permits in 2017
(Numbers by 1 000 people of total population)

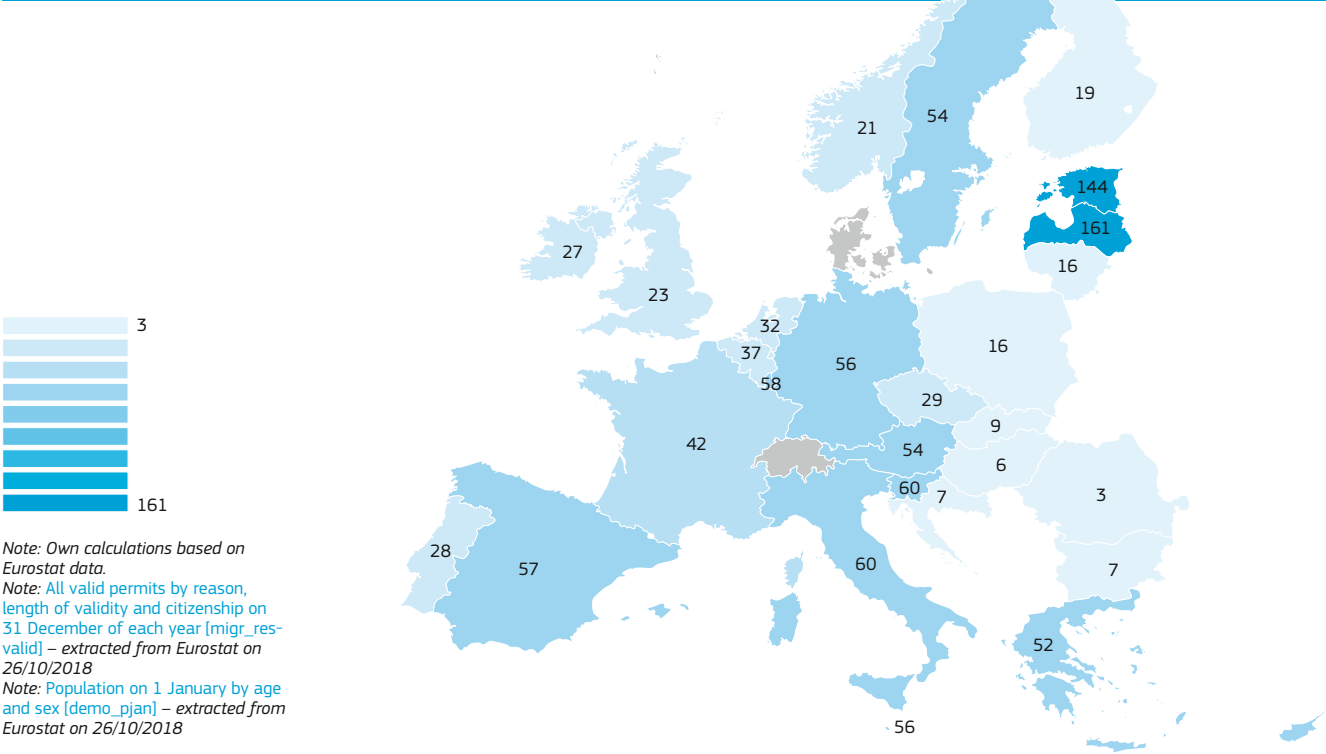
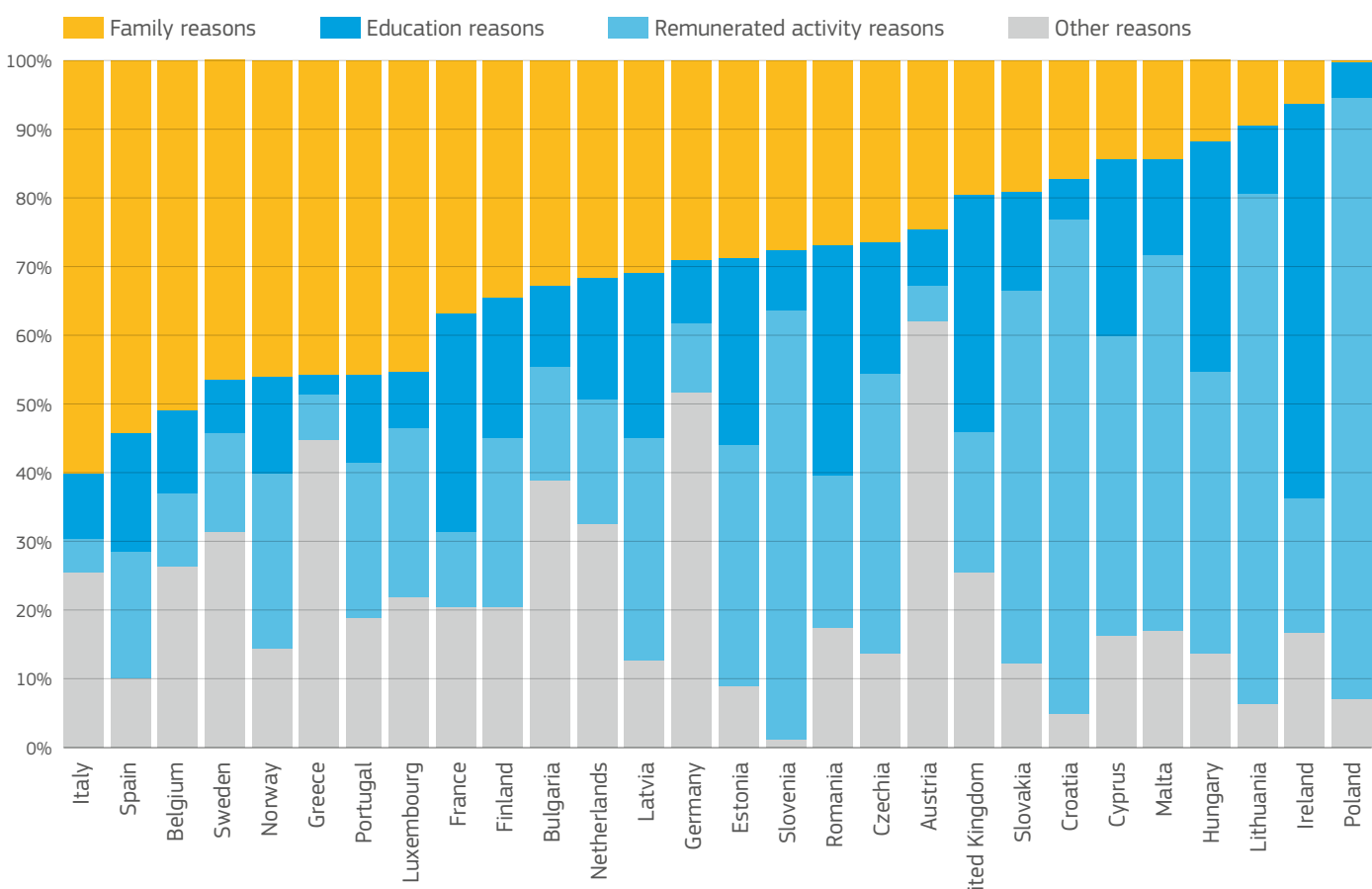
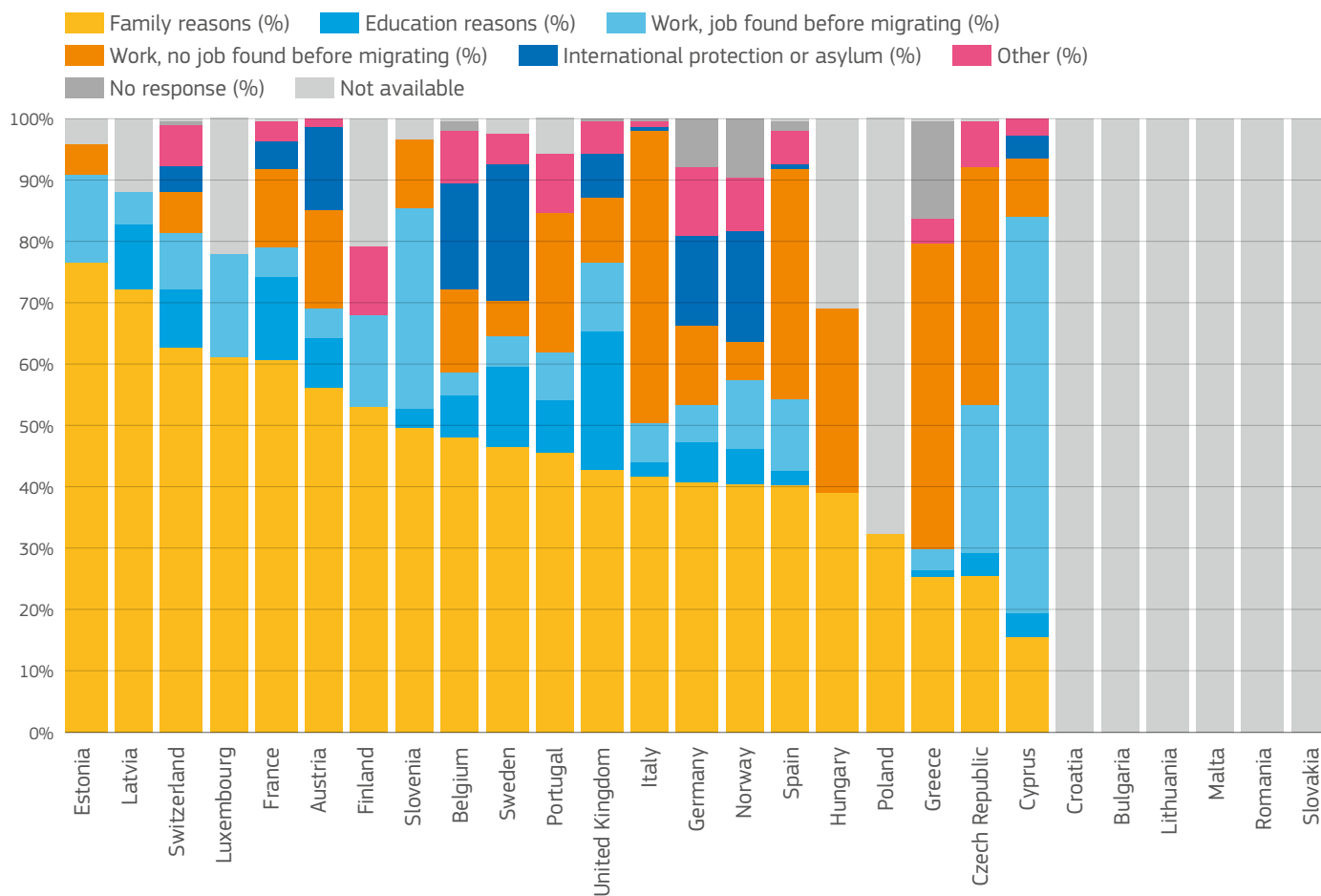


Figure 2: Share of first permits by reason in 2017



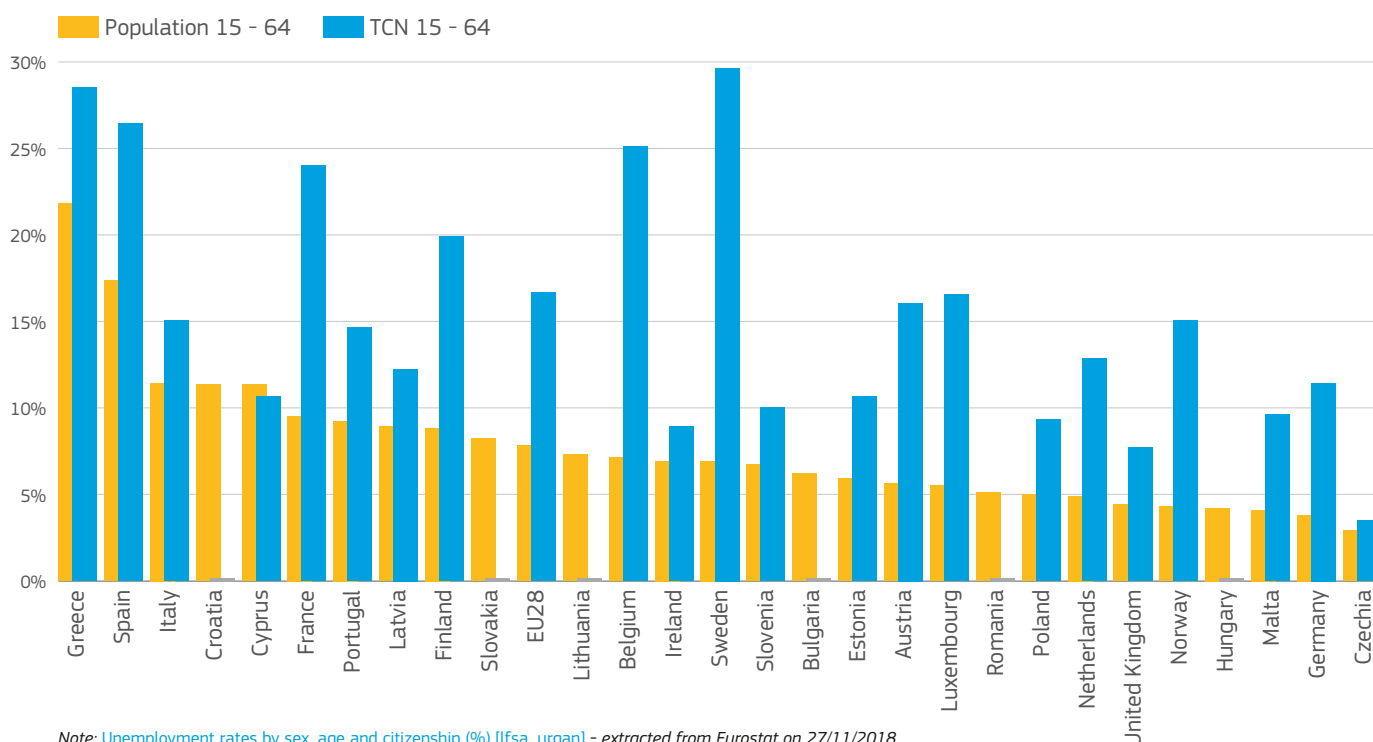
Note: First permits by reason, length of validity and citizenship [migr_resfirst] - extracted from Eurostat on 29/10/2018.
 Note: The definition of 'Other reasons' includes international protection.
 Statistics on Resident Permits. The main definitions and methodological concepts. Annex 8, pages 6-8. Accessible at: https://ec.europa.eu/eurostat/cache/metadata/Annexes/migr_res_esms_an5.pdf.

Figure 3: First generation of third-country nationals by reason for migration in 2014 (% of all responses)



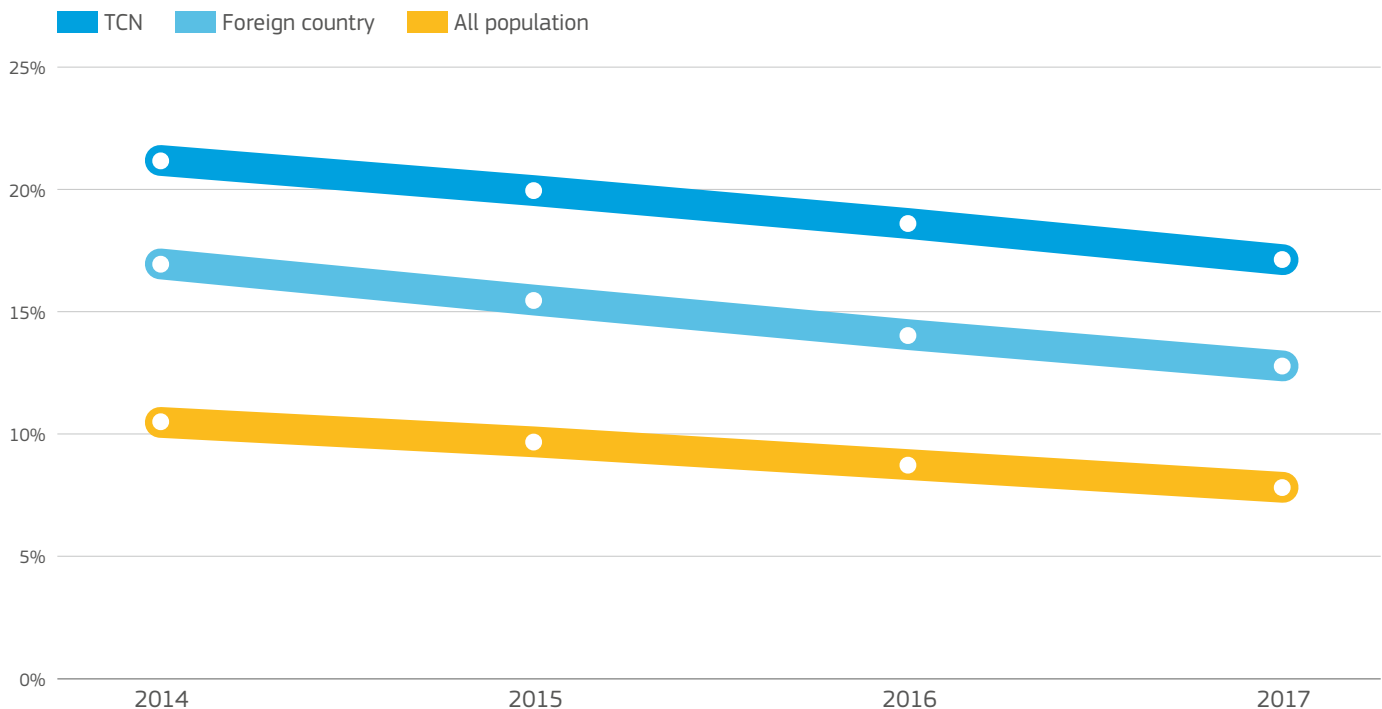
Note: First generation of immigrants by sex, citizenship, duration and reason for migration [lfsa_14b1dr] - extracted from Eurostat on 14/8/2018. No data for missing countries.

Figure 4: Unemployment rates among general population and third-country nationals in 2017 (% of active population 15-64-year-olds)



Note: Unemployment rates by sex, age and citizenship (%) [lfsa_urban] - extracted from Eurostat on 27/11/2018.

Figure 5: Unemployment rate in EU28
(% of active population 15-64-year-olds)



Note: Unemployment rates by sex, age and citizenship (%) [lfsa_urgan] - extracted from Eurostat on 29/10/2018.

According to the national reports used in this study, third-country nationals were most frequently employed in the secondary sector, namely manufacturing,²¹ particularly construction²² and in the processing industry,²³ which suggests predominantly low-skilled jobs.²⁴ Finland, Ireland and Latvia break this trend, since their respective top-three sectors also included highly-skilled work,

particularly in the IT-sector. Four other Member States²⁵ also reported a significant increase in the number of work permits issued for (highly) skilled work during the reporting period. In Luxembourg, for example, the growth rate of third-country nationals in the IT-sector was 85.7 % between 2014 and 2017 and 70.8 % in the sector of professional, scientific and technical activities.

1.3. SCOPE OF THE STUDY

The study aims to provide up-to-date information on the application of **labour market integration measures for legally staying third-country nationals allowed to work in the EU Member States, focussing on first generation**. These include people with a work permit and people with a residence permit for family reasons²⁶ but who have a right to work in the EU Member States.

The study examines existing general and labour market integration policies in Member States targeting third-country nationals, focussing on those either recently implemented (as of 2014) or amended since 2014.

It then reviews illustrative examples of promising public labour market integration measures and integration initiatives implemented by private companies. Measures

provided by NGOs without any (financial) involvement from the Member States are considered beyond the scope of the study. Specific measures only designed for beneficiaries of international protection, asylum seekers, and students/graduates²⁷ are also excluded, although several labour market integration measures presented in this report may have also covered them.

The study covers integration measures that fall into the following categories: training and qualification, enhancement of (soft) skills, provision of information and counselling, enhancement of intercultural/religious/civic relations, targeted measures tailored to the needs of specific groups and/or vulnerable categories, incentive measures for migrants and/or employers, and support for self-employment.

21 AT, EE, PT BG; IE, IT, PT, SE.

22 BG, HR, CZ, EE, FR, EL, IT, LV, PL, PT, SI.

23 CZ, DE, HU, PL.

24 IT, LT, PT and SE have stated so explicitly.

25 HU, LU, PT, SE.

26 This group may include third-country family members of EU citizens and of third-country nationals.

27 An EMN Study on *Attracting and retaining international students in the EU* is currently under preparation.

1.4. METHODOLOGY

This synthesis report is based on national reports prepared by the EMN National Contact Points (NCPs). The national reports are based on data collected via a common template which included three series of questions:

- First, on the general and labour market integration policies in the Member States.
- Second, on the approach and focus of measures for each integration area of the labour market integration. NCPs have been asked to identify promising examples of public measures implemented to facilitate labour market integration of third-country nationals.
- Third, on promising examples of private sector initiatives to facilitate labour market integration of third-country nationals.

The study intends to present examples of promising measures rather than an exhaustive list of all existing labour market integration measures. NCPs were therefore asked to select a limited, possibly diverse set of examples, notably: up to six examples of public measures and up to six measures implemented by private companies. Measures were selected based on existing evaluations or feedback of relevant stakeholders. The selection of measures was made by NCPs and cannot be considered representative of all the integrations measures implemented in each Member State.

Some measures have been selected and presented as infographics in Part II of this synthesis report to illustrate the most common type of measure and the most innovative approach. This is to ensure a balanced representation of Member State and policy approach.

PART I: GENERAL AND LABOUR MARKET INTEGRATION POLICIES

Part I of the report provides an overview of general and labour market integration policies targeting third-country nationals across Member States. It

examines first existing integration policies in Member States and then labour market integration strategies and approaches.



2.1. OVERVIEW OF INTEGRATION POLICIES IN MEMBER STATES

2.1.1. Definition of integration

Most Member States define integration in their relevant national legislation and strategic or policy documents.²⁸ In most cases²⁹ this definition reflects or largely follows the concept of the Common Basic Principles for Immigrant Integration Policy in the EU of a **dynamic, two-way process of mutual accommodation** by all immigrants and residents of the Member State.

According to this definition, integration is based on the balanced principle of reciprocity, but some Member States³⁰ prioritise the role of the state and society to ensure that the **rights**, and equal and non-discriminatory treatment of third-country nationals are guaranteed through support or service provision and anti-discrimination measures. Other Member States³¹ tend to accentuate the **responsibilities** of third-country nationals to integrate and adapt to the host country to ensure social cohesion and security through a managed integration process.

2.1.2. Main integration challenges

Member States reported that some of the main challenges to integration for migrants were directly or indirectly connected to **removing obstacles** facing

third-country nationals in accessing the labour market,³² often higher for women.³³ The main barriers identified were:

- **Lack of language skills.**³⁴ Knowledge of the national language is fundamental to socio-economic participation and integration in general;
- **Lack of recognition of qualifications** and taking a job that **does not match the skills** and qualifications.³⁵ Shortcomings here could lead to unemployment, underemployment or social dumping;
- **Discriminatory practices.** Even where the above were not considered major obstacles, some Member States reported that third-country nationals could still be subject to discrimination in recruitment processes.³⁶

The language and qualification barriers identified by Member States correlate with the obstacles reported by migrants to access the labour market (see figures A1.1 and A1.2 in the Annex Source: 2014 Labour Force Survey, Eurostat). A lack of language proficiency was cited mostly by migrants in Estonia and Scandinavian countries (Norway and Sweden) and by those in Austria and Belgium, where the share of migrants identifying this as a key obstacle was more than 20 %.³⁷ A lack of recognised qualifications was also frequently reported by

28 AT, BE (partly), CY, CZ, EE, EL, ES (partly), FI, FR, HU, IE, IT, LT (since 2018), LU, LV, NL, SE, SK, UK.

29 All of the above with the exception of EE, EL, LT, LV, UK.

30 CZ, FI, FR, EL, ES, IE.

31 AT, EE, NL.

32 AT, BE, EL, ES, FI, FR, IE, PL, SE.

33 AT, BE, FI, NL, PL, SE.

34 AT, BE, CZ, DE, HR, EE, ES, FI, FR, IE, IT, LU, LV, MT, NL, PT, SE, SI, UK.

35 AT, CZ, DE, ES, FI, IE, IT, LU, LV, PT, SE, SI.

36 AT, BE, DE, FI, IE, SE, SK. Sweden reported that according to the OECD report, Working Together: Skills and Labour Market Integration of Immigrants and their Children in Sweden (2016), applications with 'immigrant-sounding' names were more likely to be sorted out by job recruiters especially in small and medium-sized companies. The 2016 Report from the Institute for Evaluation of Labour Market and Education Policy (IFAU), *Arbetsförmedlares beslutsfattande och stereotyper kopplade till utseende*, highlighted the preference for a stereotyped Swedish-looking appearance. Austria reported that migrants can be disadvantaged as a result of prejudice rooted in stereotypes, including in the recruitment process. An example cited involved women from certain countries, who in job placement were automatically classified in the low-wage sector without any regard to their qualifications.

37 Host language skills reported by newly arrived third-country nationals tend to vary depending on the hosting country, with most migrants in Croatia and Portugal stating to be mother-tongue speakers. Language skills tend instead to be poorer for migrants in most Eastern European and Scandinavian countries, and especially in Cyprus, where only roughly 10 % of migrants rated their skills to be either at mother-tongue or proficient levels.

migrants in most EU countries, notably in Austria, France Germany, Italy and Spain.³⁸

Other relevant challenges reported included:

- **Creating tolerance** in mainstream society and **combating discrimination**;³⁹
- Increasing **civic participation** by providing information on rights, access to services and conveying obligations and values;⁴⁰
- Integrating a **high number** of newly arrived third-country nationals.⁴¹

2.1.3. Immigrant integration strategies

Most Member States have developed integration strategies,⁴² action plans⁴³ and/or policy models.⁴⁴ While most are 'comprehensive', i.e. not exclusively targeting the third-country nationals within the scope of this study but also other migrant groups,⁴⁵ several policy measures specifically target the needs of newly arrived third-country nationals, as explored in more detail in Part II. The underlying goals and objectives were broadly found to be based on the Common Basic Principles, albeit to varying degrees, in terms of their content and scope.

Where strategies or plans exist, they combine the application of mainstream and tailored measures in equal terms. Some Member States⁴⁶ lean towards a **mainstream approach** to the integration of third-country nationals, considering it a horizontal policy matter. The overall objective of their strategies and plans is to provide access to mainstream service provisions⁴⁷ and relevant policy measures that target all residents⁴⁸ or all those needing integration,⁴⁹ while services are required to adopt a non-discrimination and diversity policy.⁵⁰ Other Member States⁵¹ have adopted a more **individualised approach** via (mandatory)⁵² integration programmes, whereby in addition to (civic orientation and) language courses, newcomers receive, support customised to their individual integration needs.⁵³ Member States complemented these two broad policy approaches with additional tailored measures. For example, some⁵⁴ have one-stop shops for third-country

nationals (and EU-members) and their employers to advise on employment, housing, health, etc. Education or training programmes with a language component specifically catering for unemployed migrants are available in Ireland.

Very few Member States⁵⁵ did not have a specific strategy or policy approach for integrating third-country nationals. These notably were the Member States with less experience with immigration (mostly the EU-12). These Member States usually allowed third-country nationals to access public services and general support measures offered under the same terms and conditions as to nationals,⁵⁶ but also implemented some tailored integration measures (see also Part II of this report).

2.1.4. Implementation of main integration measures

The main general measures actively implemented were language⁵⁷ and civic orientation courses,⁵⁸ designed mainly for newly arrived third-country nationals. **Courses teaching the host country language** were usually provided at levels A and B according to the Common European Framework of Reference for Languages. For example, Austria, the Flanders Region in Belgium, the Czech Republic and France made it mandatory to pass an A-level to obtain a 'certificate of civic integration' and/or a long-term/permanent residence permit. B1 level had to be successfully completed in Austria, Estonia and France for acquiring citizenship.

Language courses often involved a complementary component⁵⁹ of **civic orientation courses**, where these existed. Aiming to help third-country nationals to adapt and live autonomously, these courses provide information on (1) the history and culture of the host country; (2) the legal order, values and norms; and (3) access to public services (education, health service, work). Some Member States⁶⁰ had additional measures in place to improve guidance, counselling and access to public services for third-country nationals, such as around health and housing. Latvia and Lithuania for example established regional centres for migrants (including newcomers) providing information and counselling on public services and support measures.

38 As for other possible barriers reported by migrants, origin, religion or social background did not appear as a main barrier, having been reported only by migrants in Greece, Italy, the UK and Spain. Residence permits appear as a main barrier only for migrants in Cyprus. Finally, based on the available data, Latvia and Portugal were the two countries with the highest percentage of third-country nationals reporting not to have experienced barriers in finding suitable employment, being more than 40 % for Portugal and peaking at 70 % for Latvia.

39 BE, BG, DE, ES, FI, IE, LT, LV, PL.

40 AT, BE, CZ, DE, EE, ES, FI, SI, UK.

41 AT, DE, EL, FR, SE, UK.

42 BG, CZ, EL, HU, IE, LT (since 2018), LV, MT, PT, SI. Spain is working on a new strategy for the integration of migrants. The previous strategy covered the period 2011-2014.

43 AT, BE, DE, EE, FI, LU.

44 DE, ES, FI, FR, IT, NL, SE, SK, UK.

45 I.e. asylum seekers and beneficiaries of international protection, EU-nationals, nationals with a migrant background/foreign-born, re-emigrated nationals, non-citizens, stateless persons, ethnic minorities, students.

46 AT, DE, ES, IE, NL, LU, SE, UK.

47 ES, IE, UK.

48 ES, LU, SE.

49 AT, DE, NL.

50 This approach is based mainly on the Common Basic Principles 6 and 10.

51 BE, FI, FR, IT, MT (in preparation). The Law of 7 March 2016 on the rights of foreigners in France created a personalised 'republican integration pathway' lasting five years, based on the Republican Integration Contract (*Contrat d'intégration républicaine*, CIR). The Government plans to add a personalised vocational dimension to the CIR to improve access to employment.

52 Certain categories are exempt. FI's programme is non-mandatory.

53 This approach is based mainly on the Common Basic Principles 2, 4 and to a certain extent 6.

54 DE, FI, NL. One-stop shops also exist in CZ, EE and PT. In NL, these centres are only available to highly-skilled third-country nationals.

55 CY, HR, PL.

56 In some Member States, third-country nationals with certain permit types may have only limited access to public services, such as those with a permit for the purpose of family reunification in Croatia and Ireland.

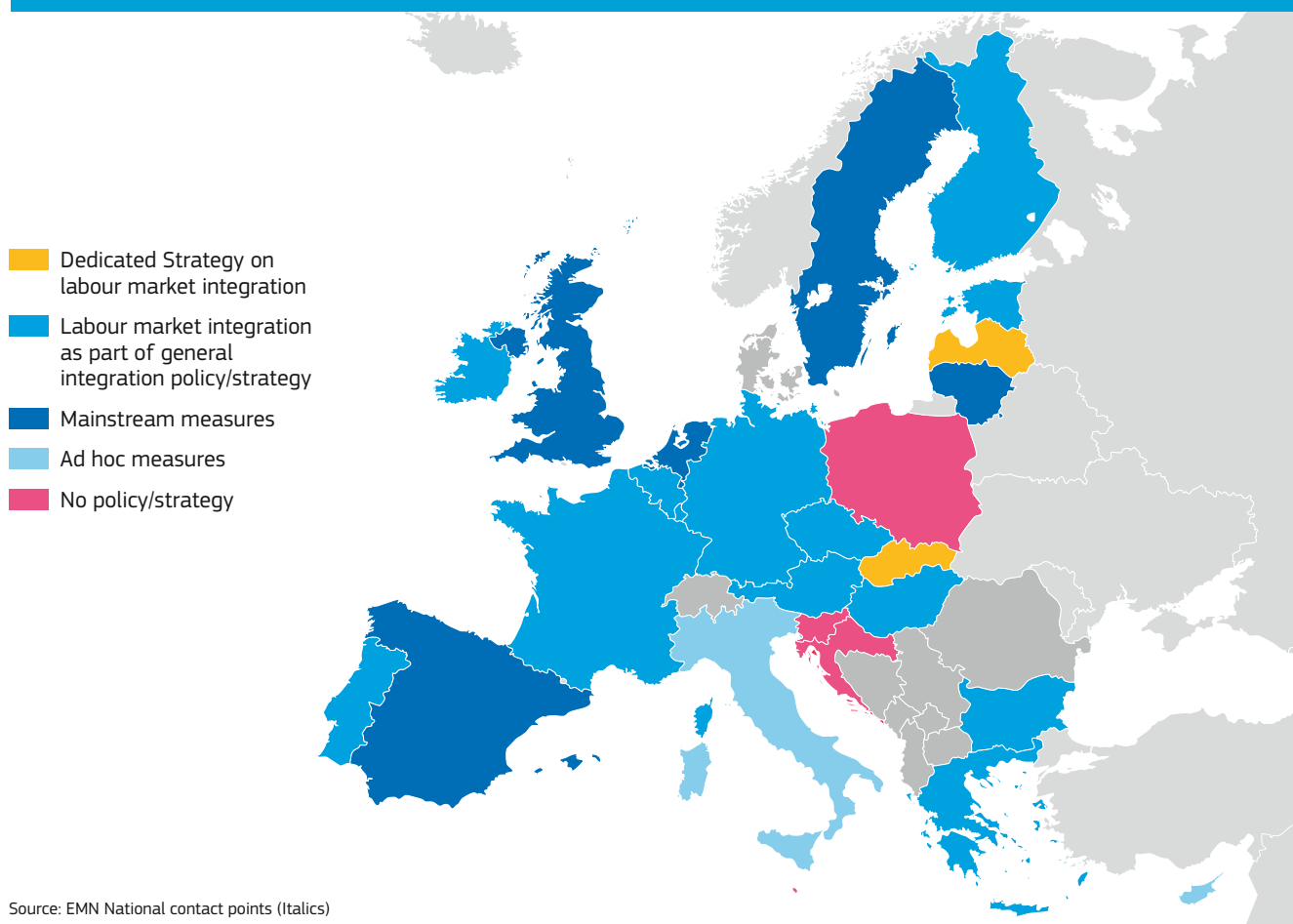
57 AT, BE, CZ, CY, DE, FI, FR, HU, IE, LT, LV, MT, NL, SE, SI, UK.

58 AT, BE, CZ, CY, DE, EE, FI, FR, LT, LV, MT, NL, SE, SI.

59 BE, DE, EE, FR, LV, MT.

60 CY, DE, ES, FI, HU, IE, LT, LV, MT.

Figure 6: Map of Member States' approaches to labour market integration



Source: EMN National contact points (Italics)



2.2. LABOUR MARKET INTEGRATION POLICIES IN MEMBER STATES

Most Member States had labour market integration strategies or policies in place targeting migrant groups, including third-country nationals within the scope of this study. In about half,⁶¹ the labour market integration strategy/policy was **integral to the general integration strategy or plan** mentioned above. Among these, Belgium's federal labour market integration plans fed into the federal general integration plans. Two Member States had dedicated strategies focussing on employment. Notably, Latvia adopted guidelines on inclusive employment which aim among others to further the integration of third-country nationals into the labour market. The Slovak Republic had prepared a strategy on foreigners' labour mobility and their integration into the labour market.⁶²

Four Member States⁶³ did not have a strategy but followed a **mainstreaming approach** with specific tailored objectives. At least two Member States, Cyprus and Italy, did not have a strategy, but implemented **ad-hoc measures**, mainly through the Asylum, Migration

and Integration Fund (AMIF) programmes.⁶⁴ Four Member States⁶⁵ did not have a specific **strategy or policy** in place for labour market integration of third-country nationals.

The overall **objectives** of Member States' labour market integration strategies or policies were generally very similar, namely to facilitate third-country nationals' access to the labour market to achieve self-sufficiency and socio-economic participation, to prevent labour exploitation and social dumping and to combat discrimination. To achieve this, the strategies and policies envisaged different measures, such as providing guidance and counselling, language and vocational training, skills assessments and skills-based matching, and incentives for entrepreneurship. In most Member States, public employment centres are key to performing these services and to forming partnerships with local authorities, companies or local integration bodies. The **rationale** behind the introduction and/or further development of these policies was to respond to labour market needs,

61 AT, BE, BG, CZ, DE, EL, EE, ES, FI, FR, LU, HU, IE, PT.

62 In the time of compiling the synthesis report (October 2018), the Slovak Republic government adopted a Strategy on Labour Mobility of Foreigners in the Slovak Republic (valid until 2020 and with a view extending it to 2030) available at <http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=27838>;

63 LT, NL, SE, UK.

64 Cyprus is currently preparing to draft a new integration strategy.

65 HR, MT, PL, SI.

improve social cohesion and manage the increase of incoming third-country nationals.

2.2.1. Impact of the migration influx

Member States reported that the high influx of migrants and asylum seekers in 2014-2016 did not significantly impact existing integration measures for third-country nationals within the scope of this study. Only a few initiatives⁶⁶ were substantially amended in scope and modalities of implementation. These changes were mostly linked to the need to accommodate larger numbers of beneficiaries and to manage additional funds for integration.⁶⁷ Member States also reported that the higher influx helped raise the profile of (labour market) integration within the political agenda and triggered policy changes that also benefitted the target group of this study (e.g. by including them in their scope).⁶⁸ These policies also helped establish new or better forms of cooperation between different governmental bodies, stakeholders and services, likely to have also affected legally residing migrants with the right to work.⁶⁹

2.2.2. Public and political debate

Generally, the integration of third-country nationals was considered a political priority or highly important by government authorities and legislators in most Member States.⁷⁰ Some of the above-mentioned recent policy changes also generated debate in the media and among the public, including over aspects of the mandatory integration programmes in Austria and the Netherlands and the federal 'newcomers declaration' and the required 'integration efforts' in Belgium.

Media and public debate predominantly centred on **the integration of third-country nationals into the labour market**, with criticism of the effectiveness of existing measures.⁷¹ For example, in France, the debate focussed on the challenges associated with the long and complex administrative procedures; in Ireland, it concerned the long and complex procedures for recognising qualifications and in Finland, integration measures came under fire because they were deemed

Extending migration policy novelties to all third-country nationals

In **Belgium**, the Flemish public employment service designed a programme to provide measures for job-seekers following the arrival of applicants for international protection, which was subsequently extended to other third-country nationals.

Finland introduced a systematic monitoring of integration indicators.

Austria accelerated its recognition of qualifications procedure and introduced a quality assurance mechanism for German language courses.

ineffective. Discrimination⁷² and labour exploitation⁷³ of certain groups of third-country nationals were raised. For example, research in Ireland suggested that Sub-Saharan African nationals were more likely to experience discrimination when looking for work. In Greece, live-in domestic workers from the Philippines worked under isolated and exploitative labour conditions and in Lithuania, high numbers of Ukrainian nationals entered the country with no knowledge of their rights or the language, meaning they often lived and worked in poor conditions and were underpaid.

Attracting third-country nationals to meet the labour market demand⁷⁴ was at the centre of political and public debate, regarded by some government authorities⁷⁵ as a political priority. Some Member States were facing or anticipating a shortage of workforce in specific sectors, from low to highly-skilled workers, partly due to demographic change.⁷⁶ Governments discussed how to attract third-country nationals to fill these gaps: by way of changing the shortage occupation list in Latvia and Lithuania, or national resident permits in Austria and Luxembourg, or by improving the accreditation of foreign qualifications in Germany. In the Czech Republic, several projects (with Ukraine, Mongolia, Philippines and Serbia) were introduced to facilitate the access of third-country nationals into the Czech labour market because of labour shortage.



2.3. IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICY: INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION

Reports from Member States highlight that implementing labour market integration policies is a cross-cutting exercise, requiring concerted action from

several government levels, public services and other stakeholders. The respective national institutional set-up can be broadly divided into centralised⁷⁷ and

66 CY, DE, EE, FI, LU.

67 FI.

68 AT, BE, CY, DE, FI, FR, IE, SE.

69 FI, LV, NL, SE.

70 AT, BE, DE, EL, ES, FI, FR, IE, IT, LU, MT, PT, UK, SE, SK.

71 AT, BE, FI, FR, IE.

72 BE, EL, FI, IE.

73 EL, IE, IT, LT.

74 AT, BG, CZ, DEEE, ES; FI, FR, HR, LT, LV, LU. Referring exclusively to third-country nationals: BG, EE, FR, HR. Referring to third-country nationals as well as EU mobile citizens: AT, DE, FI, LV.

75 DE, FI, IE, LT, LV, LU, MT, SI.

76 BG, DE, EE, FI, LT, LV, SI, SK.

77 BG, CY, CZ, FR, HU, LT, LV, MT.

decentralised⁷⁸ frameworks. The main responsibility for the overall implementation and coordination tends to lie within the Ministry of Interior⁷⁹ in the **centralised model** and within the Ministry of Labour⁸⁰ in the **de-centralised model**. With the centralised model, responsibilities tend to be bundled into one or two ministries, some with specialised consultative bodies,⁸¹ whereas in decentralised structures, responsibilities in (planning/ designing and) implementing policies are spread across federal/regional and local authorities. All Member States that have adopted a mainstream integration approach operated a decentralised framework.

In all Member States, the public employment services are mandated to support job placement, skills training and counselling. Education institutes and agencies are responsible for recognising qualifications and providing training. Across all Member States, non-governmental organisations and educational institutions emerged as important partners driving the implementation of employment integration services.⁸² Employers or employers' organisations were widely recognised as a main partner and appeared as key stakeholders in about 17 measures, or about 15 % of the measures reviewed here.⁸³ Across the EU, many Member States performed periodic **monitoring exercises and evaluations** of labour market integration of third-country nationals, in some form or other.⁸⁴ Member States usually produced more than one type of monitoring report or study, undertaken by different bodies, with the frequency (on average annually) as well as the scope of the reports varying within and across the Member States. Reports usually analysed the topic of integration in general and included a section on the labour market situation, whereas additional studies and reports were regional or had a changing thematic focus, such as on labour market integration.

Monitoring and reporting on the labour market situation of third-country nationals

In Belgium, the biannual 'Socioeconomic Monitoring Instrument' (labour market and origin) collects and analyses data on the labour market situation of people with a migration background in Belgium. The instrument cross-references individual administrative data and administrative data related to matters such as national backgrounds with conventional socio-economic data such as wage structure and location. Integration is also monitored at regional level. Policy recommendations are made based on analysis.

In the Czech Republic, the Centres for the Support of the Integration of Foreigners provide quarterly monitoring reports of their respective region with a basic overview of integration of foreign nationals. Emphasis is primarily on problematic phenomena in the field of employment of foreign nationals (e.g. violations of workers' rights, personnel downsizing, undeclared work, suspicious activities of employment brokers and temporary-work agencies).

When measuring aspects of integration, monitoring exercises employed various indicators, mostly including or related to the **Zaragoza Indicators**,⁸⁵ disaggregated by nationality and, in some cases, by residence permit status. A combination of **quantitative and qualitative methods** was used,⁸⁶ based on data from micro-censuses, official surveys, registers and administrative data. Statistics were compiled by official statistics offices, public employment services or research institutes.



2.4. MAIN CHALLENGES IN DESIGN AND IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICIES

With reference to the relevance of the monitoring activities mentioned above, the **lack of comprehensive data** on third-country nationals to inform the design of labour market integration policies is considered a main challenge in Ireland. Such data refer to the level of employment and involvement in entrepreneurship of third-country nationals, as well as their needs. Another challenge is the **lack of a baseline and clear targets and indicators** against which to measure the implementation of integration policy.

The main challenges and obstacles in designing and implementing labour market integration policies reported by Member States were:

- Problems relating to **language courses**, such as availability, quality, teaching methods, adaptability and learning outcomes.⁸⁷ Austria, for example, reported the challenge of accommodating third-country nationals' diverse educational backgrounds during language acquisition. In Belgium, Estonia and Latvia, waiting lists to access language courses were long. France reviewed its courses by increasing the number of hours and adopting measures to improve

78 AT, BE, DE, ES, FI, IE, IT, NL, PT, SE, SI, UK.

79 BG and CZ (jointly with the Ministry of Labour), CY, FR, HU, SE, SI.

80 AT and DE (jointly with other Federal Ministries), ES, FI, IT, NL.

81 Bulgaria and Malta for example set-up an inter-ministerial body in relation to labour migration and on integration respectively.

82 AT, BE, CY, CZ, DE, HU, ES, FI, FR, IE, IT, LT, LU, LV, MT, PL, SE, and UK. Please note that the measures reviewed in this study are only a limited number of examples of promising practices. They are not representative of all measures implemented by each Member State.

83 See Part II below, referring to measures in AT, BE, CY, HU, IE, IT, LV, LT, LU, SE.

84 AT, BE, CZ, DE, EE, ES, FI, FR, HU, IE, IT, LV, PT, SE.

85 The Zaragoza Indicators are the EU's common set of migrant integration key indicators in four policy areas: employment (i.e. employment, unemployment and activity rates), education, social inclusion and active citizenship. They were adopted in 2010 in order to achieve better comparability among EU Member States.

86 E.g. by AT, EE, FI, FR, HU, LU

87 AT, BE, FI, FR, HU, IE, LV, LT, MT, PL, SE.

teaching quality since the attainment level of participants was relatively low. In Estonia, information about language learning opportunities was not readily available to interested third-country nationals, making these less accessible.

- **Recognition of skills and qualifications**, relating to a lack of mechanisms to properly evaluate skills and accredit qualifications,⁸⁸ or to the length of the accreditation procedure in Belgium and Spain, or the incompatibility of qualifications in Finland.
- Adopting a **tailored approach** adapted to the specific needs of some groups of third-country nationals.⁸⁹ The third-country nationals within the scope here are characterised by their heterogeneity. Low-skilled professionals require different additional support measures compared to entrepreneurs; family members of third-country nationals may also require specific support. Estonia observed a lack of comprehensive information on the needs of certain groups. France noted a lack of tailored support to access the labour market for certain groups such as young people under the age of 25.
- **Restrictive access to work permits** for third-country nationals with a residence permit for the purpose of family reunification, as they cannot automatically obtain a work permit.⁹⁰ In Croatia, family members cannot register as unemployed jobseekers with the employment office until they or their family member have been granted permanent stay. In Ireland, family members cannot access employment unless they apply for an employment permit, subject to certain requirements and restrictions. Employer- or occupation specific permits also prevent labour-market mobility of third-country nationals. These restrictions may have a negative impact on long-term employment outcomes of the third-country nationals and the attractiveness of staying in the country.
- Guaranteeing an efficient and sustainable implementation of measures was hampered by a **lack of a state strategy** (in countries where this does not exist)⁹¹ or **lack of an institutional coordination mechanism**⁹² between governmental departments, public services and NGOs. Even where such a mechanism exists, such as in Finland and Ireland, the **coordination of all actors** involved was reported as challenging. Bulgaria observed a lack of a specialised administrative body or unit responsible for analysis, coordination and implementation of the different governmental policies.
- Belgium, Luxembourg and Spain highlighted the challenge of involving **employers and employers' organisations** in labour market integration as partners in the design and implementation of policies, such as developing or identifying competences, or learning the language at the workplace.
- Finally, the lack of a **structured (funding) framework** due to project-based funding made long-term planning difficult.⁹³

88 DE, FR, HU, IE, LV, PL, IE.

89 BE, EE, FI, FR, IE, IT, LV, PL.

90 HR, IE. The number of residence permits issued in 2017 for family reasons were 1 694 in Croatia and 3 058 in Ireland (see Eurostat, and also figure 2 above).

91 HR, LT.

92 BE, BG, IT, LV.

93 EL, FI, LT, LV. In IE only in relation to the lack of a structured framework for English language provision through language programmes developed outside of their integration strategy.

PART II: MEASURES AND PRACTICES FACILITATING LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS

Part II of the report presents a selected sample of measures identified by Member States as promising practices for the labour market integration of third-country nationals. The measures were selected based on conducted evaluations or positive feedback from

relevant stakeholders.⁹⁴ This chapter first examines the main features of measures implemented by the public sector, followed by a review of initiatives by private sector employers.

3.1. DESIGN AND IMPLEMENTATION OF INTEGRATION MEASURES OF THE PUBLIC SECTOR

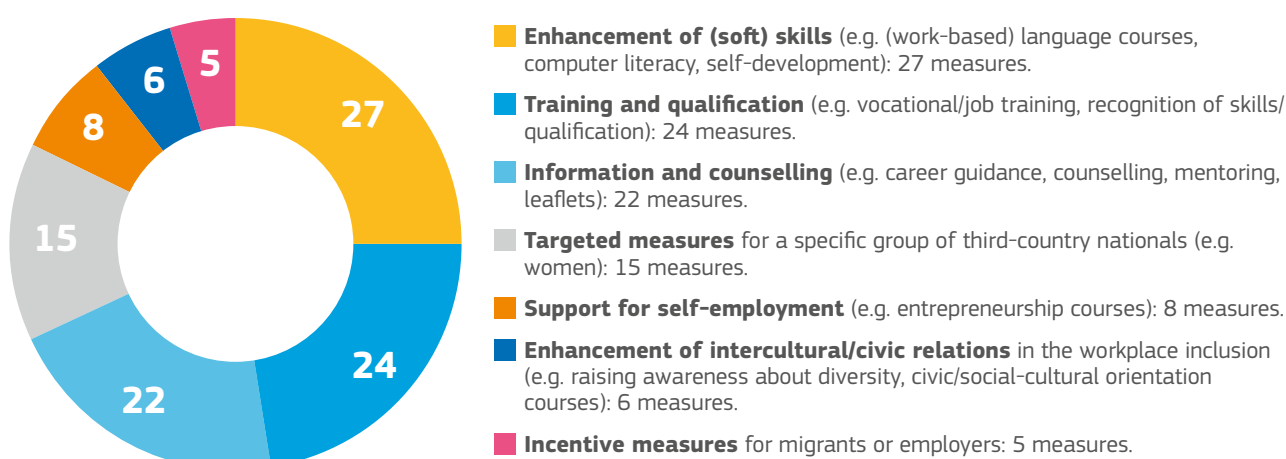
This section reviews selected measures identified by Member States as promising examples of state-funded integration support initiatives.⁹⁵ Some measures are described in greater detail in infographics, to illustrate the most common measures reported and the innovative approaches.

Member States put forward 95 different examples of promising integration measures implemented by the public sector. These were divided into three types, namely

programme and systematic measures (long-term), projects (ad-hoc) and legislative/policy (structural) measures and categorised into seven labour market integration areas as indicated in figure 3.1 below.⁹⁶ Measures concerning the enhancement of (soft) skills were particularly frequently mentioned, followed by training and qualification and information and counselling.

Most reported measures were either long-term programmes (44 of 95) or (ad-hoc) projects (42 of 95).⁹⁷

Figure 7: Examples of promising public integration measures, by integration area



⁹⁴ It should be noted that this study does not provide an exhaustive list of all labour market integration measures in place in Member States. Instead, it provides an analysis of a limited selection of specific measures (one-two measure(s) for each area, with a maximum total of six measures) supporting third-country nationals' labour market integration and which are considered a good or promising practice by relevant actors. The selection of measure was made by EMN National Contact Points and cannot be considered as representative of all the integrations measures implemented in each Member State. A list of all reported measures can be found in the annex to this report. Measures have been categorised by labour integration areas and numbered based on the acronym of the respective Member State, with the number of the measure. They are referenced across Part II accordingly.

⁹⁵ Bulgaria and Croatia did not report on any integration measures.

⁹⁶ Some measures (BE1, FI4, IE1, IE2, IE3, IE4) cut across various areas and were counted more than once.

⁹⁷ Please refer to Annex 2.

In contrast, legislative measures made up only nine of the 95⁹⁸ measures reported. Regarding **accessibility** of the measures, some common characteristics emerged across thematic areas and type of measure, notably:

- Most measures required beneficiaries to have a **valid legal residence permit** (in line with the scope of the study);
- When measures were open to both third-country nationals and other EU citizens (not nationals of the Member State), the conditions for accessing a measure were the same;
- A few measures required that **specific conditions** be fulfilled depending on the nature of the measure itself. For example, a certain level of language competence⁹⁹ or professional experience¹⁰⁰ was required to access some mentoring or professional training programmes. To access specific job application support or vocational training programmes, some measures required to be registered with the public employment service.¹⁰¹
- Access to the measures tended not to be linked to a specific time period, meaning participants could benefit from the measures at **any point during their stay** in the Member State. A few exceptions apply, with some measures targeting only newly arrived migrants and thus limiting access to the period immediately following their arrival,¹⁰² or within two,¹⁰³ three,¹⁰⁴ five¹⁰⁵ or 10 years¹⁰⁶ after arrival.
- Nearly all reported measures were **voluntary**, except in Austria¹⁰⁷ and the Netherlands,¹⁰⁸ where third-country nationals had to comply with a compulsory integration agreement, including proficiency in Dutch. In Germany, participation was usually voluntary. However, in some cases (e.g. DE2) measures were mandatory for specific groups of third-country nationals.
- Nearly all measures, regardless if mainstream or tailor-made, were provided **free**, except for a few compulsory measures where a fee applied.¹⁰⁹
- Many measures were delivered in **multiple languages** to ensure accessibility for the target group. In a few cases, such a measure itself was only delivered in the language of the host country but promoted in other languages to reach the target group.¹¹⁰

Some general challenges relating to accessibility were raised, with some Member States experiencing difficulties in successfully targeting potential beneficiaries.¹¹¹ Other Member States however reported difficulties in managing high demand or unrealistically high expectations of beneficiaries compared to the actual assistance on offer.¹¹²

In line with the institutional framework outlined in Part I (see Chapter 2.3.), **NGOs** emerged as important partners, implementing employment integration services in most Member States¹¹³ together with **public employment services**.¹¹⁴ Employers or employers' organisations were key partners in about 15 % of the measures reviewed here.¹¹⁵ However, as also noted in Part I (see Chapter 2.4.), some Member States highlighted the need for (better) coordination between all the actors involved¹¹⁶ and more engagement from employers.¹¹⁷

The **sources of funding** for the measures can be categorised into four main areas:

- Government funding;¹¹⁸
- EU funds, i.e. Asylum, Migration and Integration Fund (AMIF), the European Social Fund (ESF) with the compulsory co-participation of national government budgets;¹¹⁹
- Combination of EU funds and government funding;¹²⁰
- Private-public sponsorship.¹²¹

As also highlighted in Part I, financial security, particularly when dependent on external funding, limits the capacity of Member States to translate *ad-hoc* measures into structural integration responses. For example, some measures were delayed, reduced in scope or discontinued due to lack of funding.¹²² Lack of guaranteed and stable source of funding or the institutionalisation of effective measures potentially undermined the sustainability of results and the positive impact on integration.

3.1.1. Promising examples of integration measures implemented by Member States

3.1.1.1. TRAINING AND QUALIFICATION

Measures involving training and qualification activities for third-country nationals were widely

98 *Ibidem*. Please note that measure FR4 is a short-term policy initiative and therefore falls under all three types of categories.

99 AT3, BE3, BE5, DE10, SE3, UK2

100 AT3, BE3, LV2

101 E.g. BE5, FI4, LT2, LV4, SE3

102 E.g. FI2

103 AT1

104 FI1

105 EE2

106 AT3

107 AT1

108 NL1

109 AT1, NL1

110 E.g. DE2

111 CZ1, LV2, LT1

112 EE1, FI1, FI2

113 AT4, BE5, CY4, CY5, CZ2, DE1, DE2, DE6, DE12, ES1, ES2, HU1, HU2, HU5, FI6, FR1, FR2, IE1, IT5, LV2, LV5, LU2, PL2, PL3, PL4, PL5, PL6, SE1, SE2, UK2

114 AT3, BE1, BE3, BE5, DE2, FI, FI3, FI6, LV3, LV4, LT1, LT2, MT2, MT3, PL7, PL8, SE3, SE4, SE5, SE6

115 AT3, BE1, CY1, CY2, CY6, ES1, ES2, HU2, IE1, IE2, IT2, LV4, LT1, LU3, SE5

116 E.g. FI3, FI5

117 LU2

118 AT1, AT2, AT4, DE10, EE1, FI1, FI4, FI6, FR1, FR2, HU1, HU5, IE3, IE5, IT2, LT2, PL7, PL8, UK1, SE4, SE3

119 BE2, CY1, CY2, CY5, CY6, CZ1, CZ2, DE10, FI2, FI3, FR3, HU1, HU2, HU4, IE1, IE4, IT5, LV2, LV3, MT2, PL2, PL5, SE6

120 BE3, BE4, DE1, DE7, ES1, ES2, LU2, LU3, IT3, LV4, MT1, PL3, PL6, PT2, SE5

121 BE5, DE3, IE3, FI5

122 BE5, LU2, PL5, PT5, UK1

Table 1: Focus and delivery methods of selected promising public sector measures related to training

See Annex 2 for more details on each listed measure

		FOCUS OF THE MEASURE					
		Vocational (further) training	Hard skills (e.g. IT skills)	Soft skills (e.g. intercultural/ social competence)	Academic studies	Language courses	Internship/ work placement
DELIVERY OF THE MEASURE	Classroom	DE1, ES1, FI4, LT1, LV3	EE2, IE1, PL1, PL2	DE1, DE3, FI1, IE1, PL1, PL2		DE2, EE2, FI1, FI4, HU1, IE1, PL1	
	Practical	FI4, LT1, LV3	FR2, IE1, PL1	IE1			ES1, FR2
	E-learning	FI4		PL1			
	Cooperation with private sector	LT1	ES1, LT1			FI1, FI4, HU1, IE1, LT2	PL1

Table 2: Focus and delivery methods of selected promising public sector measures related to qualification and skills recognition

See Annex 2 for more details on each listed measure

		FOCUS OF THE MEASURE		
		Information on skills recognition processes	Recognition of formal/ certified qualifications	Assessment of non-certified skills
DELIVERY OF THE MEASURE	Online website/platform	AT2, DE1	AT2, DE1	DE3
	Individual support	AT4, DE1, LU2	DE1, FI1, IE3	FI1, FI4, HU1, UK2
	Tests		DE1	HU1, DE3, MT3

reported by Member States. They most often focussed on providing services to recognise skills and qualifications of third-country nationals, improving skills, or a combination of the two.

Training-related measures

Some measures offered participants vocational training, training to foster hard- or soft skills,¹²³ or to gain work experience via a suitable traineeship/internship.¹²⁴ For the latter, close cooperation with the private sector was important in organising work experience or internships. The professions for which vocational training was provided varied but usually corresponded to labour-market needs. In Lithuania, for example, professional training included IT, bookkeeping and social work, whereas in Finland, nursing, construction, engineering and metal-work were mostly on offer. One measure targeted at craftworkers in France was particularly practice-oriented, offering the chance to work with a designer and take part in craft industry workshops. Vocational (further) training was usually organised by or in close cooperation with public employment agencies or other employment services, often with the rationale of ensuring that training activities corresponded to labour market needs. In Latvia and Lithuania, vocational training participants received a grant/scholarship.

Most of the reported training-related measures contained at least an element of group 'classroom' sessions, particularly for language courses and hard- and soft-skills training. Where the target group of measures were third-country nationals or EU citizens recently arrived in the Member State, language courses were provided as complementary to other training activities.

Within Germany's '**Integration through Qualification' measure (DE1)**, one of three priority areas focussed on designing and implementing bridge training for people wanting recognition of their foreign professional credentials. Between 2015 and 2018, 17 191 people participated in projects. Another priority was to enhance the intercultural skills of labour market actors (e.g. job centres, employment agencies, SMEs) through information events, trainings and counselling sessions (51 148 participants between 2015 and 2018). Networking was another important complementary activity of measures in France and Poland, whereby participants received help building their professional network outside of internships or work placements.

Several measures included methods to enhance their accessibility via e-learning, including virtual workshops in Finland, or activities in the participants' mother tongue in Ireland. In Latvia, information about the measure was

123 CY1, FI4, LV3, LT1

124 BE1, ES1, IE4, HU1, IE5, UK2

ILLUSTRATIVE EXAMPLE MEASURE 1: GERMANY

Integration through Qualification (IQ Network) (DE1)**OBJECTIVE**

Facilitating formal and informal recognition of professional qualification

WHY

Foreign qualifications are often not formally recognised in Germany, generating a mismatch of skills and qualifications.

WHO

Adults with a migratory background, including newly arrived migrants.

WHAT

- Counselling on credential recognition and job training;
- 'Bridge' vocational trainings for people with foreign professional credentials;
- Information events, seminars and counselling to raise awareness about migrant-specific issues and eliminate discrimination within organisations.

HOW

Creation of a network of NGOs and competence centres that implement 380 sub-projects at local and regional levels. The network's efforts are coordinated by 16 regional networks with their Land-level coordinators providing counselling and training services.

WHEN

Started in 2005, upgraded to a funding programme in 2011, currently ongoing.

WHERE

Nation-wide.

LINK

<https://www.netzwerk-iq.de>

**RESULTS /IMPACT**

Between January 2015 and June 2018:

- 166 409 consultations about recognition of qualifications;
- 17 191 participants in a qualification project run by the IQ Network;
- 51 148 participants in 3 780 seminars on intercultural competences.

CHALLENGES

Differences in recognition procedures for qualifications among federal states and ensuring efficient cooperation between responsible bodies.

BUDGET

Co-funding between the State and European Social Fund (ESF); total funding amount within the period 2015-2018: EUR 243 million; total target amount within the funding period 2019-2022: EUR 268 million.

available in the language relevant to the third-country national or via an interpreter.

Qualification and skills recognition

Measures here addressed different stages of the skills recognition process and often combined several activities within one measure. For example, some provided information and general counselling services concerning the legal processes for skills recognition in the respective Member State, while others (also) supported the mapping of skills and qualifications. Online tools were used in

measures providing information and recognising formal qualifications. For example, the **Austrian platform (AT2)** included an online guide and descriptions of more than 2 000 different professions. A unique feature of this platform related to the information it provided on hiring a foreign employee, specifically aimed at employers. Conversely, the assessment of non-certified skills was performed via one-to-one consultations or special tests. A good example of a test for skills assessment was the German **'MySkills' measure (DE3)** for various professions, available in six languages. Other measures

Table 3: Focus and delivery methods of measures on enhancement of (soft) skills



See Annex 2 for more details on each listed measure

		FOCUS OF THE MEASURE			
		General language skills	Professional language skills	Professional skills (e.g. IT/computer skills, CV writing)	Democratic system, culture and values
DELIVERY OF THE MEASURE	Classroom	CY2, CY3, DE2, FI1, FI2, HU2, IE3, IE4, IE6, LV5, PL3, SI1	DE2, FR2, FR3, IE1, SE3	CY3, CZ3, FI1	CY3, DE2, HU2, IE1, IE3
	Interactive workshops/seminars	PL3		CY3, CZ3, FR3, HU3, FR2, IE1	CY4
	E-learning/online content	DE11, PL4, SE1		HU2	
	Computer courses			CY3, CZ2	
	One-to-one mentoring	SE2		HU3, IE1	
	Special leave for language training	LU1			
	Exams	AT1, DE2, SI1			AT1, DE2
	Involvement of the host country community	IE3		CZ3	CY3, HU2

also provided support in different languages, such as in Austria (English, Turkish, Bosnian-Croatian-Serbian, Arabic and Farsi/Dari) and in Finland (e.g. Arabic, Somali, and English).

3.1.1.2. Enhancement of (soft) skills

A key element of successful integration of third-country nationals into the labour market is sufficient understanding of the host country's language. Here, almost all measures aimed at improving (soft) skills reported by Member States focussed on providing (professional) language training, either alone or as part of a wider set of activities. The tools used varied, with activities around language skills generally involving 'classroom' courses but also e-learning elements in Hungary, Poland and Sweden (online films). For example, in **the Hungarian 'C'mon, let's speak Hungarian' (HU2)** measure, an online interface/mobile application offering practice materials complements language classes. **The Swedish 'Language Friend' (SE2)** measure adopted a unique approach by matching Swedish-born volunteers with foreigners at local level. In Ireland, English classes also connected migrant communities with Irish locals. In most cases, the classes for general language skills were targeted at beginners with no or very basic knowledge of the host country language. In contrast, the courses aimed at teaching professional language skills often either entailed or led to more advanced proficiency levels¹²⁵ or, as in **the French 'La Fabrique Nomade' (FR2)** measure, taught technical vocabulary relevant to a specific profession.

Measures aimed at developing other skills (e.g. IT skills and CV writing) were generally more practical, involving interactive workshops/seminars, computer courses or

one-to-one mentoring. To generate understanding of their culture and values, Cyprus and Hungary went beyond training and organised cultural events within the local community, to prevent discrimination and raise awareness about diversity. While not directly linked to labour market integration, such activities were considered to indirectly impact labour market opportunities for third-country nationals.

To encourage participation in the measures, some Member States reimbursed related costs. For example, the Czech Republic¹²⁶ reimbursed travel and childcare costs and/or offered a small fee if the participant met the minimum attendance requirement. In **Luxembourg**, employers and employees were entitled to compensatory benefits when the employee (with prior approval from the employer) applied for linguistic leave to attend Luxembourgish language courses to learn or improve language skills.

3.1.1.3. Information and counselling

Information and counselling were identified as a main area of support offered to third-country nationals to improve their access to employment. Measures often had a multiple focus and most commonly involved informing third-country nationals about available job or vocational training opportunities. This was combined with support in applying for jobs e.g. preparing application forms and CVs, preparing for interview¹²⁷ or help defining individual professional career pathways and identifying suitable job offers.¹²⁸ Some measures offered more than simply access to information. They aimed, for example, at generating actual opportunities for jobseekers to develop their professional network useful to identifying job opportunities, and developing soft-skills

125 E.g. DE2

126 CZ3

127 AT3, BE3, BE5, CY5, CZ1, CZ3, LU2, SK1

128 AT3, BE3, BE5, CZ1, CZ3, DE4, DE5, LU2, SE4, SK1

ILLUSTRATIVE EXAMPLE MEASURE 2: SWEDEN

Professional Swedish for Immigrants (SE3)

OBJECTIVE
Better Swedish
language skills of
foreign nationals within
a professional area

WHY

To improve the offer of Swedish language courses for immigrants.

WHO

Foreign jobseekers enrolled in the Swedish Public Employment Service with basic knowledge of Swedish.

WHAT

A six-month professional language course, voluntary and free of charge, divided into three different modules:

- Professional Swedish A for those who will take part in labour market training.
- Professional Swedish B for those taking part in labour market training.
- Professional Swedish B for those taking part in vocational training or working.

Traditional teaching and lectures are combined with study visits to improve understanding of the Swedish labour market and the profession in question. Each course begins with a language test to ensure that teaching is adapted to the needs of the jobseekers.

HOW

- Grant programme managed by the Swedish Public Employment Service, delivered through educational service providers. In 2017, nine subcontractors provided Professional Swedish B.
- The grant can be combined with other training programmes or internships and can be extended if special needs are identified.

<https://www.arbetsformedlingen.se/Om-oss/For-leverantorer/-For-leverantorer-av-upphandlade-arbetsformedlingstjanster/Aktuella-arbetsformedlingstjanster/Yrkessvenska>

LINK**RESULTS
/IMPACT**

- Professional Swedish B was provided to 2 278 job seekers.
- High degree of flexibility regarding the distribution of the service, both geographically and in its implementation.

CHALLENGES

Particularly in smaller cities, the number of participants for different professions was often too low. This led to complaints that the courses were not sufficiently targeted to each profession.

BUDGET

Funding is provided by the Swedish Public Employment Service. In 2017, expenditure of 115 million SEK (EUR 12 163 227).

such as self-confidence and conflict management skills.¹²⁹ Several measures also indirectly aimed to boost social cohesion through increased inter-generational and inter-ethnic links and social ties.¹³⁰

Counselling and assistance were largely offered to third-country nationals via **one-stop shops**¹³¹ or **information centres**.¹³² One-stop shops provided a single point of access to an integrated package of information and counselling services for third-country nationals, who could meet representatives from different offices and

institutions in one place. Generally, this included information about the national employment system, information on finding a job and help complying with registration, taxation and other administration necessary to settle and work in the country. To improve accessibility to such services, the Cypriot information centre (CY5) used an 'InfoBus' to take qualified staff to third-country nationals with limited access to information centres.

Information centres tended to focus more on offering information on job opportunities, administrative

129 AT3, BE3, BE4, BE5, DE12, FI1, SE4

130 BE4, BE5, CZ1, CZ3

131 DE5, FI3, LV2

132 CZ3, DE4, DE5, DE12, CY5, PL7, SE4, SK1

Table 4: Focus and delivery methods of measures providing information and counselling

		FOCUS OF THE MEASURE				
		Information on available employment or vocational training opportunities	Tailored support to the job application process	Defining an individual professional career pathway and identify job offers	Develop professional networks and soft-skills	Inter-generational and inter-ethnic links
DELIVERY OF THE MEASURE	One-stop shops/information centres	CY5, CZ1, DE5, FI3, LV2, PL7, SK1, DE12	CY5, CZ1, SK1	CZ1, DE5, SE4, SK1	SE4	
	Counselling based on assessed needs	CZ3, BE4, LU2, EE1, PL5, SK1	CZ3, BE4, LU2, DE4, SK1	BE4, LU2, PL5, EE1, SK1	CZ3, BE4, LU2	BE4, CZ3
	Mentoring and coaching	AT3, BE3, BE5	AT3, BE3, BE5	AT3, BE3, BE5, SE4	AT3, BE3, BE5	BE5
	Job-related modules in integration courses	FI1, FI6,		FI2	FI1, FI2	FI1
	Online platform	DE4, IT5				
	Employment related legal counselling	CZ1; CZ3, SK1				
	Guides for companies	DE4, LU3				

See Annex 2 for more details on each listed measure

procedures and useful services, for example through leaflets, social media and online platforms. The International Organization for Migration (IOM)-led information centre in the Slovak Republic combined traditional information and advice services with dedicated one-stop shop days.¹³³ In the Czech Republic, the network of integration centres also provided free **legal advice** on employment-related issues.

Several measures were delivered through **information sessions** or **individual interviews** to assess the needs of the third-country national, followed by **tailored help** in the form of coaching, workshops or training.¹³⁴ **Mentoring**¹³⁵ and other forms of **professional coaching**¹³⁶ were also mentioned as effective support for the labour market integration of third-country nationals. The mentoring programmes typically targeted highly educated third-country nationals with some relevant professional experience. Mentees were paired with senior professionals acting as mentors for six months. Mentors offered free advice to define a mentee's personal professional path and navigate the local employment environment. Mentorship programmes were adapted to different situations and needs. For example, the mentoring programme in Austria¹³⁷ was developed at central level and implemented in the respective regional branches. Its target group was regularly expanded and, as of 2015, the programmes also attempted to reach out to beneficiaries of international protection and university graduates. Conversely, the 'Connect2work' project¹³⁸ specifically addressed the challenges of integrating highly-skilled foreign language speakers in the Belgian

region of Flanders, while the Belgian project 'DUO for a JOB' predominantly targeted young people with a migration background.

Information and counselling measures were also delivered through tailored **job-related modules included in integration training programmes**,¹³⁹ or through **online platforms**¹⁴⁰ providing information on requirements, procedures and job opportunities. In Germany, the target group of the 'Make-it-in-Germany' portal was twofold: providing targeted information for high-skilled foreign labour and for employers interested in hiring them. Luxembourg¹⁴¹ also developed a **guide for employers** providing information about the advantages of recruiting third-country nationals, how to recruit them and good practices of employment and integration of third-country nationals.

3.1.1.4. Enhancement of intercultural/civic relations

Enhancing mutual respect, challenging discrimination and promoting equal opportunities and diversity were specifically included in the national integration strategies of several Member States.¹⁴² These emphasised the key role of boosting intercultural relations as a driver for integration of third-country nationals in general and specifically into the labour market.

The five measures reported by Member States broadly focussed on two areas. They aimed first to **increase the cultural awareness of employers** and their capacity to manage diversity in the workplace.¹⁴³ This was largely

133 SK1

134 BE4, CZ3, LU2, EE1, PL5, SE4

135 AT3, BE3, BE5

136 SE4, LU2

137 AT3

138 BE5

139 EE1, FI1, IE1, PL5

140 DE4, IT5

141 LU3

142 BE, DE, CY, EE, ES, FI, IT, NL

143 BE1, DE1, CY6, DE6, ES2, IT1

ILLUSTRATIVE EXAMPLE MEASURE 3: AUSTRIA

Mentoring for migrants (AT3)**OBJECTIVE**

Personalised vocational orientation, development of a career plan and improved soft skills

WHY

Lack of employment-oriented programmes for third-country nationals. Need for a labour market integration programme focussing specifically on people with a migration background with higher educational qualifications.

WHO

- People with a migratory background, including third-country nationals, beneficiaries of International protection and EU nationals. Potential to expand to university graduates with a migration background.
- Requirements: Job-seeking and 'job-ready', unrestricted access to the Austrian labour market; adequate German language skills (at least level B1); not residing in Austria for longer than 10 years; committed, outgoing and willing to learn.

WHAT

- Free six months mentoring programme;
- Pairing individuals with experience in business (mentors) with people with a migratory background (mentees);
- Mentors inter alia provide guidance, advice and contacts to facilitate integration into the Austrian labour market.

WHEN

Since 2008 (ongoing).

WHERE

State and federal level.

<https://www.integrationsfonds.at/weiterbildung/mentoring/> or <https://www.wko.at/site/Mentoring/mentoring.html>

LINK

**RESULTS /IMPACT**

- Survey to evaluate mentors' satisfaction. Example based on survey results in two provinces:
 - 100 % useful instrument for supporting labour market integration;
 - 79 % offering a personal benefit; and
 - 100 % of mentors considered multilingualism and international knowledge transfer to contribute to strengthening Austria's commercial reputation.
- According to the Austrian Economic Chamber, roughly a third of participants who completed the mentoring programme found employment after six months.
- Special prize in 2011 from the European Commission as part of the European Enterprise Promotion Awards; nominated for the 2011 Integration Prize and listed in the EU's best practice database for integration

CHALLENGES

Manage mentees' over-ambitious expectations about finding employment through the programme.

BUDGET

Co-funding between state and civil society funds with financial support from the Austrian Economic Chamber and the 'go international' Internationalisation Initiative Fund. In-kind support from (public) employment services and the Austrian Integration Fund.

Table 5: Focus and delivery methods of measures to enhance intercultural/civic relations



See Annex 2 for more details on each listed measure

		FOCUS OF THE MEASURE	
		Employers' cultural awareness and capacity to handle diversity	Third-country nationals' understanding of the work culture
DELIVERY OF THE MEASURE	Trainings and seminars for employers	BE1, CY6, DE6, ES2, IT1	DE6
	On-the-job/hands-on training for third-country nationals		MT2

achieved through cultural awareness and diversity management training and seminars for employers.¹⁴⁴ In Belgium, for example, intercultural/civic relations activities were part of the regional Action Plan 'Integration through work' of the Flemish public employment service¹⁴⁵ which planned preventive actions on anti-discrimination

and diversity to help Dutch-speaking employers and employees interact with colleagues with a migratory background. This was offered via workshops¹⁴⁶ and information sessions for employers.

Second, certain measures targeted third-country nationals to help them **better understand the work culture**

ILLUSTRATIVE EXAMPLE MEASURE 4: CYPRUS Training seminar for employers (CY6)

OBJECTIVE
To enhance the capacity of employers to manage cultural diversity and prevent discrimination in the work place.

WHO

Employers operating in sectors employing people with a migratory background.

WHAT

- Series of 22 seminars on cultural diversity (handling diverse cultural background in job recruitment, team work, etc.);
- Interactive activities and case studies.

HOW

- Activity coordinated by the private company MMC Ltd;
- Widespread promotion of the programme through leaflets and (social) media.

http://www.mmclearningsolutions.com/Project_Card.aspx?ProjectID=1344&ProjectCategoryID

LINK



RESULTS /IMPACT

- 22 seminars, 2 000 hours of intense tuition, reaching 290 eligible participants;
- Performance evaluation based on quarterly monitoring reports, on-site visits and participants' evaluation;
- 100 % of activities implemented. Feedback from participants suggests that some change in perception around cultural, ethnic and religious biases was achieved.

CHALLENGES

Financial sustainability. The project ended as funding ceased.

BUDGET

Full funding under the Integration Fund Annual Programme 2013 (95 % funded by EU budget and 5 % by state budget). The total expenditure for this project was approximately EUR 75 000.

144 BE1, CY6, DE6, IT1

145 BE1

146 As part of the Flemish Public Employment Service's "HELP modules".

Table 6: Target groups and delivery methods of targeted measures

See Annex 2 for more details on each listed measure

	TARGET GROUP OF THE MEASURE					
	Highly-skilled	Vulnerable people (e.g. homeless, at risk of poverty)	Specific groups of unemployed	Women	Spouses/partners	Small and medium enterprises (SMEs)
Career guidance	BE2		FR4, IT3, LV4	DE10, FI6		
(Social and legal) counselling		HU5, IE4	IT3	DE10, FI6		DE7
Recognition/assessment of skills and qualifications	BE2	IE4	IT3	DE10, FI6		
Language training	BE2	HU5, IE3		DE10, PL6		
Computer skills				DE10, FI6, PL6		
Opportunities for work experience			LV4, SE5	DE10, FI6		
Pre-arrival support					EE3	

of the country or a specific sector.¹⁴⁷ For example, in Malta, a sponsored traineeship programme was offered specifically to young third-country nationals. The thematic field ‘Civic Engagement and Diversity at the Workplace’ of the funding programme ‘Live Democracy!’ in Germany funded projects that offered activities such as role-play and theatre performance.¹⁴⁸

While only a few Member States reported specific measures to address this topic, it is worth mentioning that in several Member States,¹⁴⁹ civic/cultural courses are included in wider, more **general integration measures** and/or underpin the counselling provided by employment services to employers and employees. These also included tailored counselling to employers on how to manage/increase diversity in the workplace.

Anti-discrimination legislation and mechanisms to prevent, end or prosecute violations were considered an important support tool to enhance integration of third-country nationals into the labour market in several Member States.¹⁵⁰ Finally, the United Kingdom introduced an Integrated Communities Innovation Fund to offer grants to organisations to test new approaches to connect people from different backgrounds.

3.1.1.5. Targeted measures

Several Member States reported measures targeted at a specific group of third-country nationals. **Highly-skilled third-country nationals** were a frequently targeted category,¹⁵¹ along with the following:

- Vulnerable people: homeless migrants,¹⁵² third-country nationals in low-waged sectors,¹⁵³ all vulnerable third-country nationals, particularly beneficiaries of international protection,¹⁵⁴
- Specific groups of unemployed: young unemployed,¹⁵⁵ unemployed (former) unaccompanied minors,¹⁵⁶ unemployed 15-29-year-olds and those aged over 55,¹⁵⁷
- Women: unemployed women¹⁵⁸ or women from specific third countries.¹⁵⁹

One measure in Estonia specifically targeted the spouses/partners of foreign high-skilled workers who arrived in Estonia. A helpline provided information on working and living conditions in the country and current job opportunities, with the rationale it would encourage hesitant spouses/partners of employees to follow them to Estonia.¹⁶⁰ The measure ‘**Passgenaue Besetzung**’ (‘the right candidate for the job’) in **Germany (DE7)** is an interesting case since it did not target a specific group of third-country nationals but offered support and advice to SMEs during the selection procedure of trainees from third countries and provided advice concerning workplace integration of foreign skilled workers and migrants already living in Germany by establishing a welcoming culture both in the business and as part of recruitment abroad.

The measures mainly focussed on providing target groups with **tailored information** on issues such as

147 DE6, MT2

148 DE6

149 BE, CZ, DE, EE, FI, IT, MT, NL, SE.

150 BE, CY, DE, EL, FI, IE, SE.

151 BE2, DE7, LV1

152 IE3

153 IE4

154 HU5

155 SE5

156 IT3

157 LV4

158 DE10, FI6

159 PL6 for Ukrainian women.

160 EE3

ILLUSTRATIVE EXAMPLE MEASURE 5: ESTONIA

International Spouse Career Counselling (EE3)**OBJECTIVE**

Provide additional incentive to attract talent to Estonia by supporting the spouses of third-country specialists in finding a job

WHY

Spouses/partners of skilled workers are reluctant to come to Estonia due to limited knowledge about the country and available employment opportunities.

WHO

Spouses/partners of all EU and non-EU specialist workers who come to Estonia for work.

WHAT

Counselling service coupled, where appropriate, with other activities (workshops, training, language courses).

HOW

The service is provided by seven dedicated career counsellors in three different languages (Estonian, English and Russian).

WHERE

Major cities in Estonia (Tallinn, Tartu and Narva) and available via Skype prior to arrival in Estonia.

<https://www.workinestonia.com/working-in-estonia/international-spouse-career-counselling/>

LINK**RESULTS /IMPACT**

Unknown, since the measure was only recently launched. A more specific long-term strategy will be drafted, in which the outcomes and impact will be further defined.

BUDGET

The service is provided by the Estonian Unemployment Insurance Fund, which receives funding from the state budget. Around EUR 24 000 is spent annually on marketing activities.

housing, education and employment via counselling, career guidance and help with the assessment or recognition of skills and qualifications. In Finland, for example, such services were provided through employment workshops, where participants learned *inter alia* about working life and education opportunities. Some measures also involved more practical elements, focusing on specific skills such as language and computer training. Similar measures in Finland, Latvia and Sweden aimed to offer work experience. Such work placements or traineeships covered a wide range of sectors, including, the painting and decorating business in Sweden and the cleaning and security sector in Latvia.

The tools used to implement the measures were similar to those applied in other areas, including one-stop shops/information centres for integration support,¹⁶¹ recruitment or work-placement programmes,¹⁶² mentoring¹⁶³ and online portals.¹⁶⁴ One measure also included group therapy.¹⁶⁵ The latter, provided as part of a Hungarian measure, was combined with psychiatric and psychological care, given the likelihood that those targeted (including beneficiaries of international protection) may have experienced trauma. The **Belgian '@level2work project' (BE2)**, targeted at highly-skilled workers, entailed *inter alia* a one-stop shop consisting of both a portal website centralising information related to

161 BE2, EE3, HUS, IT3
162 DE7, IT3, LV4, PL6, SES
163 BE2, HUS
164 BE2
165 HUS

employment, entrepreneurship, integration, etc., and face-to-face information and assistance via a physical advisory desk.

3.1.1.6. Incentive measures for migrants or employers

Four examples of incentive measures were reported in the framework of this study. This partially reflects that only around one-third of the Member States have developed a specific approach to encourage employers to hire third-country nationals or to support third-country nationals to work in the host country as part of their national integration policy or strategy.¹⁶⁶ Around half took the approach of **granting third-country nationals formal access to incentives available to the general population**.¹⁶⁷ Other Member States developed measures specifically targeting third-country nationals and/or attracting skilled workers into the country.¹⁶⁸

The scope of the incentive measures was twofold. First, they aimed at **encouraging employers to invest**

in a diverse workforce. This was to be achieved by recruiting third-country nationals and/or adopting strong internal anti-discrimination mechanisms.¹⁶⁹ To this end, some Member States¹⁷⁰ chose to produce manuals and create awareness-raising campaigns targeting employers aiming to discourage discrimination and promote diversity. Others offered subsidises to employers who integrated third-country nationals into their companies¹⁷¹ or offered employers and employees, recruitment and on-boarding support services such as training and coaching.¹⁷² In Latvia, the municipality of Riga in conjunction with a leading think-tank conducted research on the behaviour of employers and international employees around integration into the workplace, resulting in the publication of a Workplace Integration Handbook.¹⁷³

Second, incentives aimed to **provide better access to social security and public services to third-country nationals** living in the Member State.¹⁷⁴ For example in Poland,¹⁷⁵ a bilateral agreement was introduced with Ukraine to allow Ukrainian citizens to apply for unemployment benefits, thereby facilitating free flow between Poland and Ukraine.

Table 7: Focus and delivery methods of incentive measures

See Annex 2 for more details on each listed measure

DELIVERY OF THE MEASURE	FOCUS OF THE MEASURE	
	Encouraging employers to invest in a multi-cultural working environment	Access to social security and employment services
Awareness raising and information activities	BE, FI ¹⁷⁶	
Subsidises	LT, SE ¹⁷⁷	
Training and coaching assistance	FIS, HU, IT ¹⁷⁸	FIS, HU, IT ¹⁷⁹
Social benefits		PL8
Cooperation agreements with public employment services in third countries	DE8	DE8
Guidance on good practices on integration in the workplace	LV6	LV6

3.1.1.7. Support for self-employment

None of the Member States had a specific approach to support self-employment of third-country nationals in their national policy or strategy. However, some offered access to mainstream measures to encourage self-employment.¹⁸⁰ In several Member States, counselling on how to start a business was part

of general services offered by employment centres.¹⁸¹ Germany, in contrast, provided targeted service, offering information on how to set-up a business to non-EU nationals.¹⁸²

Only a few Member States provided examples of good practice generated by targeted measures to support self-employment initiatives of third-country nationals.

166 BE, CY, CZ, DE, EE, FI, IT, LV, SE.

167 BE, CY, CZ, LV, LT.

168 CZ, DE, EE, FI, IT, SE.

169 BE, IT, LT, LV, FI, HU. Information provided in the general overview, no specific measure presented.

170 BE, FI

171 CZ, LT, SE

172 DE8, FIS, HU, IT

173 LV6. http://providus.lv/article_files/3505/original/Angliski.pdf?1540652690

174 EE (information provided in the general overview, no specific measure presented), PL8.

175 PL8

176 Information provided in the general overview, no specific measure presented.

177 Information provided in the general overview, no specific measure presented.

178 Except for FIS, information provided in the general overview, no specific measure presented.

179 Except for FIS, information provided in the general overview, no specific measure presented.

180 BE, CZ, DE, ES, IE, HR, LV, LT, SE

181 AT, EL, ES, FI, MT, SE.

182 DE9

ILLUSTRATIVE EXAMPLE MEASURE 6: FINLAND

Social Impact Bond 'Koto-SIB'- result based financial agreement (FI5)

OBJECTIVE

To accelerate employment of migrants by connecting companies and workers and by tailoring integration training to the needs of the workplace

WHO

Third-country nationals, including beneficiaries of international protection and EU citizens, registered with the public employment office as jobseeker and holding a residence permit.

WHAT

Trial placement programme (trial period 9/2016-12/2019). Participants are eligible for unemployment benefits. The programme includes:

- 3-6 months of language and social awareness training and employment agency services;
- Vocational language training;
- Internships and job coaching.

HOW

- Implemented by the Ministry of Economic Affairs and Employment through the contracted company 'Epiqus Oy', charged with securing funding from private and institutional investors, organising training through service providers and finding jobs for the participants;
- The fund managed by 'Epiqus Oy' invests in integration/placement projects and accumulates earnings from each employed migrant;
- Koto-SIB involves companies from several sectors and offers opportunities for highly qualified migrants:
 - Hanken & SSE Executive Education organises a prize-winning Business Lead integration programme for migrants with a university background, a few years' work experience and an interest in business and entrepreneurship;
 - The Shortcut Start-up Oy organises training for migrants interested in start-up entrepreneurship.

LINK

<https://kotosib.fi/en/>



RESULTS /IMPACT

- Trial ongoing. Envisaged target is to employ 2 000-2 500 migrants – i.e. 55 % of those participating in the measure over three years.
- Successful in engaging a wide range of companies.
- First participants already successfully employed.

CHALLENGES

Managing resistance to change within the Public Employment Offices.

BUDGET

EUR 13 million. Public and private funding; European Investment Fund (EUR 10 million); the Finnish Innovation Fund Sitra (EUR 1.5 million); Suomen Osuuskappojen Keskuskunta ((SOK) which is a Finnish network of companies in the retail and service trades, also known as the S Group) (EUR 1 million), and the City of Espoo (EUR 500 000).

These were aimed either at **reducing unemployment** of third-country nationals¹⁸³ generally, or specifically sought to do so by **boosting entrepreneurship and innovation** as a driver of economic development in specific areas.¹⁸⁴

Delivery methods generally involved thematic workshops, individual coaching on starting a business¹⁸⁵ and help with developing a business plan.¹⁸⁶ These activities were complemented by networking events¹⁸⁷ and specialised library resources services¹⁸⁸ or online

183 HU4, PT1, IT2, SE6

184 IT2, FR1, PT1, SE6, UK1

185 DE9, ES, FR1, HU4, PT1, SE6, UK1

186 HU4, PT1, UK1

187 FR1, UK1

188 UK1

Table 8: Focus and delivery methods of measures in support of self-employment



See Annex 2 for more details on each listed measure

	FOCUS OF THE MEASURE	
	Reduce unemployment	Boost entrepreneurship and innovation
Thematic workshops, individual counselling, mentoring	PT1	FR1, SE6, UK1
Assistance to develop business plans	HU4, PT1	PT1, UK1
Non-repayable grants	IT2	ES3, IT2
Networking events		IT2, UK1
Library and specialised resources services		UK1
Online information portal	DE9	

information portals.¹⁸⁹ Interestingly, the ‘Giovani2G’ project implemented in Italy introduced a **grant scheme** for third-country nationals aged between 18 and 30,¹⁹⁰ which also included support around business planning and training and networking events.

3.1.2. Indicators for the impact and results of public measures

Member States assessed the success of the implemented measures in different ways and to a varying degree. While not all measures were officially evaluated – either because this was not a criteria when it began, or it was still being implemented at the time of writing – some typical **performance indicators** can be identified. Indicators used to measure the **output** of the measures frequently included the number of participants or beneficiaries¹⁹¹ and the number of activities conducted (e.g. workshops, language courses, seminars, meetings).¹⁹² Where the measure involved an online tool, the number of website visits was used as an indicator.¹⁹³

In terms of **results**, the satisfaction of participants, including private sector stakeholders involved in the implementation, was an important performance indicator. How far participants improved their knowledge or skills as a result of participation was also a relevant indicator, mainly in the improvement of (soft) skills. This could either refer to better understanding of the sector(s) and the work culture, or to improved personal skills, such as self-confidence and managing conflict.¹⁹⁴ Regarding language courses, the number of participants who

passed exams in language proficiency was considered one of the indicators.¹⁹⁵

With indicators used to assess the **outcome** of the measures, the number of participants who found a job or traineeship/internship within a certain time after participating in the measure (e.g. six months) was commonly tracked to measure successful labour market integration,¹⁹⁶ particularly around training and qualifications. A good example is the Belgium ‘DUO for a JOB’ mentoring programme,¹⁹⁷ which showed that 41 % of mentees found a job within six months of the programme. Other indicators used to measure success included the number of businesses established by participants¹⁹⁸ and the number of private companies contacted and involved in the activity. In some cases, measures cited as an example of good practice by participants or stakeholders were used as an indicator of success.¹⁹⁹

To **generate information and data for the above-mentioned indicators**, (informal) surveys, questionnaires or ex-post evaluations were distributed among participants involved in several measures.²⁰⁰ Generally, surveys and questionnaires were conducted on completion of the activity(ies), although in some cases, feedback was requested during the implementation phase. Topics covered included overall satisfaction with the measure, the type of support offered and the yielded benefits. As well as third-country nationals, implementing actors and private companies involved were also asked to provide feedback. For example, in the United Kingdom, interviews with key stakeholders were conducted to provide evidence and measure success.

189 DE9

190 IT2

191 E.g. CZ2, DE1, ES1, HU1, MT1 u

192 E.g. CY2, LV5, PL3, SK1

193 E.g. AT2, IT5, SK1

194 E.g. AT3, BE3, ES1, ES2, IE1

195 E.g. LV5

196 E.g. BE1, FI1, IE1, LT1, LV3, UK2

197 BE5

198 E.g. IT2, PT1

199 E.g. AT1

200 AT, BE, CY, CZ, FI, LV, PL

ILLUSTRATIVE EXAMPLE MEASURE 7: UNITED KINGDOM

Enterprising libraries (UK1)**OBJECTIVE**

Boosting entrepreneurship to encourage job creation and economic growth in disadvantaged areas

WHY

Poor access to business support among people from diverse communities; need to make library resources more relevant to the public in the current economic and political climate.

WHO

Nationals, third-country nationals, beneficiaries of international protection, EU nationals.

WHAT

- Business support services provided in public libraries;
- Advice on funding, setting up and running a business;
- Marketing and branding support;
- Networking events for business people and entrepreneurs;
- Mentoring and shadowing business opportunities;
- Market research, company data and information on patents, trademarks, design and copyright;
- Provision of dedicated space within the library building;

To facilitate interaction and help migrants and other minority groups to create useful networks beyond their immediate community.

HOW

- Partnership programme between the British Library (BL), the Arts Council England (ACE) and MHCLG, delivered by the Business and IP Centre Network. After the initial phase, the most successful initiatives have been integrated into the activities of the Network;
- Training involves classroom and online workshops and events and uses various information resources;
- Lunch events and marketing campaigns to reach potential beneficiaries, targeting people with a migratory background;
- Free and voluntary service.

<https://www.gov.uk/government/case-studies/enterprising-libraries> <https://www.artscouncil.org.uk/funding/enterprising-libraries>

LINK

<https://www.artscouncil.org.uk/funding/enterprising-libraries>

**RESULTS /IMPACT**

- The Network has been expanded to 10 cities around outer London;
- 18 700 people across the United Kingdom participated in training or events offered.

CHALLENGES

- Insufficient level of match funding (cash or in-kind) to ensure growth of the programme;
- To attract users and importantly to change perceptions about the (unconventional) role of libraries providing business support.

BUDGET

EUR 2 185 011 (between April 2013 and March 2016).



3.2. PRIVATE SECTOR INITIATIVES TO FACILITATE LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS

This section reviews selected practices implemented by private sector employers, identified by Member States as promising to facilitate the integration of third-country nationals.²⁰¹ Fourteen Member States²⁰² reported on 35 selected measures implemented by the private sector. Such measures largely focussed on attracting suitable third-country national employees and facilitating their integration into the workplace. In certain cases, private companies helped implement public sector measures within the framework of their social responsibility commitments.

The rationale behind such measures differed from that of the public sector, since they directly addressed the immediate needs of the private sector, with the ultimate result of improving the performance of the companies concerned. However, by directly targeting third-country nationals and supporting their integration into the workplace, companies indirectly contributed to their long-term labour market integration.

Compared to public sector measures, activities implemented by the private sector tended to focus on enhancing intercultural/civic relations in the workplace and less on improving (soft) skills. Arguably, this was because third-country nationals targeted or hired by the companies would already be expected to possess the necessary skills for the job in question. Instead, companies were more interested in ensuring good relationships between

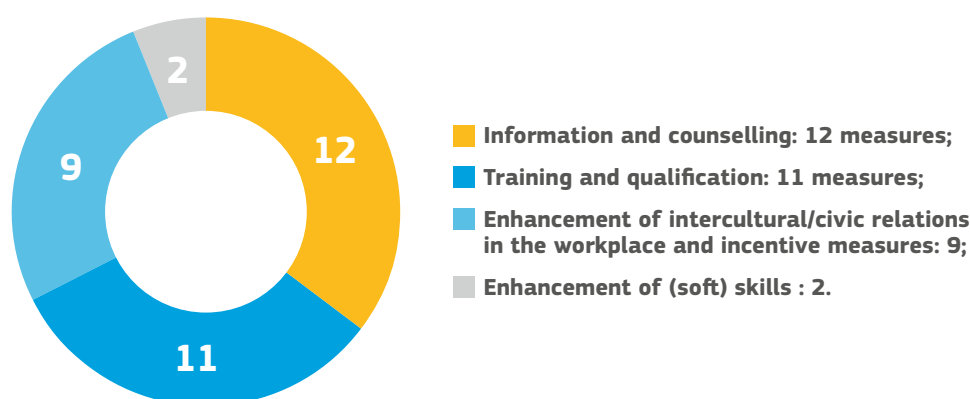
colleagues from the host country and third-country nationals. That highly-skilled workers were the most commonly targeted (11/35) group of migrants confirms the assumption, followed by medium-skilled workers (8/35) and low-skilled workers (5/35). Six measures were targeted specifically at third-country national company workers.

Organisations implementing these measures tended to be large multinational or national companies²⁰³ (24/35 of measures reported). Four of the reported measures were implemented by medium-sized companies²⁰⁴ and two by small companies.²⁰⁵ Some private sector initiatives were also financed partly²⁰⁶ or exclusively²⁰⁷ by public funding, highlighting the importance of cooperation between the public and private sector in this field.

3.2.1. Training and qualification

Several Member States reported on private sector initiatives around training and qualification.²⁰⁸ While most targeted foreign workers generally,²⁰⁹ others addressed specific categories, such as low-skilled workers,²¹⁰ highly skilled workers,²¹¹ unemployed women²¹² and women interested in the ICT-sector.²¹³ In some cases, specific nationalities were targeted, such as Ukrainian nationals in the Czech Republic²¹⁴ or Vietnamese nationals in Germany.²¹⁵

Figure 8: Examples of promising private sector initiatives, by integration area



201 Please note that the list of measures is not a comprehensive mapping of all existing private sectors initiatives. Member States were asked to report on no more than six measures, assessed to be promising practices based on literature review, existing evaluations or on feedback from relevant stakeholders. The measures cannot be considered as representative of all private sector initiatives.

202 BE, CZ, DE, EE, ES, FI, FR, IE, LT, LU, LV, PL, SE, UK.

203 More than 250 employees.

204 Between 50-249 employees.

205 Between 10-49 employees.

206 E.g. FI1

207 E.g. IE1, IE2

208 BE, CZ, DE, ES, FI, IE, LU, SE

209 BE3(p), BE4(p), ES1(p), FI1(p), IE1(p), IE2(p), LU1(p)

210 LU1(p)

211 BE2(p)

212 SE1(p)

213 BE3(p)

214 CZ2(p)

215 DE3(p)

ILLUSTRATIVE EXAMPLE MEASURE 8: BELGIUM

Energy company, ENGIE Belgium (BE3(p))**OBJECTIVE**

To provide early career support, training and recruiting within the framework of various projects

WHY

Lack of workers for certain technical tasks; increase of diversity within the workforce; need to support women interested in the IT-sector.

WHO

People with a migratory background. For the joint project with 'Interface 3', women recently arrived in Belgium who did not speak the language but were interested in pursuing a career in the ICT-sector.

WHAT

- Launch of a diversity plan; collaboration with a centre for training and socio-professional insertion Interface 3, and the set-up of the socio-economic company 'NOVELA';
- Interface 3 project: Interested women follow a six-month course to learn about IT and coding, resulting in an official training certificate. They also receive support to find an internship or job and may also start working for ENGIE;
- Project NOVELA: Participants are employed by NOVELA and receive professional training and language classes. Thereafter, participants can start vocational training for a job with higher qualifications, and then continue working for the company. Each of the three phases lasts six months. Participants either then receive a permanent contract or look for employment elsewhere.

HOW

- Interface 3 project: Collaboration between ENGIE and Interface 3, a centre for training and socio-professional insertion, aiming to equip women with the skills to access a range of ICT jobs. Every six months, approximately 20 women begin the course.
- Project NOVELA: The House of Work of Sint-Joost-ten-Node (Huis van het Werk) refers a maximum of 18 people every six months to NOVELA, a socio-economic company set-up by ENGIE Cofely in 2008.

WHERE

ENGIE is an international company within the energy and water sector.

RESULTS/IMPACT

Project NOVELA: Approximately 80 % stayed with ENGIE after completing the 18-month programme.

Apart from one,²¹⁶ all the measures involved training-related activities such as **internships, training courses in specific fields (e.g. IT-sector)** and **language courses**. The last two were often managed in cooperation with other private or public entities, such as language institutes and public employment services or NGOs. For example, in the Finnish measure,²¹⁷ training for jobs in the trade sector was financed and organised by the public employment service and conducted by an education institution. Almost all reported measures

inter alia aimed at improving social inclusion into the workplace and therefore not only targeted third-country nationals but all employees, with the aim of improving intercultural understanding. For example, in Belgium²¹⁸ a company organised workshops to improve understanding of other cultures. Companies in Belgium and Ireland²¹⁹ introduced a 'buddy' system, whereby new migrant workers were matched with employees. At the time of writing, the German measure,²²⁰ which entailed a training programme for Vietnamese nurses, aims to appoint

216 LU1(p)

217 FI1(p)

218 BE4(p)

219 BE4(p) and IE1(p)

220 DE3(p)

Table 9: Focus and delivery methods of private sector measures regarding training and qualification



See Annex 2 for more details on each listed measure

	FOCUS OF THE MEASURE					
	Training	Improving job-related competences	Improving language skills	Social inclusion support	Recruiting suitable candidates	
DELIVERY OF THE MEASURE	Internship/work placement	BE3(p), BE4(p), ES1(p), FI1(p)	BE2(p), ES1(p), FI1(p)	BE2(p), BE3(p), CZ2(p), IE2(p)	SE1(p)	BE3(p), FI1(p)
	Specialised training courses	BE3(p), BE4(p), DE3(p), FI1(p)	IE1(p)		IE1(p)	FI1(p)
	Language courses			BE2(p), BE4(p), CZ2(p)	BE4(p)	
	Elaboration of a career plan	ES1(p), IE2(p)	ES1(p), IE2(p), IE1(p)	IE2(p)		
	Buddy/mentor system		IE1(p)		BE4(p), CZ1(p), DE3(p), IE1	
	Internal company workshops	CZ2(p)	BE3(p), CZ2(p)		BE4(p)	
	Skills assessment					LU1(p)

Table 10: Focus and delivery methods of private sector measures regarding information and counselling



See Annex 2 for more details on each listed measure

	FOCUS OF THE MEASURE			
	Support re-location (travel and administrative procedures)	Familiarisation with the company's work environment	Attract foreign workers	
DELIVERY OF THE MEASURE	Hotline	EE1(p), EE3(p)		
	Relocation packages	CZ1(p), CZ2(p), DE5(p), DE7(p), EE2(p), SE2(p), UK1(p)	DE5(p), SE2(p)	UK1(p)
	On-boarding programmes	CZ1(p), CZ2(p), DE1(p), DE4(p), UK1(p)	CZ1(p), CZ2(p), DE1(p), DE4(p), LV2(p)	UK1(p)
	Integration committee	LT3(p)	DE1(p), DE4(p), LT3(p), UK1(p)	LT3(p)
	Business club	FR2(p)	FR2(p)	

Table 11: Focus and delivery methods of private sector measures on enhancement of soft skills and improving inter-cultural/civic relations

	DELIVERY OF THE MEASURE						
	On-the job mentoring or 'buddy' support	Mobility/ leadership plans,	Diversity courses	Diversity plan	Language courses	Work culture modules	
FOCUS OF THE MEASURE	Increasing diversity in the workplace	BE1(p), CZ1(p)	CZ1(p), DE6(p), UK1(p)	DE6(p), UK2(p)	BE1(p), DE6(p), IE4(p)	CZ2(p), LV1(p)	DE6(p),

current beneficiaries of the training programme to act as mentors for the next round of participants.

All measures involving completing an internship or temporary work placement included the potential for the third-country national later being hired by the company,

thereby directly contributing to successful integration into the labour market. In three Member States, private companies conducted training-related activities²²¹ or skills assessment²²² with the specific aim of recruiting suitable candidates.

²²¹ BE3(p), FI1(p)

²²² LU1(p)

ILLUSTRATIVE EXAMPLE MEASURE 9: LITHUANIA

Diversity and Inclusion Committee at Western Union (insurance company), Vilnius, Lithuania (LT1(p))

OBJECTIVE

To attract foreign workers with relevant skills to the company; to provide relocation assistance to employees coming from abroad

WHY

To help foreign workers navigate immigration legislation and to better integrate them into society.

WHO

All new third-country national employees.

WHAT

Establishment of an Inclusion and Diversity Committee responsible for:

- Guidance/counselling during all phases of employment;
- Assistance with immigration procedures and all other relocation issues (e.g. housing, health insurance, taxation);
- Q&A sessions with appropriate institutions (i.e. migration office, labour exchange, state tax inspection) to explain procedural requirements for foreigners;
- Training on multiculturalism within the company.

HOW

- The committee works voluntarily and its services are free to all foreign origin employees;
- The company cooperates with 'Go Vilnius', the official development agency of the City of Vilnius.

RESULTS/IMPACT

help from the committee is valued by employees and its activities are being continued.

3.2.2. Information and counselling

Member States reported on several initiatives²²³ by private sector companies aimed at informing and counselling third-country national workers. The interest of companies in assisting employees from third-countries was twofold: to **attract foreign workers**²²⁴ and to **help them settle in the country and within the company as quickly as possible**.²²⁵

On-boarding programmes and hotline services were largely used to support future foreign employees in finalising their admission and visa procedures and arranging travel to the Member States prior to departure, as well as completing the administrative procedures and helping them quickly integrate into the workplace upon arrival.²²⁶ On-boarding programmes provided a practical introduction to the new workplace, including information

on labour safety, employee ethics and confidentiality and general work and internal policies. One measure, led by the Estonian company Jobbatical, part of the transport and communication sector, provided a relocation package to cover travel costs and offer support in finding accommodation.²²⁷

In one-third of the reported measures, companies established an internal **integration committee** tasked with organising tailored information and counselling activities to assist integration of new foreign colleagues into the workplace. Counselling initiatives included information and support to finalise visa and registration procedures, access to public services and securing accommodation. The committees also helped the new employees familiarise themselves with the company's work culture and organised training on multiculturalism for all employees. In Germany, the DIHK-Bildungs-GmbH in collaboration with the Federal Office for Migration and

223 CZ1(p), CZ2(p), DE4(p), DE5(p), DE7(p), EE1(p), EE2(p), EE3(p), FR2(p), LT1(p), LV2(p), PL1(p), DE1(p), , UK1(p)

224 LT2(p), PL1(p)

225 CZ1(p), CZ2(p), DE1(p), DE4(p), DE5(p), EE1(p), EE2(p), EE3(p), LV2(p), LT2(p), SE2(p)

226 DE1(p), DE4(p), EE1(p), EE2(p), EE3(p), UK1(p)

227 EE2(p)

Refugees developed a certified training programme for pivotal company members to become certified 'Relocation Managers'. This involved 98 lessons in five modules, providing participants with in-depth knowledge of the legal framework around employment and relocation, coping mechanisms for newly-arrived colleagues around the challenges of everyday life in Germany and appropriate methods to achieve optimal workplace integration.²²⁸

3.2.3. Enhancement of soft skills and inter-cultural/ civic relations in the workplace

Few measures were reported around improving inter-cultural relations and enhancing employee's soft skills. Employers considered that investing in increased diversity in the workplace was important to guarantee the welfare of employees. Diversity in the work place was also deemed an important factor for increased productivity.

To reinforce their commitment to **increasing diversity within the company**, some companies adopted a diversity plan or charter, voluntarily committing to conducting effective diversity management to prevent discrimination and promote equality for all stakeholders and the environment in which they operated.²²⁹

On-the-job mentoring and 'buddy' support were reported as useful tools to help recruit and integrate foreign

employees into the workplace (as discussed in section 3.1.1 above), while also encouraging **relationships among colleagues from different cultures and generations**.²³⁰ A buddy is a colleague asked to guide the new employee through the initial period at the company (and in the country), which may include helping them with administrative procedures or accessing workplace services, explaining the work culture and helping them join in social events organised by the company. A similar scheme was used in the Czech LUKOV Plast s. r. o., a large manufacturing company, to integrate workers from Ukraine. The Belgian Bpost, the postal service (a public limited company) took part in the state-funded project 'DUO for a JOB', an inter-generational mentoring programme helping young people with a migration background into jobs. As part of this project, Bpost committed to having 26 trained volunteer mentors within its workforce by the end of 2018. At the time of writing, five mentorships were up and running.

Companies also invested in internal language courses²³¹ and diversity training targeting all employees at every level,²³² aimed at **creating a more culturally sensitive and diverse, non-discriminatory environment with multicultural teams**. The international company EY, headquartered in the UK, introduced a programme to facilitate **recruitment and career growth** of people from ethnic minorities, helping them to achieve senior managerial posts, as a way to counterbalance career disadvantages based on ethnic discrimination.²³³

ILLUSTRATIVE EXAMPLE MEASURE 10: IRELAND/EU

Diversity Charter (IE4(p))

OBJECTIVE

Promoting cultural diversity within companies to promote the integration of migrants into the labour force

WHO

All employees; various sized companies and institutions.

WHAT

- National component of the EU-wide initiative 'Diversity Charter';
- Network of organisations that have made a voluntary commitment to effective diversity management, preventing discrimination and promoting equality for all stakeholders and the environment in which they operate.

HOW

Launch of the Irish Diversity Charter on 5 October 2012 by 11 organisations, representing the wider business community and including IBEC, the lobby group representing Irish business.

https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combatting-discrimination/tackling-discrimination/diversity-management/diversity-charters-eu-country/irish-diversity-charter_en

LINK



228 DE5(p)
229 BE1(p), DE6(p), IE4(p)
230 BE1(p), CZ1(p)
231 CZ1(p), LV1(p)
232 DE5(p), UK2(p)
233 UK1(p)

CONCLUSIONS

The study provides an overview of integration and labour market integration policies in Member States targeting third-country nationals and offers examples of promising public labour market integration measures and tailored employment-related initiatives provided by the private sector. It focusses on legally-staying third-country nationals permitted to work in the EU Member States with an emphasis on migrants who have recently arrived and/or are first generation. Measures designed only for beneficiaries of international protection, asylum seekers or students/graduates were excluded.

Labour migration is a heterogeneous phenomenon across Europe. The Eastern and Balkan EU countries (e.g., Croatia, Czech Republic, Hungary, Lithuania, Poland and Slovak Republic) recently issued the largest share of permits for remunerated activities, while elsewhere, this stated reason for migration represents a lower if not marginal share of migration, with family reunification representing the main channel for entry in certain countries (e.g. Italy, Spain and Greece). According to the ad-hoc module on migration of the Labour Market Survey in 2014, approximately two-thirds of third-country nationals who migrated for work had no job at the time of migrating. While unemployment rates have decreased steadily since 2014, a gap remains in the employment and unemployment rate between third-country nationals and native- and EU-born. These two factors underline the need for effective labour market integration policies and programmes, positioning labour market integration of third-country nationals as an important policy aspect for most Member States. The following concluding remarks aim to contribute to policy discussions on this issue.

Increased migration and labour shortage are the driving force behind integration policies. Labour market integration policies, where adopted, have recently had to adapt to the high influx of asylum seekers since 2014. Measures designed for asylum seekers and beneficiaries of international protection have also benefitted other third-country nationals. A further rationale behind integration policies was the need to satisfy emerging labour demand in certain sectors amid socio-economic and demographic change, particularly in some of the 'newer' Member States.

Many national integration policies therefore have a two-fold objective. Some national integration policies were characterised to a degree by a 'controlling'

element in the integration process,²³⁴ for example, by introducing certain requirements and specific targets for newcomers, while others focussed on attracting and welcoming newly-arrived third-country nationals to make transition and integration into the host country a smooth process, by providing tailored services and guaranteeing certain rights. These aims were not necessarily mutually exclusive since some Member States pursued both simultaneously.

Labour market integration policies are implemented on different scales. Many Member States combined mainstream and tailored labour market integration measures, while others prioritised one approach. The funding modalities of Member States could be divided into those with existing institutionalised funding structures and those that run ad-hoc programmes and projects. The recent influx of asylum applicants (and the high number granted international protection) between 2014 and 2016 has also impacted the integration policies identified for third-country nationals within the scope of this study (i.e. newly-arrived regularly-staying migrants), as several Member States introduced policy changes for the former target group which also benefitted legally-staying migrants with the right to work. Examples include the establishment of new or improved coordination structures, more systematic monitoring of policies and/or increased funding for new and existing integration programmes.

Integration is achieved by removing obstacles and taking pro-active steps. Member State integration policies largely acknowledged that the successful integration of third-country nationals into the labour market and society requires effective access to public services. Improved access is best achieved in practice by combining legal and appropriate pro-active measures. This is achieved by removing obstacles that prevent access to the labour market by applying anti-discrimination policies, including awareness-raising and training for employees in public services, and at the same time by developing dedicated integration programmes, such as individual job counselling, tailor-made training programmes, widespread provision of language courses and swift accreditation of qualifications.

But important gaps remain between the aims and the practical realisation of integration policies. The main challenges identified by Member States to the practical implementation of integration policies was developing effective delivery methods, particularly

around providing language courses that produce high attainment levels, the accreditation or recognition of job qualifications and the elimination of discriminatory practices. These three factors are essential prerequisites to successful integration into the labour market. Third-country nationals themselves similarly identified language competence and recognition of qualifications as a main challenge to integration. In several instances, Member States also identified the challenge of reconciling what a measure could realistically offer in terms of support in learning a language and finding employment with the (more ambitious) expectations of third-country nationals.

Integration programmes are widespread and compulsory within some Member States. Member States generally perceived integration as a two-way process, requiring effort from both the third-country national and the host community. The effectiveness of mandatory integration programmes for newcomers has been questioned in some Member States.

As labour market integration strategies affect several sectors, the institutional framework for their implementation tends to be complex. Implementing labour market integration strategies is a transversal issue requiring concerted efforts from governmental, non-governmental and public bodies and institutions. Success relies on all the stakeholders involved pulling their weight. Effective coordination between stakeholders can benefit from introducing a body or mechanism to manage oversight, coordination, monitoring and evaluation of policies.

Several integration programmes depended on EU-funding and the lack of institutionalised funding and significant political changes in some Member States threaten the sustainability of measures and their long-term success.

A wide range of integration measures have been implemented by Member States using a range of delivery methods. In general, most measures identified in this study aimed at helping migrants access work and therefore mainly concentrated on the phases prior to finding a job. The measures most frequently highlighted related to developing (soft) skills, training and qualification and career counselling.

To reach migrants and facilitate access, some of the delivery methods adopted included innovative approaches

such as one-stop shops or e-learning tools. Measures with a double or multiple focus that combined, for example, skills training with career mentoring or networking appear an effective gateway to finding employment.

Employment centres and NGOs emerged as important partners in implementing integration measures. Although employers or employers' organisations are widely recognised as a key partner in public sector measures, they were stakeholders in only around 15 % of sample integration measures reviewed here.

Monitoring and evaluation are crucial to the design of effective measures. Where an evaluation was conducted, the indicators used tended to be performance indicators such as the number of activities organised or the number of participants, rather than outcome and impact indicators of, for example, the number of participants finding employment after participating in a certain measure. Several measures were also considered successful merely because they were repeatedly implemented over long periods of time. Setting clear targets focussing on impact rather than performance could significantly help in evaluating outputs and outcomes and identifying best practices based on evidence.

The private sector is a key partner in effective labour market integration. The reported examples of promising practices mostly involved measures implemented by large companies (particularly multinationals). They focussed predominantly on training and qualifications, counselling and improving intercultural/civic relationships in the workplace, rather than enhancing (soft) skills.

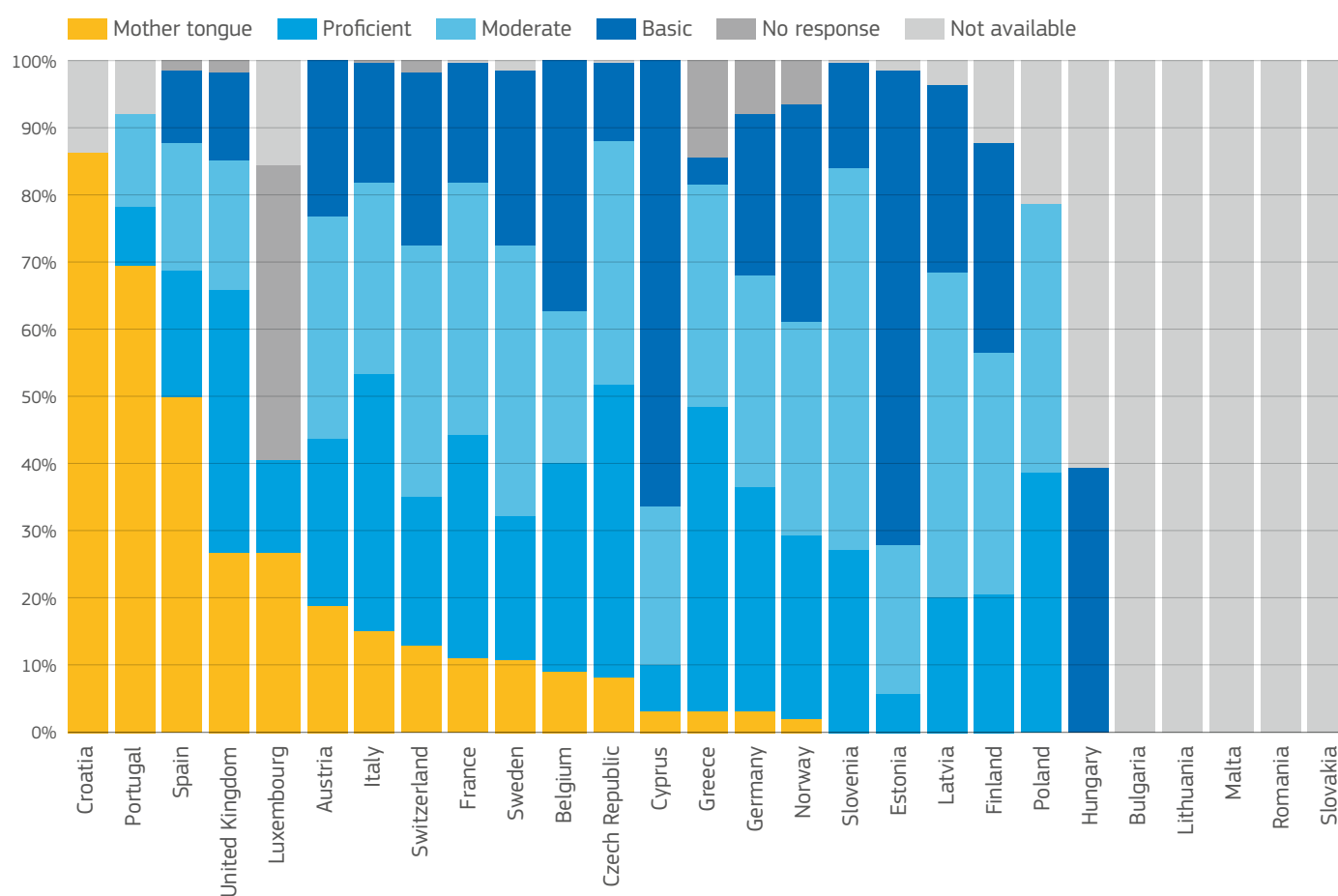
Unlike public measures, the examples implemented by the private sector aimed more specifically at supporting the integration of third-country nationals into the workplace and/or attracting suitable talent, for example through 'buddy' and on-boarding programmes or internal company workshops on intercultural relations.

Generally, by ensuring the proper integration of third-country national employees into the workplace, the private sector can add significant value to national labour market integration strategies and can play an important role in filling gaps wherever public measures fall short, particularly due to a lack of or insecure public funding. Linking and ensuring the complementarity of public and private measures could add even more value.

ANNEX 1

STATISTICAL DATA: LANGUAGE SKILLS AND OBSTACLES TO INTEGRATION

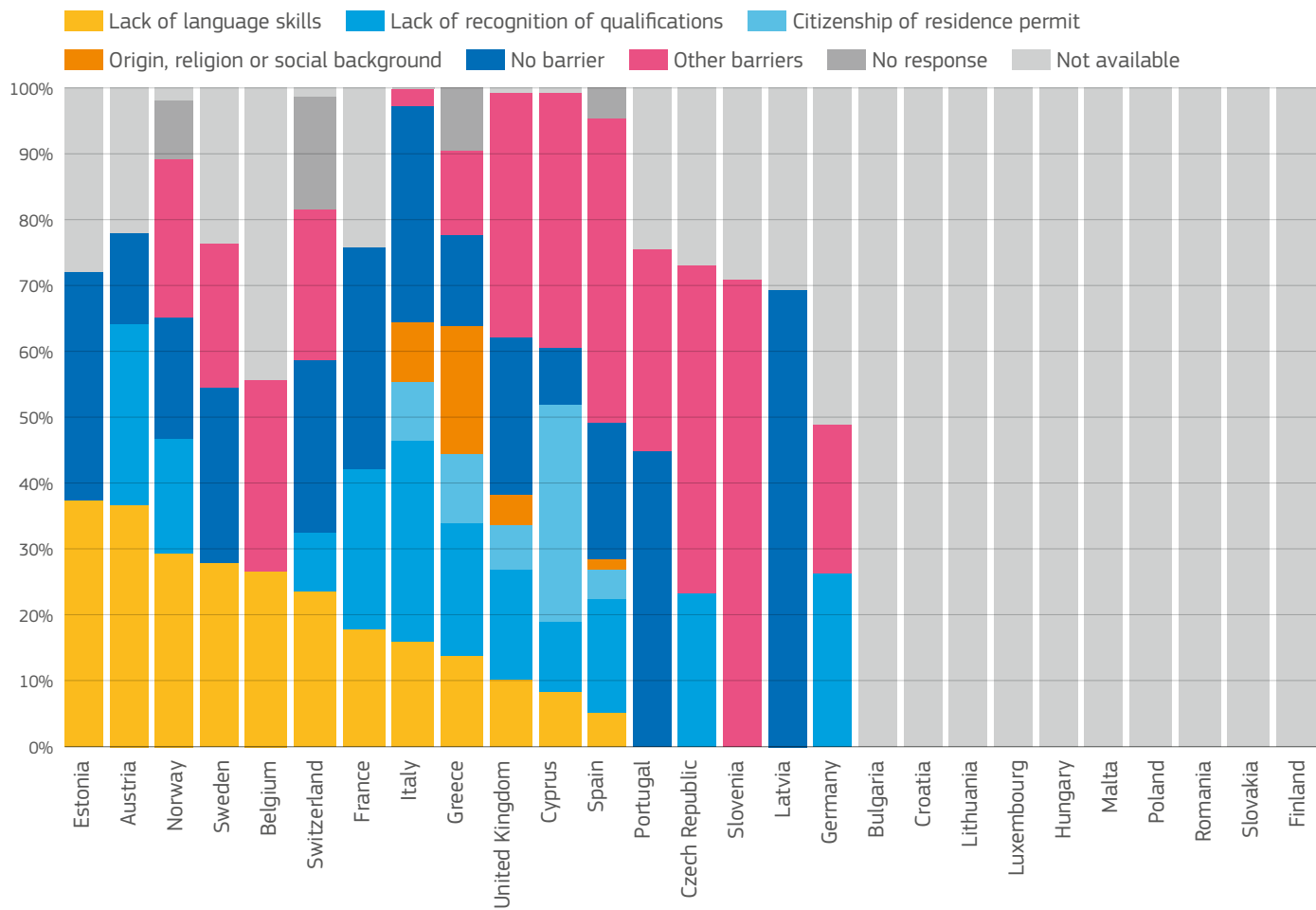
Figure A1.1: Reported language skills among third country national first-generation migrants in 2014 (% of all responses)



Source: [Skills in host country language by migration status and citizenship \[lfsq_14blang\]](#) – extracted from Eurostat on 14/8/2018.

Note: No data for missing countries.

Figure A1.2: Reported obstacles to accessing suitable employment reported by first generation third country nationals in 2014 (%)



Source: Obstacles to getting a suitable job by migration status, labour status and citizenship (%) [lfs_14ociti] - extracted from Eurostat on 14/8/2018.

Note: No data for missing countries.

ANNEX 2

PUBLIC MEASURES

Table A2.1: Measures in the area of training and qualification¹

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
AT2 www.berufsanerkennung.at/	Berufsanerkennung.at	Legislative/policy (structural) measure	Website	All	Mainstream labour market integration measure (for all)	National	€ 180 000 for initial establishment, then € 95 000	2016-present
AT4 www.anlaufstelle-erkennung.at/anlaufstellen	Contact Points for persons with qualifications from foreign countries	Legislative/policy (structural) measure	Contact Point	People with foreign qualifications, including third-country nationals, Beneficiaries of international protection, EU citizens	Mainstream labour market integration measure (for all)	National	€ 1.441.400 for establishment, additional € 200 000 up to the year 2020	2016-present
BE1 https://www.vdab.be/partners/integratie-door-werk	Action Plan 'Integration through work' of the Flemish Public Employment Service (VDAB)	Programme and systematic measures (multi-year / long term)	Action Plan	EU citizens and third-country nationals	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	€ 2.5 million for 2016 and € 2 million for 2017	2016-2018
CY1 n/a	Vocational training programmes for third-country nationals	Projects (ad-hoc)	Training programme	All third-country nationals	Tailor-made labour market integration measure	National	€ 75 000 (for duration of project)	Nov 2014–June 2015
DE1 https://www.netzwerk-iq.de/network-iq-start-page/network-iq/programme-description.html	Compensatory measures in the context skills recognition Act	Programme and systematic measures (multi-year / long term)	Funding programme	People with a migratory background	Tailor-made labour market integration measure	National	n/a	2011-present
DE3 https://www.myskills.de/en/	Online test for international professionals to test their professional skills	Programme and systematic measures (multi-year / long term)	Skills test	EU and third-country nationals	Tailor-made labour market integration measure	National	n/a	Nov 2017-present
EE2 www.settleinestonia.ee	Welcoming Programme	Programme and systematic measures (multi-year / long term)	Training and language programme	EU nationals and third-country nationals who have legally resided in EE for less than five years.	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	€ 6.789.200 (for duration of project)	2015-2023
ES1 http://www.larueca.info/que-hacemos/empleoformacion/empleo-joven-3-0/	Youth Employment 3.0	Projects (ad-hoc)	Action Plan	Nationals of third countries that are primarily at risk of social exclusion	Tailor-made labour market integration measure	National	€ 110 586	1990 -present
FI1 http://www.te-palvelut.fi/te/en/jobseekers/career_education_training/integration_training_immigrants/index.html	Integration training (Public Employment Service)	Legislative/policy (structural) measure	General integration training	Unemployed EU nationals and third-country nationals	Tailor-made labour market integration measure	National	€ 90 million	1999 - present

¹ Please note that measures reported by EL primarily target beneficiaries of international protection. Therefore, they have not been taken into account for the analysis of Part II of the Synthesis Report, but have been included in this annex for reference.

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
FI4	Helsinki skills centre https://www.helsinki.fi/helsinki/en/administration/administration/services/service-description?id=6427	Programme and systematic measures (multi-year / long term)	One-stop shop	All unemployed third-country nationals and EU nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 3 million (annually)	June 2016 - present
FR2	La Fabrique Nomade www.lafabriquenomade.com	Projects (ad-hoc)	Professional integration training for the craftwork sectors	All third-country nationals who were crafts persons in their country of origin.	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 177 000	2018
HU1	Skills On! http://artemisszio.blog.hu/tags/skills_on	Projects (ad-hoc)	General integration training	All third-country nationals specified by Article 9 (1) of Regulation (EU) No 516/2014	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 159 699	May 2016- June 2018
IE1	Integration and Employment of Migrants (ESF Fund) http://eufunding.justice.ie/en/EUFunding/ESF_Booklet_Final%202017-09-08.pdf/Files/ESF_Booklet_Final%202017-09-08.pdf	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	€ 3 353 498 (for duration of programme)	2017-2019 (Funding call launched in 2016, with project duration lasting four years)
IE3	National Funding to Promote the Integration of Immigrants http://www.integration.ie/en/SEC/NFP2017%20-%20List%20of%20Funded%20projects.pdf/Files/NFP2017%20-%20List%20of%20Funded%20projects.pdf	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	Approx. € 1.9 million	2017-2019
IE4	AMIF Ireland http://eufunding.justice.ie/en/EUFunding/AMIF_Booklet_Final%202017-08-29.pdf/Files/AMIF_Booklet_Final%202017-08-29.pdf	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	Third-country nationals, refugees, asylum seekers (in some cases)	Tailor-made labour market integration measure	Other	€ 4.5 million	2017-2019
IE6	Education and Training Boards http://www.etbi.ie/	Programme and systematic measures (multi-year / long term)	Training and language programme	Mainstream, third-country nationals, refugees, asylum seekers (in some cases)	Tailor-made labour market integration measure	Other	€ 814 million	2013-present
LT1	Vocational training https://www.ldb.lt/Informacija/PaslaugosAsmenims/Puslapiai/profmokymas_neformalus_svietimas.aspx	Legislative/policy (structural) measure	Vocation training	Unemployed persons registered with a labour exchange and employed persons willing to change job	Mainstream labour market integration measure (for all). 97 third-country nationals used this programme in 2017.	National	n/a	1991-present
LV3	Professional further education and professional improvement programme http://www.nva.gov.lv/index.php?cid=433&mid=311&txt=2837&from=0	Programme and systematic measures (multi-year / long term)	Skills training	All registered unemployed persons, incl. third-country nationals	Mainstream labour market integration measure (for all)	National	€ 3.5 million	2003 - present
MT1	Courses https://jobsplus.gov.mt/courses/all-course-list	Programme and systematic measures (multi-year / long term)	Training courses in different fields	All third-country nationals	Mainstream labour market integration measure (for all)	National	Approx. € 270 718 for 2014-2015; € 300 000 from 2016 onwards	2014-present
MT3	Trade Testing https://jobsplus.gov.mt/training-opportunities/trade-testing-system	Programme and systematic measures (multi-year / long term)	Skills recognition	A person who has attained knowledge, skills and competences in a given occupation through non-formal and informal learning may apply for the Trade Testing to validate his/her competences by means of an assessment.	Mainstream labour market integration measure (for all)	National	€ 40 000	1990-present

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
NL1	Orientation to the Dutch Labour Market: component of the civic integration programme https://www.inburgeren.nl/examen-doen/examen-ona.jsp	Programme and systematic measures (multi-year / long term)	General integration training	All persons required to participate in civic integration programme (including among others, third-country nationals, beneficiaries of international protection, asylum seekers)	Mainstream labour market integration measure (for all)	National	n/a	2015-present
PL1	Continents of Wrocław - Your ticket to the labour market http://www.kontyenty.wci.wroclaw.pl	Projects (ad-hoc)	General integration services, including counselling, networking and training	All third-country nationals legally residing in PL	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 227 000	Nov 2015-Sept 2017
PL2	Career step - supporting non-EU students from higher education institutions in Białystok http://onw.org.pl/projekty/	Projects (ad-hoc)	Vocational counselling and training	Third-country nationals studying at the universities in Białystok, Poland	Tailor-made labour market integration measure	Local (region, province, municipality)	Approx. € 280 000	Oct 2015-Sept 2016
UK2	Bridges Programme http://www.bridgesprogrammes.org.uk/	Programme and systematic measures (multi-year / long term)	Specialist agency providing integration services	Third-country nationals, EU, National.	Mainstream labour market integration measure (for all)	National	€ 400 000 (annually)	2005-present

Table A2.2: Measures in the area of enhancement of (soft) skills

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
AT1	Integration agreement www.help.gv.at/Portal.Node/hlpd/public/content/12/Seite.120500.html	Legislative/policy (structural) measure	Compulsory measure to acquire language skills and knowledge about the democratic system	Legally resident third-country nationals (except persons granted asylum and beneficiaries of subsidiary protection). Compulsory measure	Tailor-made labour market integration measure	National	n/a	2003-present
CY2	Greek language programme for third-country nationals https://www.kescollege.ac.cy/	Programme and systematic measures (multi-year / long term)	Language courses	Third-country nationals	Tailor-made labour market integration measure	National	€ 286 000 for one year (2017 – 2018)	2012-present
CY3	Integration Programmes by local authorities http://localintegration.eu/ (Project implementation in the Nicosia district); http://inlimassol.eu/ (Project implementation in the Limassol district)	Programme and systematic measures (multi-year / long term)	Multidimensional activities for labour market integration	Third-country nationals	Tailor-made labour market integration measure	National	€ 740 000 for one year (2017-2018)	2012-present
CY4 n/a	Programme for the development of social skills	Projects (ad-hoc)	Seminars and workshops	Third-country nationals	Tailor-made labour market integration measure	National	€ 60 000	Dec. 2016-Dec. 2017
CZ2	Internet rooms and computer courses http://www.integracnicentra.cz/PoskytovaneSluzby/InternetovePracovisteAKnihovna.aspx	Programme and systematic measures (multi-year / long term)	Provision of computer courses and internet	Third-country nationals	Tailor-made labour market integration measure	National	n/a	n/a
CZ3	Support for integration of third-country nationals into the labour market http://www.fdv.cz/podpora-cizincum	Projects (ad-hoc)	Courses to develop job skills	Nationals and third-country nationals	Mainstream labour market integration measure (for all)	National	Approx. € 156 000	March 2016-Aug.2018

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
DE2	Vocational German language promotion http://www.bamf.de/EN/Willkommen/DeutschLernen/DeutschBeruf/Bundesprogramm-45a/bundesprogramm-45a-node.html	Legislative/policy (structural) measure	Language courses	Third-country nationals, EU, nationals with migratory background	Tailor-made labour market integration measure	National	n/a	July 2016 - present
FI1	Integration training (Public Employment Service) http://www.te-palvelut.fi/te/en/jobseekers/career_education_training/integration_training_immigrants/index.html	Legislative/policy (structural) measure	General integration training	Unemployed EU nationals and third-country nationals	Tailor-made labour market integration measure	National	€ 90 million	1999-present
FI2	Töihin Suomeen (Work in Finland) https://www.ely-keskus.fi/web/ely/toihin-suomeen-esr-hanke#.WTSm_HkUmUk	Projects (ad-hoc)	Orientation course and coaching	All third-country nationals and EU nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 369 129	Feb.2016-July 2018
FR2	La Fabrique Nomade www.lafabriquenomade.com	Projects (ad-hoc)	Professional integration training for the craftwork sectors	All third-country nationals who were crafts persons in their country of origin.	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 177 000	2018-present
FR3	Une Voix-e Vers l'Emploi https://www.afpa.fr/afpa/connaître-l-afpa/une-voix-e-vers-l-emploi	Projects (ad-hoc)	Linguistic and professional integration training	Newly-arrived foreigners over the age of 18 with particular attention to women.	Tailor-made labour market integration measure	National	n/a	2018-2021
FR4	Framework agreement between the State, OFII and Pôle Emploi to promote labour market integration of foreigners 2016-2019 n/a	Programme and systematic measures (multi-year / long term)	Connecting services offered by operators and exchange of expertise	All newly arrived third-country nationals who are registered with Pôle Emploi with particular attention to refugees admitted as part of relocation and reintegration programmes	Tailor-made labour market integration measure	National	n/a	2016-2019
HU2	C'mon, let's speak Hungarian!! https://converzum.hu/mmia/mmia1/	Projects (ad-hoc)	Multidimensional activities for labour market integration	All third-country nationals specified by Article 9 (1) of Regulation (EU) No 516/2015	Tailor-made labour market integration measure	Local (region, province, municipality)	Approx. € 160.000	May 2016-June 2018
HU3	Labour market and integration support services for migrants studying in tertiary education http://jovokerek.hu/skillsandjobs/	Projects (ad-hoc)	Multidimensional activities for labour market integration	Third-country nationals studying in Hungarian tertiary education (in line with Article 9 (1) of Regulation (EU) No 516/2014.)	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 125 355	Aug 2016-Feb 2018
IE1	Integration and Employment of Migrants (ESF Fund) http://eufunding.justice.ie/en/EUFunding/ESF_Booklet_Final%202017-09-08.pdf/Files/ESF_Booklet_Final%202017-09-08.pdf	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	€ 3 353 498 (for duration of programme)	2017-2019 (Funding call launched 2016, with project duration lasting four years)
IE3	National Funding to Promote the Integration of Immigrants http://www.integration.ie/en/SEC/NFP2017%20-%20List%20of%20Funded%20projects.pdf/Files/NFP2017%20-%20List%20of%20Funded%20projects.pdf	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	Approx. € 1.9 million	2017-2019
IE4	AMIF Ireland http://eufunding.justice.ie/en/EUFunding/AMIF_Booklet_Final%202017-08-29.pdf/Files/AMIF_Booklet_Final%202017-08-29.pdf	Programme and systematic measures (multi-year / long term)	General integration training	Third-country nationals, refugees, asylum seekers (in some cases)	Tailor-made labour market integration measure	Other	€ 4.5 million	2017-2019
IE5	Communities Integration Fund: to support migrant integration in local communities http://www.integration.ie/en/SEC/Pages/CIF2018	Programme and systematic measures (multi-year / long term)	Soft skills support measures	Third-country nationals, refugees, asylum seekers (in some cases)	Tailor-made labour market integration measure	Other	€ 500 000 (for 2018)	2018-2019

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
IE6 http://www.etbi.ie/	Education and Training Boards	Programme and systematic measures (multi-year / long term)	Various migrant integration programmes	Mainstream, third-country nationals, refugees, asylum seekers (in some cases) may access	Tailor-made labour market integration measure	Other	approx. € 814 million	2013-present
LU1 https://guichet.public.lu/citoyens/en/travail-emploi/conges-jours-feries/formation-professionnelle/conge-linguistique/index.html	Linguistic leave	Legislative/policy (structural) measure	Reimbursement of compensatory benefits for the duration of a linguistic leave	Salaried and independent workers of all nationalities, residents or not residents	Mainstream labour market integration measure (for all)	National	€ 400 000 (for 2018)	2009-present
LV5 http://www.iac.edu.lv/projekti/aktualie-projekti/dzivoju-latvija-macos-latviesu-valodu/	"I live in Latvia - learn Latvian"	Projects (ad-hoc)	Language courses	All third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 233 081	Nov 2016-Dec 2018
PL3 https://ocalenie.org.pl/tag/aktywizacja-po-polsku	Activation, the Polish way, beneficiary: "Ocalenie" Foundation	Projects (ad-hoc)	Vocational training courses and language courses	All third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 257 000	Sept 2015-Aug 2017
PL4 <i>n/a</i>	Education-Work-Integration. Polish language courses for foreigners, with elements of e-learning; beneficiary: "Fundacja Nauki Języków Obcych Linguae Mundi" Foundation	Projects (ad-hoc)	Language courses, including e-learning	All third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 130 000	Oct 2015-Sept 2017
SE1 https://www.skolverket.se/skolutveckling/resurser-for-larande/itiskolan/sa-arbetar-andra/svenska/sfi-larare-utvecklar-undervisningen-med-filmer-pa-natet-1.236973	How to develop Sfi-education with digital tools – films on internet for a more flexible way of learning Swedish language	Projects (ad-hoc)	Language courses, including digital tools	Third-country nationals, EU	Tailor-made labour market integration measure	Local (region, province, municipality)	n/a	n/a
SE2 http://sprakvan.se/	Language friend – practical integration	Projects (ad-hoc)	Language learning	Third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	n/a	2006-present
SE3 https://www.arbetsformedlingen.se/Om-oss/For-leverantorer/For-leverantorer-av-upphandlade-arbetsformedlingstjanster/Aktuella-arbetsformedlingstjanster/Yrkessvenska	Professional Swedish for Immigrants	Programme and systematic measures (multi-year / long term)	Professional language courses	Foreign born	Tailor-made labour market integration measure	National	n/a	
SI1 http://infotujci.si/en/integration-into-slovenian-society/free-slovenian-language-courses/	Initial integration of migrants	Programme and systematic measures (multi-year / long term)	Language courses	Third-country nationals	Mainstream integration measure	National	n/a	2012-present

Table A2.3: Measures in the area of information and counselling

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
AT3	Mentoring for migrants https://www.integrationsfonds.at/weiterbildung/mentoring/ or https://www.wko.at/site/Mentoring/mentoring.html	Programme and systematic measures (multi-year / long term)	Mentoring	Persons with a migration background; including third-country nationals and EU citizens	Mainstream labour market integration measure (for all)	National	n/a	2008-present
BE3	Connect2work www.connect2work.be	Programme and systematic measures (multi-year / long term)	Mentoring	Third-country nationals	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	n/a	2014-present
BE4	AcOrjob (Regional Integration Centre of Charleroi) www.cricharleroi.be/	Programme and systematic measures (multi-year / long term)	Social assessment and tailored counselling services	EU citizens and third-country nationals	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	€ 1 0860 800 (for project duration)	2015-2020
BE5	DUO for a JOB https://www.duoforajob.be/en/home/	Programme and systematic measures (multi-year / long term)	Mentoring	Third-country nationals and BE nationals with migratory background	Mainstream labour market integration measure (for all)	National	€ 1.7 million (for 2017)	2013-present
CY5	Migrant Information Centres http://mihub.eu/en/contact_	Programme and systematic measures (multi-year / long term)	One-stop shop	Third-country nationals	Tailor-made labour market integration measure	National	€ 60 000	Dec 2016-Nov 2017
CZ1	Legal counselling in matters of labour-law relations http://www.integracnicentra.cz/PoskytovaneSluzby/PravniPoradenstvi.aspx	Programme and systematic measures (multi-year / long term)	Legal counselling	Third-country nationals	Tailor-made labour market integration measure	National	n/a	
DE4	German government's portal for qualified professionals from around the world www.make-it-in-germany.com	Programme and systematic measures (multi-year / long term)	Information portal	Skilled workers	Mainstream labour market integration measure (for all)	International	n/a	2012-present
DE5	German chambers of commerce and industry abroad and German trade delegations providing advice at special counselling centres https://www.anerkennung-in-deutschland.de/html/de/prorecognition.php	Projects (ad-hoc)	Counselling services	Skilled workers	Tailor-made labour market integration measure	International	n/a	2015-present
DE11	Online learning portal 'I want to learn German' www.iwvl.de	Projects (ad-hoc)	Digital learning environment. Also offers independent learning areas for literacy in German as a second language, as well as working and professional German language learning.	Open	People with a migration background	National	n/a	n/a
DE12	Coordination Office Vocational Training and Migration (KAUSA) https://www.jobstarter.de/de/kausa-21.php	Programme and systematic measures (multi-year / long term)	Promoting dual vocational training for migrants in companies	Via regional counselling, information and coordination centres	Self-employed persons, young people and parents with a migration background	National	n/a	1999-present

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
EE1	Migration Counselling Service	Programme and systematic measures (multi-year / long term)	Counselling, including training and seminars	Third-country nationals and EU nationals	Mainstream labour market integration measure (for all)	National	€ 750 000	
	https://www2.politsei.ee/en/teenused/migratsiooninoustajad/							
FI1	Integration training (Public Employment Service)	Legislative/policy (structural) measure	General integration training	Unemployed EU nationals and third-country nationals	Tailor-made labour market integration measure	National	€ 90 million	1999-present
	http://www.te-palvelut.fi/te/en/jobseekers/career_education_training/integration_training_immigrants/index.html							
FI3	International House Helsinki (IHH)	Programme and systematic measures (multi-year / long term)	One-stop shop	All third-country nationals and EU nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 2.5 million (total budget of a larger project 'At Work in Finland', of which IHH is one part)	Dec 2017-present
	https://www.ihhelsinki.fi/							
IE1	Integration and Employment of Migrants (ESF Fund)	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	€ 3.353.498 (for duration of programme)	2017-2019 (Funding call launched 2016, with project duration lasting four years))
	http://eufunding.justice.ie/en/EUFunding/ESF_Booklet_Final%202017-09-08.pdf/Files/ESF_Booklet_Final%202017-09-08.pdf							
ITS	Portale Integrazione Migranti	Programme and systematic measures (multi-year / long term)	Information portal	Actors involved in integration policies such as ministries, regions, local bodies, private citizens, sector operators and migrants	Mainstream labour market integration measure (for all)	National	n/a	2012-present
	http://www.integrazionemigranti.gov.it/							
LU2	'InSitu JOBS' - AMIF-project by the non-governmental organisation CLAE asbl	Projects (ad-hoc)	Counselling services, including workshops	Third-country nationals and beneficiaries of international protection	Tailor-made labour market integration measure	National	€ 447 795 (for project duration)	May 2015 – April 2018
	http://www.clae.lu/migrations/insitu-jobs/							
LU3	'Migration vers l'emploi - Employers: everything you want to know about third-country nationals'	Projects (ad-hoc)	Information guide	All	Tailor-made labour market integration measure	National	€ 33 800 (one year)	June 2016– May 2017
	http://imslux.lu/assets/publication/29/Migration_vers_L_emploi_EN.pdf							
LV2	Information Centre for Immigrants	Projects (ad-hoc)	One-stop shop	All third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 939 944 (for project duration)	May 2015– Dec 2017
	http://www.patverums-dm.lv/lv/informacijas-centrs-imigrantiem http://www.integration.lv							
PL5	My Career in Poland II, beneficiary: "Instytut Spraw Publicznych" Foundation	Projects (ad-hoc)	General integration services, including counselling and training	All third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 166 000	Aug 2015– July 2017
	http://www.isp.org.pl/projekty,moja-kariera-w-polsce-ii---wsparcie-cudzoziemcow-na-polskim-rynku-pracy,1121.html http://spolkawpolsce.pl							
PL7	Voivodeship Labour Office in Gdańsk	Programme and systematic measures (multi-year / long term)	Career counselling	Unemployed and job-seekers	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	n/a	
	http://www.wup.gdansk.pl/poradnictwo_zawodowe/							
SE4	Competence Centre – City of Gothenburg	Projects (ad-hoc)	Coaching, career guidance, job matching and training	Unemployed residents	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	n/a	Ongoing
	http://goteborg.se/wps/portal/start/kommun-o-politik/kommunens-organisation/forvaltningar/forvaltningar/arbetsmarknad-och-vuxenutbildning/vara-verksamheter/lut/p/z/1/04_Sj9CPykyssyOxPLMnMzOvMAfjo8ziTYzcDQy9TAy93V0dzQOcT22NTH39_I0Nncz1w8EKDFCAo4FTkJGTsYGBu7-RfhQx-vEoiMiwHtki_YLcOFAAcIv-sIAI!dz/d5/L2dBISEvZ0FBIS9nQSEh							

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
SK1 www.mic.iom.sk	IOM Migration Information Center	Projects (ad-hoc)	General integration services, including counselling and training	Third country nationals	Tailor-made labour market integration measure	National (Some of the services provided are accessible to and can be used also by third-country nationals who are outside of the territory of the SR)	Approx. € 1 million (for project duration)	Jan 2017- Dec 2019

Table A2.4: Measures in the area of enhancement of intercultural/civic relations in the work place inclusion

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
BE1 https://www.vdab.be/partners/integratie-door-werk	Action Plan 'Integration through work' of the Flemish Public Employment Service (VDAB)	Programme and systematic measures (multi-year / long term)	Action Plan	EU citizens and third-country nationals	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	€ 2.5 million for 2016 and 2 million for 2017	2016-2018
CY6 http://www.mmclearingsolutions.com/Project_Card.aspx?ProjectID=1344&ProjectCategoryID	Training seminars for employers	Projects (ad-hoc)	Training seminars	Third-country nationals	Tailor-made labour market integration measure	National	€ 75 000 (for project duration)	Dec 2014- June 2015
DE6 https://www.demokratie-leben.de/en/federal-programme/about-live-democracy.html	Federal programme to support initiatives and associations actively working towards a diverse, non-violent and democratic society	Programme and systematic measures (multi-year / long term)	20 different projects, entailing workshops, theatre performances, role plays, etc.	Third-country nationals, EU, national	Mainstream labour market integration measure (for all)	National	€ 104.5 million	Jan 2015 – present
ES2 http://www.mitramiss.gob.es/oberaxe/ficheros/documentos/GuideManagingCulturalDiversitySAME.pdf	Project Management of Cultural Diversity in Medium and Small Companies	Projects (ad-hoc)	Action Plan	Workers and entrepreneurs of small and medium enterprises, business organisations, trade unions, non-governmental organisations, and other civil society entities, immigrant associations, universities, business schools, business incubators (Business Incubation Centers), as well as others professional environments that work in the management of cultural diversity.	Tailor-made labour market integration measure	National	n/a	2013-2014
IT1 n/a	DICE – Developing Intercultural Competencies in Enterprises	Programme and systematic measures (multi-year / long term)	n/a	Third-country nationals	Tailor-made labour market integration measure	International	n/a	n/a
MT2 https://jobsplus.gov.mt/schemes-jobseekers/work-schemes	Schemes	Programme and systematic measures (multi-year / long term)	Work exposure or training schemes	Unemployed or inactive third-country nationals	Mainstream labour market integration measure (for all)	National	€ 7 million	2009 (Traineeship scheme) 2015 (work exposure scheme)

Table A2.5: Targeted measures

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
BE2 https://www.atlevel2work.be/nl/amif	@level2work project	Projects (ad-hoc)	One-stop shop, including mentoring, recognition of skills	Highly skilled foreign-language speaking newcomers	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	n/a	mid-2016-mid-2018
DE7 https://www.zdh.de/fachbereiche/gewerbefoerderung/passgenaue-besetzung-willkommenslotsen/passgenaue-besetzung/	Passgenaue Besetzung	Programme and systematic measures (multi-year / long term)	Counselling services for small-and medium sized enterprises	Highly skilled foreigners	Mainstream labour market integration measure (for all)	National	€ 25 million	2007-present
DE10 https://www.starkimberuf.de/	ESF Federal programme 'Strong at work - mothers with a migration background get in'	Programme and systematic measures (multi-year / long term)	Facilitate the entry into employment of migrant mothers and to improve access to existing job offers	Nationwide 80 contact points	Women with children that have a migrant background and explicitly also for third-country nationals	National	Second funding phase (1 January 2019 - 30 June 2022) with around 90 projects receiving ESF funding of up to € 75 000 per year per project	2015-present
EE3 https://www.workinestonia.com/working-in-estonia/international-spouse-career-counselling/	International Spouse Career Counselling	Projects (ad-hoc)	Career counselling	Spouses/partners of all EU and non-EU specialists that arrive to Estonia for working purposes	Mainstream labour market integration measure (for all)	National	n/a	March 2018-present
EL1 https://greece.iom.int/el/helios-hellenic-integration-system	HELIOS (HELlenic IntegratiOn System	Projects (ad-hoc)	IOM will strengthen the social services of the Municipalities of Livadia and Thiva with specialized staff and interpreters to provide advice on labour market integration, social participation and respect for human rights. The ultimate goal is for the successful integration of the target group into the local community.	Small group of refugees. Its aim is to be a decentralized model for the integration of third country nationals.	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience	Local	It is implemented under the coordination of the Ministry for Migration Policy in collaboration with the Municipality of Livadia and the Municipality of Thiva and the International Organization for Migration.	Jan 2018-present (6+6 months)
EL2 http://www.oaed.gr/nea-arthro/-/asset_publisher/ebcGfvDrjPsQ/content/i-ref-sos-ergo-oaed-gia-ten-koinonike-yposterixe-ton-neon-prosphygon?redirect=http%3A%2F%2Fwww.oaed.gr%2Fnea-arthro%3Fp_p_id%3D101_INSTANCE_ebcGfvDrjPsQ%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-3%26p_p_col_count%3D1	I_ReF_SoS - Innovative Response to Facilitate Social Assistance for Young Refugees	Projects (ad-hoc)	Seeks to create a new approach to the vocational training of newcomers. Projects are enriched with innovative educational counselling, mentoring, language and intercultural training, and career guidance for trainers and trainees. Projects are designed and implemented at a pilot level for new refugees who have applied asylum.	Refugees	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience	National	Coordinating Agencies: Hellenic Manpower Employment Organization (OAE in Greek), The Center for the Development of Educational Policy (KANEP) of the General Confederation of Greek Workers (INE-GSEE in Greek), the Ministry of Education of Turkey and the DEKRA Akademie Training Organization of Germany (project partners and country of potential final settlement of refugees). The Plan is funded by the European Commission under the ERASMUS+ Youth Sector - Key Action 2: Youth Partnership Strategies.	2017-2019

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
EL3	Cities Grow: Cities integrate refugees and immigrants through economic activity	Projects (ad-hoc)	Athens and Munich are working on four themes: access to public and private contracts for migrant entrepreneurs; cooperation with businesses, local employment services and local educational institutions; development of support services for migrant entrepreneurs; and, development of anti-discrimination strategies in local labour markets. Develop an action plan for the integration of refugees and immigrants into the labour market in the city of Athens.	Refugees and immigrants	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience.	Local (at national and EU level)	The Programme is funded by the European Commission via the Asylum, Migration and Integration Fund (AMIF) and Internal Security Fund (ISF) for the period 2014-2020.	Feb 2017-Jan 2019
EL4	Facilitating access to work for vulnerable populations	Projects (ad-hoc)	Aims to help refugees and asylum-seekers improve their living conditions by finding a job through the Generation 2.0 RED Work Advisory Service with the support of the International Rescue Committee.	Refugees and asylum seekers	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience).	Local	There is no relevant information. Supported by the International Rescue Committee.	2017 (4 months)
EL5	Employment Office of the Greek Council for Refugees (GCR)	Projects (ad-hoc)	The Greek Council for Refugees has been operating an employment office since 2000, helping hundreds of newly arrived and recognised refugees to make their transition to the labour market and find paid employment. The main objective of the office is to support jobseekers to find their first job in Greece.	Newly arrived and recognised refugees to make their transition to the labour market and to find paid employment	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience.	National	There is no relevant information. Supported by the Greek Council for Refugees (GCR).	2000 - present
EL6	Paralegals programme in rural areas of Greece	Projects (ad-hoc)	Programme for the training of volunteer paralegals in rural areas of the country, specifically in Nea Manolada, Ilia and Filiatra in Messinia.	The recipients of this training were land workers, who belong to the Bangladeshi and African communities respectively.	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience.	Local (region, province, municipality)	There is no relevant information. Supported by Generation 2.0 for Rights, Equality & Diversity	2017
EL7	"Stepping Stone" Educational Integration Programme	Projects (ad-hoc)	This programme was launched by METAdrasi in May 2017 and aims at facilitating the integration of refugees and migrants through educational activities and internships. METAdrasi supports the efforts of the beneficiaries by evaluating and strengthening their abilities, as well as preparing them for employment through a paid apprenticeship.	Refugees and migrants	Tailor-made to groups of third-country nationals i.e. women and vulnerable persons. Programmes/plans/ contracts containing different labour market integration made specific to the target audience.	Local (region, province, municipality)	There is no relevant information. Stepping Stone is supported by the "Captain Vasilis and Karmen Konstantakopoulos" Foundation.	2017-present

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
FI6	Capable Women	Projects (ad-hoc)	Career counselling, employment workshops	Unemployed (registered) migrant women	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 90 000 (annually)	2011-2016
	<i>MONIKA – Multicultural Women's Association: https://monikanaiset.fi/en/</i>							
FR4 <i>n/a</i>	Framework agreement between the State, OFII and Pôle Emploi to promote labour market integration of foreigners 2016-2019	Programme and systematic measures (multi-year / long term)	Connecting services offered by operators and exchange of expertise	All newly arrived third-country nationals who are registered with Pôle Emploi with particular attention to refugees admitted as part of relocation and reintegration programmes	Tailor-made labour market integration measure	National	n/a	2016-2019
HU5	MentoHRing	Projects (ad-hoc)	Multidimensional services, including counselling, mentoring and therapy groups	Vulnerable third-country nationals especially beneficiaries of international protection	Tailor-made labour market integration measure	National	€ 168 381	July 2017-Jan 2018
	<i>https://menedek.hu/en/node/639</i>							
IT3	Percorsi	Programme and systematic measures (multi-year / long term)	Individual integration plans	UAM and young migrants previously unaccompanied	Tailor-made labour market integration measure	International	€ 11.68 million	Oct.2016-March 2019
	<i>http://www.integrazionemigranti.gov.it/Progetti-e-azioni/Pagine/Percorsi-di-integrazione-socio-lavorativa-per-minori-non-accompagnati-e-giovani-migranti.aspx</i>							
IE3	National Funding to Promote the Integration of Immigrants	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	EEA nationals and third-country nationals	Tailor-made labour market integration measure	Other	Approx. € 1.9 million	2017-2019
	<i>http://www.integration.ie/en/ISEC/NFP2017%20-%20List%20of%20Funded%20projects.pdf/Files/NFP2017%20-%20List%20of%20Funded%20projects.pdf</i>							
IE4	AMIF Ireland	Programme and systematic measures (multi-year / long term)	Various projects targeting different aspects of labour market integration of third-country nationals	Third-country nationals, refugees, asylum seekers (in some cases)	Tailor-made labour market integration measure	Other	€ 4.5 million	2017-2019
	<i>http://eufunding.justice.ie/en/EUFunding/AMIF_Booklet_Final%202017-08-29.pdf/Files/AMIF_Booklet_Final%202017-08-29.pdf</i>							
LT2 <i>n/a</i>	Employment intermediation	Legislative/policy (structural) measure	Assistance in finding a suitable employer	Third-country nationals in possession of the residence permit and registered at the Public employment service	Unemployed persons (including third-country nationals) registered at Public employment service. Over 900 third-country nationals were employed in 2017.	National	n/a	1991-present
LV1	Cabinet Regulation No.108 Specialities (Professions), Where Significant Shortage of Labour Force is to be Expected and Where Foreigners May be Invited for Work in the Republic of Latvia	Legislative/policy (structural) measure	List of shortage professions	Highly-qualified third-country nationals	Tailor-made labour market integration measure	National	n/a	Feb 2018
	<i>https://likumi.lv/ta/id/297537-specialitates-profesijas-kuras-prognoze-butisku-darbaspeka-trukumu-un-kuras-darba-latvijas-republika-var-uzaicinat-arzemiesniekus</i>							

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
LV4	Active employment measures "Measure for certain groups of persons" (subsidised work place)	Programme and systematic measures (multi-year / long term)	Subsidised work	Specific groups of third-country nationals, especially unemployed	Mainstream labour market integration measure (for all)	National	€ 4.5 million	2001-present
	http://www.nva.gov.lv/index.php?cid=433&mid=53&txt=4013&mode=content&method=edit&from=0							
PL6	Women in business - programme of support on the labour market for female migrants from Ukraine, beneficiary: "Instytut Innowacji" Foundation	Projects (ad-hoc)	Multidimensional services, including skills recognition, language courses and workshops	Female Ukrainian nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 44 000	Oct 2015-July 2016
	http://www.ii.org.pl/kobiety/html							
SE5	Let's Colour Gothenburg	Projects (ad-hoc)	Tailor made measures	Young unemployed third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	n/a	2014-present
	https://sattfargpa.se/goteborg/							

Table A2.6: Incentive measures for migrants or employers

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
DE8	Recruitment support for employers of facilities for nursing care for the sick and the elderly	Projects (ad-hoc)	Mediation agreements between the Federal Employment Agency and the labour administrations of the partner countries for qualified nursing staff.	Skilled workers	Tailor-made labour market integration measure	Serbia, Bosnia Herzegovina and Philippines	n/a	2013-present
	https://www.triple-win-pflegekraefte.de/							
FI5	Koto-SIB- social impact bond	Programme and systematic measures (multi-year / long term)	Employment agency services, language training and social awareness training	All third-country nationals	Tailor-made labour market integration measure	National	€ 14 million	Sept 2016-Dec 2019
	https://kotosib.fi/en/							
IT4	Multi-action public notice for the presentation of regional intervention plans for integrating third-country nationals	Programme and systematic measures (multi-year / long term)	Systematic national actions	Third-country nationals	Mainstream labour market integration measure (for all)	International	approx. € 31 million	2016-present
	http://www.interno.gov.it/it/amministrazione-trasparente/bandi-gara-e-contratti/avviso-pubblico-multi-azione-presentazione-progetti-finanziare-valere-sul-fondo-asilo-migrazione-e-integrazione-2014-2020-fami							
LV6	PROVIDUS project "Integration of Society in the Workplace"	Projects (ad-hoc)	Research project	all third-country nationals and EU citizens	Mainstream labour market integration measure (for all)	Local (region, province, municipality)	Approx. € 100 000	March 2018-Nov 2018
	http://providus.lv/en/article/integration-of-society-in-the-work-place http://providus.lv/en/article/handbook-workplace-integration							
PL8	Voivodeship Labour Office in Gdańsk	Programme and systematic measures (multi-year / long term)	Granting of unemployment benefits	Unemployed	Mainstream labour market integration measure (for all)	n/a	n/a	Jan 2014-present
	http://www.wup.gdansk.pl/bip/artykul/informacja-o-wejsciu-w-zycie-umowy-o-zabezpieczeniu-spoecznym-miedzy-rzeczapospolita-polska-a-ukraina.html							

Table A2.7 Measures related to the support for self-employment

MS and measure	Name of measure	Type	Key characteristic	Access	Target Group	Coverage	Budget (in €)	Period of implementation
DE9 www.wir-gruenden-in-deutschland.de	Multilingual information portal (14 languages)	Projects (ad-hoc)	Information portal	EU, third-country nationals	Professionals who live abroad, who want to start a business in Germany as well as International students and academics.	National	n/a	2015-present
ES3 http://www.investinspain.org/invest/en/resources/information-services/Rising-Startup-Spain/index.html	Rising Start-up in Spain	Project (Had-hoc)	Not-repayable grant	EU, third-country nationals	Tailor-made labour market integration measure	Madrid, Barcelona		Call for application closed on 4 August 2018
FR1 https://grdr.org/	GRDR (Research and implementation group for rural development)	Projects (ad-hoc)	Training and networking support	All third-country nationals wishing to create a business	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 70 000	2018 (ongoing)
HU4 http://www.entrend.hu/	By Our Own Efforts 3.0- Entrepreneurial Service Centre for migrants	Projects (ad-hoc)	Multidimensional activities, including workshops, consultations and mentoring	All third-country nationals specified by Article 9 (1) of Regulation (EU) No 516/2015	Tailor-made labour market integration measure	Local (region, province, municipality)	€ 75 235	Sept 2016-Jan 2018
IT2 http://www.giovani2g.it/	Giovani 2G	Projects (ad-hoc)	Non-repayable grants and mentoring services	third-country nationals between 18 and 30	Tailor-made labour market integration measure	National	€ 1.6 million	2015-2017
PT1 www.acm.gov.pt	GAEM – Migrant Entrepreneur Support Office	Programme and systematic measures (multi-year / long term)	Trainings courses and personal meetings	All third-country nationals and EU nationals	Mainstream labour market integration measure (for all)	National	n/a	2009-present
SE6 EU funded project. https://onestopfutureshop.com/startupfasttrack/	Start-up Fast track – spin-off project from BRG Competence centre	Projects (ad-hoc)	One-stop shop	Third-country nationals	Tailor-made labour market integration measure	Local (region, province, municipality)	n/a	2017-present
UK1 www.artscouncil.org.uk/funding/enterprising-libraries	Enterprising Libraries	Projects (ad-hoc)	Information services and network opportunities	Third-country nationals, EU, nationals	Mainstream labour market integration measure (for all)	National	€ 2.192.206 (2013-2016)	2013-2016

ANNEX 3

PRIVATE SECTOR MEASURES

Table A3.1: Measures related to training and qualification

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
BE2(p) n/a	Port of Antwerp	Large: >250 Employees	National	Transport and communication	Paid internship	Highly skilled third-country nationals	High qualified workers	Local (region, province, municipality)	n/a	2016-present
BE3(p) n/a	Engie Belgium	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Energy and water	Diversity Plan	All workers	Medium skilled workers	National	n/a	2017-present
BE4(p) https://www.boerenbond.be/kenniscentrum/boer-in-de-kijker/diversiteit-als-hefboom-bij-fruitbedrijf-vanhellemont http://fruitvanhellemont.be/weetjes/176-diversiteit	Horticultural company Fruit Vanhellemont	Medium: 50 - 249 Employees	National	Agriculture, forestry and fishing	Diversity Plan	BE nationals, EU citizens, third-country nationals	Medium skilled workers	Local (region, province, municipality)	n/a	2005-present
CZ2(p) n/a	Language integration course for employees of ŠKODA AUTO, recruited under the Ukraine project	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Manufacturing	Language course	third-country nationals (especially from Ukraine).	Low-skilled workers	Within the company	n/a	ongoing
DE3(p) https://www.diakonieneuendettelsau/	Recruitment project for Vietnamese nursing staff by Diakonie Neuendettelsau	Large: >250 Employees	National	Public admin, education and health	Recruitment support	Vietnamese employees	Medium-skilled workers	Local (region, province, municipality)	n/a	ongoing
ES1(p) n/a	CEPAIM Foundation	Foundation	National	It is a foundation with social purposes	Group training and individual support	All third-country nationals	All third-country nationals	National	n/a	n/a
FI1(p) https://www.s-kanava.fi/web/hok-elanto/yrityksesta/vastuullisuus/henkiloston-hyvinvointi-ja-motivaatio/monimuotoisuus	HOK-Elanto recruitment training 'Path to profession in retail'	Large: >250 Employees	National	Wholesale and retail trade, hotels and restaurants	Recruitment training programme	Foreign nationals and Finnish nationals (half and half)	Low- and medium-skilled workers	Local (region, province, municipality)	n/a	2017-present
IE1(p) http://www.bitc.ie/business-action-programmes/business-action-on-employment/are-you-a-jobseeker/	Business in the Community Ireland (BITCI) Employment for People from Immigrant Communities (EPIC)	n/a	National	Business network	Group training and individual support	Third-country nationals	All third-country nationals company workers	Local (region, province, municipality)	€ 1.9 million	2008-present

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
IE2(p) http://www.seetec.ie/welcometowork/	Seetec (Welcome to Work)	Medium: 50 - 249 Employees	International (e.g. with subsidiaries in the Member State)	Other services	13-week programme including group and 1-1 online support	third-country nationals with right to access employment	All third-country nationals company workers	Local (region, province, municipality)	€ 350 000	Up to August 2019
LU1(p) <i>n/a</i>	Simulation-based recruitment method	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Wholesale and retail trade, hotels and restaurants	Skills assessment	All	Low-skilled workers	National	n/a	n/a
SE1(p) http://www.yallatrappan.se/yalla-trappan/allt-om-yalla-trappan-18713877	Yalla trappan	Small: 10 – 49 Employees	National	Wholesale and retail trade, hotels and restaurants	Job- and internship opportunities	Unemployed immigrant women lacking access to labour market due to weak language skills, non- limited work experience and/or limited education.	Low-skilled workers	Local (region, province, municipality)	n/a	2006-present

Table A3.2: Measures related to the enhancement of (soft) skills

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	coverage	Budget	Period of implementation
FR4(p) https://www.total.com/fr/groupe	Total Group	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Energy	Various support measures, e.g. language classes, intercultural awareness training, etc.	third-country nationals, employees and their spouses/partners	High qualified workers	International	n/a	ongoing
LV1(p) <i>n/a</i>	Supporting Foreign Employees	Large: >250 Employees	National	Financial and business services	Various support measures, e.g. language classes, consultations on social issues	Highly qualified employees	High qualified workers	Other	n/a	ongoing

Table A3.3 Measures related to the enhancement of intercultural/civic relations in the work place inclusion

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
BE1(p) <i>n/a</i>	bpost	Large: >250 Employees	National	Transport and communication	Various support measures, e.g. mentoring, support before recruitment stage	Third-country nationals	Low-skilled workers	National	€ 39 000	ongoing
CZ1(p) <i>n/a</i>	Project for the Integration of Workers from Ukraine – LUKOV Plast spol.sr.o	Large: >250 Employees	National	Manufacturing	Mentoring ('buddy' system) and language courses	Third-country nationals and family members	Medium-skilled workers	other	Budget: approx. € 1 500 person (CZK 40.000). Financed by company	ongoing
DE6(p) https://www.charta-der-vielfalt.de/en/	Diversity Management	Large: >250 Employees (almost 3,000 participating companies and public institutions)	National	All sectors	Diversity management and non-discrimination	All third-country nationals, EU nationals and nationals	All	Within the participating companies	n/a	2006-present

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
FI2(p) https://aguidetofinland.com/	Supercell families in Helsinki – ‘Spouses group’	Medium: 50 - 249 Employees	National	Other services	Provision of information, leisure activities, networking and social events	All third-country nationals and EU nationals (spouses only)	Medium-skilled workers	Within the company	n/a	2015-present
FR1(p) https://www.fondationface.org/projet/bienvenu-e-s/	Fondation Agir Contre l'Exclusion (FACE)	n/a	National	Foundation consisting of company clubs	Create innovative schemes with companies	All third-country nationals	Specific groups such as vulnerable people, young people, women, seasonal workers, etc.	National	€ 209 000	2018-present
FR3(p) http://www.cindex.asso.fr/	CINDEX	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Different sectors	Various support measures provided by the companies, e.g. upon arrival and job-seeking support to partners	Third-country nationals as members of their families	High qualified workers	International	n/a	ongoing
FR4(p) https://www.total.com/fr/groupe	Total Group	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Energy	Various support measures, e.g. language classes, intercultural awareness training, etc.	Third-country national employees and their spouses/partners	High qualified workers	International	n/a	ongoing
UK1(p) https://www.ey.com/uk/en/about-us/our-people-and-culture/diversity-and-inclusiveness/about-ey---diversity-and-inclusiveness---our-networks	EY - Creating a diverse leadership team and attracting/supporting international talents	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Financial and business services	Early career support, facilitating access to national professional networks, etc.	Highly skilled employees	High qualified workers	International	n/a	ongoing
UK2(p) https://race.bitc.org.uk/all-resources/case-studies/race-equality-awards-2017-mott-macdonald-culture-change-through-tackling https://www.mottmac.com/equality-diversity-and-inclusion	Mott Macdonald – Unconscious Bias Training and Advance Reverse Mentoring	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Financial and business services	Training programme and mentoring	Mainstream labour market integration measure (for all)	All third-country nationals company workers	International	n/a	2015-present

Table A3.4: Measures related to information and counselling

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
DE1(p) https://www.innogames.com/de/	Recruiting Team	Large: >250 Employees	National	Other services	Contact person for each new third-country national employee and other counselling services	International employees	All third-country nationals company workers	Local (region, province, municipality)	n/a	n/a
DE4(p) https://www.make-it-in-germany.com/de/unternehmen/unterstuetzung-finden/willkommenskultur-im-unternehmen/sps-schiekel/ https://www.sps.de/	Integration commissioner	Medium: 50 - 249 Employees	National	Other services	Integration commissioner for Spanish employees	Spanish employees	High qualified workers	Local (region, province, municipality)	n/a	n/a
DE5(p) https://www.dihk-bildungs-gmbh.de/news/2015/profis-fuer-internationale-fachkraefte-relocation-manager-ihk/	'Relocation Manager (IHK)'	Non-company based	Course	All sectors	Course for individuals to become relocations managers	Open for all	Focal points in companies, open for all	National	n/a	n/a
EE1(p) https://www.mercuriurval.com/en-fi/our-services/	n/a	Large: >250 Employees	National	Manufacturing	Counselling services (pre-arrival)	All third-country nationals and EU nationals	2. Medium-skilled workers	Local (region, province, municipality)	n/a	ongoing
EE2(p) <i>n/a</i>	Relocation package	Small: 10 – 49 Employees	National	Financial and business services	Contact person for new employees and counselling services	All third-country nationals and EU nationals	High qualified workers	International	Approx. € 4 000 per person	ongoing
EE3(p) <i>n/a</i>	n/a	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Other services	(pre-arrival) counselling services	All third-country nationals and EU nationals	High qualified workers	National	n/a	ongoing
FR2(p) www.crepi.org/	Fédération des CREPI	Foundation of regional business clubs	National	Different sectors	Mobilise businesses to facilitate access to employment; enable participation in national and local dynamic with key actors involved with this group.	All third-country nationals	90 newly arrived migrants who have signed the republican integration contract and who are actively looking for employment	National	€ 402 000 (for project duration)	Jan 2018- Dec 2020
LT1(p) <i>n/a</i>	Diversity and Inclusion Committee at Western Union, Vilnius, Lithuania	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Financial and business services	Relocation assistance and counselling services	All foreign employees	High qualified workers	Other	n/a	2016-present
LV2(p) <i>n/a</i>	Integration measures for new employees (onboarding process)	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Other services	Early career support and counselling services	All third-country nationals and EU nationals	High qualified workers	National	n/a	n/a
SE2(p) https://www.hr-webben.lu.se/kompetensforsorjning-fran-rekrytering-till-avveckling/internationell-personal/relocationtjanster	Relocation Service Programme for ABB	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Manufacturing	Various support measures, e.g. pre-arrival, settling in service, cultural/ language training, etc.	Third-country nationals employed at ABB in Västerås/Ludvika (Sweden), who are in need of a relocation program.	Medium skilled workers	Local (region, province, municipality)	n/a	Ongoing

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
PL1(p)	Employers of Pomerania (Pomorskie)	Large: >250 Employees	National	Other services	Counselling services, including online information sources	Ukrainian employees for Pomorskie companies and building business, academic and tourism contacts with Lviv and the Lviv region.		Local (region, province, municipality)	n/a	ongoing
	http://pracodawcy.pomorza.pl/ukraina/ http://www.gdansk.pl/wiadomosci/Gdanska-flaga-we-Lwowie-Miasto-otworzylo-mala-ambasade-w-dzielnicy-Frankiowskiej,a,105113									
UK1(p)	EY - Creating a diverse leadership team and attracting/supporting international talents	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Financial and business services	Early career support, facilitating access to national professional networks, etc.	Highly skilled employees	High qualified workers	International	n/a	ongoing
	https://cdn.ey.com/echannel/gl/en/about-us/our-people-and-culture/diversity-and-inclusiveness/EY-d-and-i-roadmap-brochure.pdf https://www.ey.com/uk/en/newsroom/news-releases/12-11-07---ernst-and-young-ranked-in-top-ten-firms-for-race-and-gender-equality https://www.ey.com/uk/en/about-us/our-people-and-culture/diversity-and-inclusiveness/about-ey---diversity-and-inclusiveness---our-networks									

Table A3.5: Targeted measures

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	Coverage	Budget	Period of implementation
FR1(p)	Fondation Agir Contre l'Exclusion (FACE)	n/a	National	Foundation consisting of company clubs	Create innovative schemes with companies	All third-country nationals	Specific groups such as vulnerable people, young people, women, seasonal workers, etc.	National	€ 209 000	2018-present
	https://www.fondationface.org/projet/bienvenu-e-s/									
FR2(p)	Fédération des CREPI	Foundation of regional business clubs	National	Different sectors	Mobilise businesses to facilitate access to employment; enable participation in national and local dynamic with key actors involved with this group.	All third-country nationals	90 newly arrived migrants who have signed the republican integration contract and who are actively looking for employment	National	€ 402 000 (for project duration)	Jan 2018-Dec 2020
	www.crepi.org									

Table A3.6 Incentive measures

MS and measure	Name of measure	Size of company	Type	Sector	Key characteristics	Access	Target group	coverage	Budget	Period of implementation
DE7(p)	HBS Elektrobau	Large: >250 Employees	National	Electric engineering	Providing housing	All third-country nationals, EU nationals and nationals	All employees	Local	n/a	n/a
	https://www.hbs-elektrobau.de/									
UK3(p)	Accenture	Large: >250 Employees	International (e.g. with subsidiaries in the Member State)	Financial and business services	Legal and financial support related to visa acquisition; counselling services related to visa issues, relocation, etc.	All third-country nationals company workers	All third-country nationals company workers	International	n/a	n/a
	https://www.accenture.com/gb-en/company-diversity									



Keeping in touch with the EMN

EMN website www.ec.europa.eu/emn

EMN LinkedIn page <https://www.linkedin.com/company/european-migration-network/>

EMN Twitter <https://twitter.com/EMNMigration>

EMN National Contact Points

Austria www.emn.at

Belgium www.emnbelgium.be

Bulgaria www.emn-bg.com

Croatia www.emn.hr

Cyprus www.moi.gov.cy

Czech Republic www.emncz.eu

Denmark https://ec.europa.eu/home-affairs/what-we-do/networks/european_migration_network/authorities/denmark_en

Estonia www.emn.ee

Finland www.emn.fi

France www.immigration.interieur.gouv.fr/Europe-et-International/Le-reseau-europeen-des-migrations-REM2

Germany www.emn-germany.de

Greece www.ypes.gr

Hungary www.emnhungary.hu

Ireland www.emn.ie

Italy www.emnitalyncp.it

Latvia www.emn.lv

Lithuania www.emn.lt

Luxembourg www.emnluxembourg.lu

Malta <https://homeaffairs.gov.mt/en/mhas-information/emn/pages/european-migration-network.aspx>

Netherlands www.emnetherlands.nl

Poland www.emn.gov.pl

Portugal https://ec.europa.eu/home-affairs/what-we-do/networks/european_migration_network/authorities/portugal_en

Romania www.mai.gov.ro

Slovakia www.emn.sk

Slovenia www.emm.si

Spain <http://extranjeros.empleo.gob.es/en/redeuropeamigracion>

Sweden www.emnsweden.se

United Kingdom https://ec.europa.eu/home-affairs/what-we-do/networks/european_migration_network/authorities/united-kingdom_en

Norway www.emnnorway.no