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

Synthesis Report for the EMN Study

February 2019
Disclaimer

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


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
   Key points to note ___________________________________________ 5
   Scope, aim and methodology of the study ________________________ 5
   Scale of third-country nationals’ labour market integration in the EU ________________________________ 6
   Context and EU policy framework ______________________________ 6
   Existing integration policies across the Member States and recent changes ____________________________ 6
   Labour market integration policies ______________________________ 6
   Good practice examples of labour market integration measures __ 7
   Key conclusions _____________________________________________ 7

1. INTRODUCTION _____________________________________________ 9
   1.1. CONTEXT AND EU POLICY FRAMEWORK ______________________ 9
   1.2. POPULATION OF THIRD-COUNTRY NATIONALS AND THEIR LABOUR MARKET PARTICIPATION ___ 10
   1.3. SCOPE OF THE STUDY _____________________________________ 13
   1.4. METHODOLOGY __________________________________________ 14

2. PART I: GENERAL AND LABOUR MARKET INTEGRATION POLICIES ___ 15
   2.1. OVERVIEW OF INTEGRATION POLICIES IN MEMBER STATES ________ 15
      2.1.1. Definition of integration __________________________________ 15
      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
   2.3. IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICY: INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION ________________________________ 18
   2.4. MAIN CHALLENGES IN DESIGN AND IMPLEMENTATION OF LABOUR MARKET INTEGRATION POLICIES ________________________________ 19

3. PART II: MEASURES AND PRACTICES FACILITATING LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS _________________ 21
   3.1. DESIGN AND IMPLEMENTATION OF INTEGRATION MEASURES OF THE PUBLIC SECTOR ________________________________ 21
      3.1.1. Promising examples of integration measures implemented by member states ____________________________ 23
      3.1.2. Indicators for the impact and results of public measures __ 32
   3.2. PRIVATE SECTOR INITIATIVES TO FACILITATE LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS _______ 34
      3.2.1. Training and qualification ________________________________ 36
      3.2.2. Information and counselling ______________________________ 39
      3.2.3. Enhancement of soft skills and inter-cultural/civic relations in the workplace ____________________________ 39

4. CONCLUSIONS ____________________________________________ 41

ANNEX 1
STATISTICAL DATA: LANGUAGE SKILLS AND OBSTACLES TO INTEGRATION ________________________________ 43

ANNEX 2
PUBLIC MEASURES ____________________________________________ 45

ANNEX 3
PRIVATE SECTOR MEASURES ____________________________________ 58
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 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. 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, 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, non-exclusively targeted third-country nationals within the scope of this study. But the target group examined in the study indirectly benefited 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 [lfso_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.
1. 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’.

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, 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. 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.

The most recent developments at EU level include the adoption of the Action Plan on the Integration of Third-Country Nationals and the Council Conclusions adopted in December 2016. 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. This multilingual tool also

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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.
6 2011 European Agenda for the Integration of Third-Country Nationals, op. cit.
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/#/
1.2. POPULATION OF THIRD-COUNTRY NATIONALS AND THEIR LABOUR MARKET PARTICIPATION

In 2017, the number of third-country nationals holding a valid permit was 19,525,751. 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 European countries (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 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), offers recommendations to users and helps them to select online courses. 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, and the Partnership on Inclusion of Migrants and Refugees, 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.

10 http://ec.europa.eu/social/main.jsp?langId=en&catId=1412&newsId=9125&furtherNews=yes
14 EMN STUDY ON LABOUR MARKET INTEGRATION OF THIRD-COUNTRY NATIONALS IN EU MEMBER STATES
15 All valid permits by reason, length of validity and citizenship on 31 December of each year (minv_revalid) – extracted from Eurostat on 27/11/2018
17 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.
18 Employment rates by sex, age and citizenship (%) (lfsa_urgan) – extracted from Eurostat on 16/01/2019
19 Unemployment rates by sex, age and citizenship (%) (lfso_14b1dr) – extracted from Eurostat on 29/10/2018.
Figure 1: Map of all valid permits in 2017 (Numbers by 1 000 people of total population)

Note: Own calculations based on Eurostat data.
Note: All valid permits by reason, length of validity and citizenship on 31 December of each year [migr_res-valid] – extracted from Eurostat on 26/10/2018.

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.
**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 [lfso_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_urgan] - extracted from Eurostat on 27/11/2018.
According to the national reports used in this study, third-country nationals were most frequently employed in the secondary sector, namely manufacturing, particularly construction and in the processing industry, which suggests predominantly low-skilled jobs. Finland, Ireland and Latvia break this trend, since their respective top-three sectors also included highly-skilled work.

Four other Member States 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 reasons 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/graduates 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.

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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 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 cases,29 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...
migrants in most EU countries, notably in Austria, France, Germany, Italy and Spain.\textsuperscript{38} Other relevant challenges reported included:

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

### 2.1.3. Immigrant integration strategies

Most Member States have developed integration strategies,\textsuperscript{42} action plans\textsuperscript{43} and/or policy models.\textsuperscript{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,\textsuperscript{45} several policy measures specifically target the needs of newly arrived third-country nationals, as explored in more detail in Part II. The overarching 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 States\textsuperscript{46} 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 provisions\textsuperscript{47} and relevant policy measures that target all residents\textsuperscript{48} or all those needing integration,\textsuperscript{49} while services are required to adopt a non-discrimination and diversity policy.\textsuperscript{50} Other Member States\textsuperscript{51} have adopted a more individualised approach via (mandatory)\textsuperscript{52} integration programmes, whereby in addition to (civic orientation and) language courses, newcomers receive, support customised to their individual integration needs.\textsuperscript{53} Member States complemented these two broad policy approaches with additional tailored measures. For example, some\textsuperscript{54} 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 States\textsuperscript{55} 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,\textsuperscript{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 language\textsuperscript{57} and civic orientation courses,\textsuperscript{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 component\textsuperscript{59} 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 States\textsuperscript{60} 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.

\textsuperscript{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.

\textsuperscript{39} BE, BG, DE, ES, FI, IE, LT, LU, PL.

\textsuperscript{40} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{41} AT, DE, EL, FR, SE, UK.

\textsuperscript{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.

\textsuperscript{43} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{44} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{45} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{46} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{47} AT, BE, CZ, DE, EE, ES, FI, SI, UK.

\textsuperscript{48} ES, LU, SE.

\textsuperscript{49} AT, DE, NL.

\textsuperscript{50} This approach is based mainly on the Common Basic Principles 6 and 10.

\textsuperscript{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.

\textsuperscript{52} Certain categories are exempt. FI’s programme is non-mandatory.

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

\textsuperscript{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.

\textsuperscript{55} CY, HR, PL.

\textsuperscript{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.

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

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

\textsuperscript{59} BE, DE, EE, FR, LV, MT.

\textsuperscript{60} CY, DE, ES, FI, HU, IE, LT, LV, MT.
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, 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 focusing 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 States 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 States 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,
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 initiatives 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. 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 benefited the target group of this study (e.g. by including them in their scope). 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.

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. 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. 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 ineffective. Discrimination and labour exploitation 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 demand was at the centre of political and public debate, regarded by some government authorities 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. 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 centralised and
dualised frameworks. The main responsibility for the overall implementation and coordination tends to lie within the Ministry of Interior in the centralised model and within the Ministry of Labour in the decentralised model. With the centralised model, responsibilities tend to be bundled into one or two ministries, some with specialised consultative bodies, 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 were widely recognised as a main partner and appeared as key stakeholders in about 17 measures, or about 15% of the measures reviewed here. 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. 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.

When measuring aspects of integration, monitoring exercises employed various indicators, mostly including or related to the Zaragoza Indicators, disaggregated by nationality and, in some cases, by residence permit status. A combination of quantitative and qualitative methods was used, 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. 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

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78 AT and DE, ES, FI, FR, 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, 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. 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. 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) or lack of an institutional coordination mechanism 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.

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88 DE, FR, HU, 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. 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. 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. 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).

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

- **Enhancement of (soft) skills** (e.g. (work-based) language courses, computer literacy, self-development): 27 measures.
- **Training and qualification** (e.g. vocational/job training, recognition of skills/qualification): 24 measures.
- **Information and counselling** (e.g. career guidance, counselling, mentoring, leaflets): 22 measures.
- **Targeted measures** for a specific group of third-country nationals (e.g. women): 15 measures.
- **Support for self-employment** (e.g. entrepreneurship courses): 8 measures.
- **Enhancement of intercultural/civic relations** in the workplace inclusion (e.g. raising awareness about diversity, civic/social-cultural orientation courses): 6 measures.
- **Incentive measures** for migrants or employers: 5 measures.

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 measures) 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 integration 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, F14, 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 competence or professional experience 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.
- 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, or within two, three, four or 10 years after arrival.
- Nearly all reported measures were voluntary, except in Austria and the Netherlands, 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.
- 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.

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

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 States together with **public employment services**. Employers or employers’ organisations were key partners in about 15% of the measures reviewed. However, as also noted in Part I (see Chapter 2.4.), some Member States highlighted the need for better coordination between all the actors involved and more engagement from employers.

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

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

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

<table>
<thead>
<tr>
<th>FOCUS OF THE MEASURE</th>
<th>Vocational (further) training</th>
<th>Hard skills (e.g. IT skills)</th>
<th>Soft skills (e.g. intercultural/social competence)</th>
<th>Academic studies</th>
<th>Language courses</th>
<th>Internship/work placement</th>
<th>Networking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>DE1, ES1, FI4, LT1, LV3</td>
<td>EE2, IE1, PL1, PL2</td>
<td>DE1, DE3, FI1, IE1, PL1, PL2</td>
<td>DE2, EE2, FI1, FI4, HU1, IE1, PL1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practical</td>
<td>FI4, LT1, LV3</td>
<td>FR2, IE1, PL1</td>
<td>IE1</td>
<td></td>
<td>ES1, FR2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-learning</td>
<td>FI4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperation with private sector</td>
<td>LT1</td>
<td>ES1, LT1</td>
<td></td>
<td></td>
<td>F11, FI4, HU1, IE1, LT2</td>
<td>PL1</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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, or to gain work experience via a suitable traineeship/internship. 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 metalwork 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)

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.

OBJECTIVE
Facilitating formal and informal recognition of professional qualification

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.

RESOURCE
https://www.netzwerk-iq.de

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
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 levels\(^1\) 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 Republic\(^2\) 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 interview\(^3\) or help defining individual professional career pathways and identifying suitable job offers.\(^4\) 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

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1. See Annex 2 for more details on each listed measure
2. Focus and delivery methods of measures on enhancement of (soft) skills
3. See Table 3 for more details on each listed measure
4. E.g. DE2
5. CZ3
6. AT3, BE3, BE5, CY5, CZ1, CZ3, LU2, SK1
7. 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.

**RESULTS/IMPACT**
- Professional Swedish B was provided to 2,278 job seekers.
- High degree of flexibility regarding the distribution of the course, 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. Several measures also indirectly aimed to boost social cohesion through increased inter-generational and inter-ethnic links and social ties.

Counselling and assistance were largely offered to third-country nationals via one-stop shops or information centres. 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
Table 4: Focus and delivery methods of measures providing information and counselling

<table>
<thead>
<tr>
<th>DELIVERY OF THE MEASURE</th>
<th>FOCUS OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-stop shops/ information centres</td>
<td>Information on available employment or vocational training opportunities</td>
</tr>
<tr>
<td>Counselling based on assessed needs</td>
<td>Tailored support to the job application process</td>
</tr>
<tr>
<td>Mentoring and coaching</td>
<td>Defining an individual professional career pathway and identify job offers</td>
</tr>
<tr>
<td>Job-related modules in integration courses</td>
<td>Develop professional networks and soft-skills</td>
</tr>
<tr>
<td>Online platform</td>
<td>Inter-generational and inter-ethnic links</td>
</tr>
<tr>
<td>Employment related legal counselling</td>
<td></td>
</tr>
<tr>
<td>Guides for companies</td>
<td></td>
</tr>
</tbody>
</table>

| One-stop shops/ information centres | CY5, CZ1, DE5, FI3, LV2, PL7, SK1, DE12 |
| Counselling based on assessed needs | CZ3, BE4, LU2, EE1, PL5, SK1 |
| Mentoring and coaching | AT3, BE3, BE5 |
| Job-related modules in integration courses | FI1, FI6, FI2 |
| 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. 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. Mentoring and other forms of professional coaching 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 Austria 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’ project 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, or through online platforms 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. Luxembourg 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. 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. This was largely...
ILLUSTRATIVE EXAMPLE MEASURE 3: AUSTRIA
Mentoring for migrants (AT3)

**WHY**
Lack of employment-oriented programmes for third-country nationals. Need for a labour market integration programme focusing 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.

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

**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.

**LINK**
https://www.integrationsfonds.at/weiterbildung/mentoring/ or https://www.wko.at/site/Mentoring/mentoring.html
achieved through cultural awareness and diversity management training and seminars for employers. In Belgium, for example, intercultural/civic relations activities were part of the regional Action Plan ‘Integration through work’ of the Flemish public employment service 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 workshops and information sessions for employers.

Second, certain measures targeted third-country nationals to help them better understand the work culture.
of the country or a specific sector.\textsuperscript{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.\textsuperscript{148}

While only a few Member States reported specific measures to address this topic, it is worth mentioning that in several Member States,\textsuperscript{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.

\textbf{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.\textsuperscript{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.

\textbf{3.1.1.5. Targeted measures}

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

- Vulnerable people: homeless migrants,\textsuperscript{152} third-country nationals in low-waged sectors,\textsuperscript{153} all vulnerable third-country nationals, particularly beneficiaries of international protection.\textsuperscript{154}
- Specific groups of unemployed: young unemployed,\textsuperscript{155} unemployed (former) unaccompanied minors,\textsuperscript{156} unemployed 15-29-year-olds and those aged over 55;\textsuperscript{157}
- Women: unemployed women\textsuperscript{158} or women from specific third countries.\textsuperscript{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.\textsuperscript{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

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

See Annex 2 for more details on each listed measure.
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.

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.

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

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, recruitment or work-placement programmes, mentoring and online portals. One measure also included group therapy. 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

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161 BE2, EE3, HUS, IT3
162 DE7, IT3, LV4, PL6, SE5
163 BE2, HUS
164 BE2
165 HUS
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 subsidies 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 States.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

<table>
<thead>
<tr>
<th>DELIVERY OF THE MEASURE</th>
<th>FOCUS OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness raising and information activities</td>
<td>Encouraging employers to invest in a multi-cultural working environment BE, FI 176</td>
</tr>
<tr>
<td>Subsidies</td>
<td>BE, FI</td>
</tr>
<tr>
<td>Training and coaching assistance</td>
<td>BE, LT, LV, FI, HU</td>
</tr>
<tr>
<td>Social benefits</td>
<td>BE, FI</td>
</tr>
<tr>
<td>Cooperation agreements with public employment services in third countries</td>
<td>BE, FI</td>
</tr>
<tr>
<td>Guidance on good practices on integration in the workplace</td>
<td>BE, FI</td>
</tr>
</tbody>
</table>

See Annex 2 for more details on each listed measure.

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.

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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, LV, FI, HU. Information provided in the general overview, no specific measure presented.
170 BE, FI.
171 CZ, LT, SE.
172 DE, FI, HU, IT.
174 EE. Information provided in the general overview, no specific measure presented.
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 FI3, information provided in the general overview, no specific measure presented.
179 Except for FI3, 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 (F15)

**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.

**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**
EUR 13 million. Public and private funding: European Investment Fund (EUR 10 million); the Finnish Innovation Fund Sitra (EUR 1.5 million); Suomen Osuuskauppojen 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).

**BUDGET**
Managing resistance to change within the Public Employment Offices.

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

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

Delivery methods generally involved thematic workshops, individual coaching on starting a business and help with developing a business plan. These activities were complemented by networking events and specialised library resources services or online...
Interestingly, the ‘Giovani2G’ project implemented in Italy introduced a grant scheme for third-country nationals aged between 18 and 30, 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 beneficiaries and the number of activities conducted (e.g. workshops, language courses, seminars, meetings). Where the measure involved an online tool, the number of website visits was used as an indicator.

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. Regarding language courses, the number of participants who passed exams in language proficiency was considered one of the indicators.

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, particularly around training and qualifications. A good example is the Belgium ‘DUO for a JOB’ mentoring programme, 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 participants 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.

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. 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.

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

<table>
<thead>
<tr>
<th>FOCUS OF THE MEASURE</th>
<th>DELIVERY OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce unemployment</td>
<td>Thematic workshops, individual counselling, mentoring PT1</td>
</tr>
<tr>
<td>Boost entrepreneurship and innovation</td>
<td>Assistance to develop business plans HU4, PT1</td>
</tr>
<tr>
<td></td>
<td>Non-repayable grants IT2</td>
</tr>
<tr>
<td></td>
<td>Networking events IT2, UK1</td>
</tr>
<tr>
<td></td>
<td>Library and specialised resources services UK1</td>
</tr>
<tr>
<td></td>
<td>Online information portal DE9</td>
</tr>
</tbody>
</table>

See Annex 2 for more details on each listed measure.

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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, F11, I1, LT1, LV3, UK2
197 BE5
198 E.g. IT2, PT1
199 E.g. AT1
200 AT, BE, CY, C2, F1, 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.

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).

LINK
This section reviews selected practices implemented by private sector employers, identified by Member States as promising to facilitate the integration of third-country nationals. Fourteen Member States 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 companies (24/35 of measures reported). Four of the reported measures were implemented by medium-sized companies and two by small companies. Some private sector initiatives were also financed partly or exclusively 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. While most targeted foreign workers generally, others addressed specific categories, such as low-skilled workers, highly skilled workers, unemployed women and women interested in the ICT-sector. In some cases, specific nationalities were targeted, such as Ukrainian nationals in the Czech Republic or Vietnamese nationals in Germany.

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201 Please note that the list of measures is not a comprehensive mapping of all existing private sector 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.

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, 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, 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 Belgium a company organised workshops to improve understanding of other cultures. Companies in Belgium and Ireland introduced a ‘buddy’ system, whereby new migrant workers were matched with employees. At the time of writing, the German measure, which entailed a training programme for Vietnamese nurses, aims to appoint...
**Table 9: Focus and delivery methods of private sector measures regarding training and qualification**

<table>
<thead>
<tr>
<th>FOCUS OF THE MEASURE</th>
<th>DELIVERY OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training</strong></td>
<td><strong>Improving job-related competences</strong></td>
</tr>
<tr>
<td>BE3(p), BE4(p), ES1(p), FI1(p)</td>
<td>BE2(p), ES1(p), FI1(p)</td>
</tr>
<tr>
<td><strong>Internship/work placement</strong></td>
<td><strong>Specialised training courses</strong></td>
</tr>
<tr>
<td>BE3(p), BE4(p), DE3(p), FI1(p)</td>
<td>IE1(p)</td>
</tr>
<tr>
<td><strong>Internal company workshops</strong></td>
<td><strong>Skilled assessment</strong></td>
</tr>
<tr>
<td>CZ2(p)</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FOCUS OF THE MEASURE</th>
<th>DELIVERY OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support re-location (travel and administrative procedures)</strong></td>
<td><strong>Familiarisation with the company’s work environment</strong></td>
</tr>
<tr>
<td>Hotline</td>
<td>EE1(p), EE3(p)</td>
</tr>
<tr>
<td>Relocation packages</td>
<td>CZ1(p), CZ2(p), DES(p), DE7(p), EE2(p), SE2(p), UK1(p)</td>
</tr>
<tr>
<td>On-boarding programmes</td>
<td>CZ1(p), CZ2(p), DE1(p), DE4(p), UK1(p)</td>
</tr>
<tr>
<td>Integration committee</td>
<td>LT3(p)</td>
</tr>
<tr>
<td>Business club</td>
<td>FR2(p)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>DELIVERY OF THE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On-the job mentoring or ‘buddy’ support</strong></td>
</tr>
<tr>
<td>BE1(p), CZ1(p)</td>
</tr>
</tbody>
</table>

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 activities or skills assessment with the specific aim of recruiting suitable candidates.

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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 initiatives 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 and to help them settle in the country and within the company as quickly as possible.

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. 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.

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
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.

### 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.

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. 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 courses and diversity training targeting all employees at every level, 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.

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**ILLUSTRATIVE EXAMPLE MEASURE 10: IRELAND/EU**

**Diversity Charter (IE4(p))**

**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.

**LINK**

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 focuses 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, 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

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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)


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 (%) [fse_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 qualification

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AT2</strong></td>
<td>Berufsannerkennung.at</td>
<td>Legislative/policy (structural) measure</td>
<td>Website</td>
<td>All</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 180 000 for initial establishment, then € 95 000</td>
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</tr>
<tr>
<td><strong>AT4</strong></td>
<td>Contact Points for persons with qualifications from foreign countries</td>
<td>Legislative/policy (structural) measure</td>
<td>Contact Point</td>
<td>People with foreign qualifications, including third-country nationals, Beneficiaries of international protection, EU citizens</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 1 441 400 for establishment, additional € 200 000 up to the year 2020</td>
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<tr>
<td><strong>BE1</strong></td>
<td>Action Plan ‘Integration through work’ of the Flemish Public Employment Service (VDAB)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Action Plan</td>
<td>EU citizens and third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>€ 2.5 million for 2016 and € 2 million for 2017</td>
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<td></td>
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<tr>
<td><strong>CY1</strong></td>
<td>Vocational training programmes for third-country nationals</td>
<td>Projects (ad-hoc)</td>
<td>Training programme</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 75 000 (for duration of project)</td>
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<tr>
<td><strong>DE1</strong></td>
<td>Compensatory measures in the context skills recognition Act</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Funding programme</td>
<td>People with a migratory background</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
</tr>
<tr>
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<tr>
<td><strong>DE3</strong></td>
<td>Online test for international professionals to test their professional skills</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Skills test</td>
<td>EU and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
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<tr>
<td><strong>EE2</strong></td>
<td>Welcoming Programme</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Training and language programme</td>
<td>EU nationals and third-country nationals who have legally resided in EE for less than five years</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>€ 6 789 200 (for duration of project)</td>
</tr>
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</tr>
<tr>
<td><strong>ES1</strong></td>
<td>Youth Employment 3.0</td>
<td>Projects (ad-hoc)</td>
<td>Action Plan</td>
<td>Nationals of third countries that are primarily at risk of social exclusion</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 110 586</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>FI1</strong></td>
<td>Integration training (Public Employment Service)</td>
<td>Legislative/policy (structural) measure</td>
<td>General integration training</td>
<td>Unemployed EU nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 90 million</td>
</tr>
</tbody>
</table>

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.
<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FI4</td>
<td>Helsinki skills centre</td>
<td>Programme and systematic measures (multi-year</td>
<td>One-stop shop</td>
<td>All unemployed third-country nationals and EU nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 3 million (annually)</td>
<td>June 2016 - present</td>
</tr>
<tr>
<td>FR2</td>
<td>La Fabrique Nomade</td>
<td>Projects (ad-hoc)</td>
<td>Professional integration training for the craftwork sectors</td>
<td>All third-country nationals who were crafts persons in their country of origin</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 177 000</td>
<td>2018</td>
</tr>
<tr>
<td>HU1</td>
<td>Skills On!</td>
<td>Projects (ad-hoc)</td>
<td>General integration training</td>
<td>All third-country nationals, specified by Article 9 (1) of Regulation (EU) No 516/2014</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 159 699</td>
<td>2017-2019 (Funding call launched in 2016, with project duration lasting four years)</td>
</tr>
<tr>
<td>IE1</td>
<td>Integration and Employment of Migrants (ESF Fund)</td>
<td>Programme and systematic measures (multi-year</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>EEA nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 3 353 498 (for duration of programme)</td>
<td>2017-2019</td>
</tr>
<tr>
<td>IE3</td>
<td>National Funding to Promote the Integration of Immigrants</td>
<td>Programme and systematic measures (multi-year</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>EEA nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>Approx. € 1.9 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td>IE4</td>
<td>AMIF Ireland</td>
<td>Programme and systematic measures (multi-year</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>Third-country nationals, refugees, asylum seekers (in some cases)</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 4.5 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td>IE6</td>
<td>Education and Training Boards</td>
<td>Programme and systematic measures (multi-year</td>
<td>Training and language programme</td>
<td>Mainstream, third-country nationals, refugees, asylum seekers (in some cases)</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 814 million</td>
<td>2013-present</td>
</tr>
<tr>
<td>LT1</td>
<td>Vocational training</td>
<td>Legislative/policy (structural measure)</td>
<td>Vocation training</td>
<td>Unemployed persons registered with a labour exchange and employed persons willing to change job</td>
<td>Mainstream labour market integration measure (for all). 97 third-country nationals used this programme in 2017.</td>
<td>National</td>
<td>n/a</td>
<td>1991-present</td>
</tr>
<tr>
<td>LV3</td>
<td>Professional further education and professional improvement programme</td>
<td>Programme and systematic measures (multi-year</td>
<td>Skills training</td>
<td>All registered unemployed persons, incl. third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 3.5 million</td>
<td>2003 - present</td>
</tr>
<tr>
<td>MT1</td>
<td>Courses</td>
<td>Programme and systematic measures (multi-year</td>
<td>Training courses in different fields</td>
<td>All third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>Approx. € 270 718 for 2014-2015; € 300 000 from 2016 onwards</td>
<td>2014-present</td>
</tr>
<tr>
<td>MT3</td>
<td>Trade Testing</td>
<td>Programme and systematic measures (multi-year</td>
<td>Skills recognition</td>
<td>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.</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 40 000</td>
<td>1990-present</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage Budget (in €)</td>
<td>Period of implementation</td>
<td></td>
</tr>
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<td></td>
</tr>
<tr>
<td>NL1</td>
<td>Orientation to the Dutch Labour Market component of the civic integration programme</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>General integration training</td>
<td>All persons required to participate in civic integration programme (including among others, third-country nationals, beneficiaries of international protection, asylum seekers)</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>n/a</td>
<td>2015-present</td>
</tr>
<tr>
<td>PL1</td>
<td>Continents of Wroclaw - Your ticket to the labour market</td>
<td>Projects (ad-hoc)</td>
<td>General integration services, including counseling, networking, and training</td>
<td>All third-country nationals (legally residing in PL)</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 227 000</td>
<td>Nov 2015-Sept 2017</td>
</tr>
<tr>
<td>PL2</td>
<td>Career step - supporting non-EU students from higher education institutions in Bialystok</td>
<td>Projects (ad-hoc)</td>
<td>Vocational counseling and training</td>
<td>Third-country nationals studying at the universities in Bialystok, Poland</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>Approx. € 280 000</td>
<td>Oct 2015-Sept 2016</td>
</tr>
<tr>
<td>UK2</td>
<td>Bridges Programme</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Specialist agency providing integration services</td>
<td>Third-country nationals, EU, National.</td>
<td>Mainstream labour market integration measure</td>
<td>National</td>
<td>€ 400 000 (annually)</td>
<td>2005-present</td>
</tr>
<tr>
<td>CY2</td>
<td>Greek language programme for third-country nationals</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Language courses</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 286 000 for one year (2017 – 2018)</td>
<td>2012-present</td>
</tr>
<tr>
<td>CY3</td>
<td>Integration Programmes by local authorities</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Multidimensional activities for labour market integration</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 740 000 for one year (2017-2018)</td>
<td>2012-present</td>
</tr>
<tr>
<td>CY4</td>
<td>Programme for the development of social skills</td>
<td>Projects (ad-hoc)</td>
<td>Seminars and workshops</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 60 000</td>
<td>Dec. 2016-Dec. 2017</td>
</tr>
<tr>
<td>CZ2</td>
<td>Internet rooms and computer courses</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Provision of computer courses and internet</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>CZ3</td>
<td>Support for integration of third-country nationals into the labour market</td>
<td>Projects (ad-hoc)</td>
<td>Courses to develop job skills</td>
<td>Nationals and third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>Approx. € 156 000</td>
<td>March 2016-Aug. 2018</td>
</tr>
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</table>

Table A2.2: Measures in the area of enhancement of (soft) skills
<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DE2</strong></td>
<td>Vocational German language promotion</td>
<td>Legislative/policy (structural) measure</td>
<td>Language courses</td>
<td>Third-country nationals, EU nationals with migratory background</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>July 2016 - present</td>
</tr>
<tr>
<td><strong>F1</strong></td>
<td>Integration training (Public Employment Service)</td>
<td>Legislative/policy (structural) measure</td>
<td>General integration training</td>
<td>Unemployed EU nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 90 million</td>
<td>1999-present</td>
</tr>
<tr>
<td><strong>F2</strong></td>
<td>Toihin Suomeen (Work in Finland)</td>
<td>Projects (ad-hoc)</td>
<td>Orientation course and coaching</td>
<td>All third-country nationals and EU nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, provincial municipality)</td>
<td>€ 369 129</td>
<td>Feb 2016-July 2018</td>
</tr>
<tr>
<td><strong>F3</strong></td>
<td>La Fabrique Nomade</td>
<td>Projects (ad-hoc)</td>
<td>Professional integration training for the craftwork sectors</td>
<td>All third-country nationals who were crafts persons in their country of origin</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, provincial municipality)</td>
<td>€ 177 000</td>
<td>2018-present</td>
</tr>
<tr>
<td><strong>F4</strong></td>
<td>Une Voix-e Vers l’Emploi</td>
<td>Projects (ad-hoc)</td>
<td>Linguistic and professional integration training</td>
<td>Newly-arrived foreigners over the age of 18 with particular attention to women.</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>2018-2021</td>
</tr>
<tr>
<td><strong>H2</strong></td>
<td>C’mon, let’s speak Hungarian!</td>
<td>Projects (ad-hoc)</td>
<td>Multidimensional activities for labour market integration</td>
<td>All third-country nationals specified by Article 9 (1) of Regulation (EU) No 516/2015</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, provincial municipality)</td>
<td>Approx. € 160 000</td>
<td>May 2016-June 2018</td>
</tr>
<tr>
<td><strong>H3</strong></td>
<td>Labour market and integration support services for migrants studying in tertiary education</td>
<td>Projects (ad-hoc)</td>
<td>Multidimensional activities for labour market integration</td>
<td>Third-country nationals studying in Hungarian tertiary education (in line with Article 9 (1) of Regulation (EU) No 516/2014)</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, provincial municipality)</td>
<td>€ 125 355</td>
<td>Aug 2016-Feb 2018</td>
</tr>
<tr>
<td><strong>IE1</strong></td>
<td>Integration and Employment of Migrants (ESF Fund)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>EEA nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 3 353 498 (for duration of programme)</td>
<td>2017-2019 (Funding call launched 2016, with project duration lasting four years)</td>
</tr>
<tr>
<td><strong>IE2</strong></td>
<td>National Funding to Promote the Integration of Immigrants</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>EEA nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>Approx. € 1.9 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td><strong>IE3</strong></td>
<td>AMIF Ireland</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>General integration training</td>
<td>Third-country nationals, refugees, asylum seekers (in some cases)</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 4.5 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td><strong>IE4</strong></td>
<td>Communities Integration Fund: to support migrant integration in local communities</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Soft skills support measures</td>
<td>Third-country nationals, refugees, asylum seekers (in some cases)</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 500 000 (for 2018)</td>
<td>2018-2019</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementation</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>IE6</strong></td>
<td>Education and Training Boards</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Various migrant integration programmes</td>
<td>Mainstream, third-country nationals, refugees, asylum seekers (in some cases) may access</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>approx. € 814 million</td>
<td>2013-present</td>
</tr>
<tr>
<td><strong>LU1</strong></td>
<td>Linguistic leave</td>
<td>Legislative/policy (structural) measure</td>
<td>Reimbursement of compensatory benefits for the duration of a linguistic leave</td>
<td>Salaried and independent workers of all nationalities, residents or not residents</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 400 000 (for 2018)</td>
<td>2009-present</td>
</tr>
<tr>
<td><strong>LV5</strong></td>
<td>&quot;I live in Latvia - learn Latvian&quot;</td>
<td>Projects (ad-hoc)</td>
<td>Language courses</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 233 081</td>
<td>Nov 2016-Dec 2018</td>
</tr>
<tr>
<td><strong>PL3</strong></td>
<td>Education-Work-Integration. Polish language courses for foreigners, with elements of e-learning, beneficiary: &quot;Ocalenie&quot; Foundation</td>
<td>Projects (ad-hoc)</td>
<td>Language courses, including e-learning</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 257 000</td>
<td>Sept 2015-Aug 2017</td>
</tr>
<tr>
<td><strong>PL4</strong></td>
<td>How to develop SFI-education with digital tools – films on internet for a more flexible way of learning Swedish language</td>
<td>Projects (ad-hoc)</td>
<td>Language courses, including digital tools</td>
<td>Third-country nationals, EU</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 130 000</td>
<td>Oct 2015-Sept 2017</td>
</tr>
<tr>
<td><strong>SE1</strong></td>
<td>Language friend – practical integration</td>
<td>Projects (ad-hoc)</td>
<td>Language learning</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>2006-present</td>
</tr>
<tr>
<td><strong>SE2</strong></td>
<td>Initial integration of migrants</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Professional language courses</td>
<td>Foreign born</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>2012-present</td>
</tr>
</tbody>
</table>
### Table A2.3: Measures in the area of information and counselling

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT3</td>
<td>Mentoring for migrants</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Mentoring</td>
<td>Persons with a migration background, including third-country nationals and EU citizens</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>n/a</td>
<td>2008-present</td>
</tr>
<tr>
<td>BE3 Connect2work</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Mentoring</td>
<td>Third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>2014-present</td>
<td></td>
</tr>
<tr>
<td>BE4 AcOrjob (Regional Integration Centre of Charleroi</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Social assessment and tailored counselling services</td>
<td>EU citizens and third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>€ 1 0860 800 (for project duration)</td>
<td>2015-2020</td>
<td></td>
</tr>
<tr>
<td>BE5 DUO for a JOB</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Mentoring</td>
<td>Third-country nationals and BE nationals with migratory background</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 1.7 million (for 2017)</td>
<td>2013-present</td>
<td></td>
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<tr>
<td>CY5 Migrant Information Centres</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>One-stop shop</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 60 000</td>
<td>Dec 2016-Nov 2017</td>
<td></td>
</tr>
<tr>
<td>C21 German government's portal for qualified professionals from around the world</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Legal counselling</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>2012-present</td>
<td></td>
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<tr>
<td>DE4 German chambers of commerce and industry abroad and German trade delegations providing advice at special counselling centres</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Information portal</td>
<td>Skilled workers</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>International</td>
<td>n/a</td>
<td>2015-present</td>
<td></td>
</tr>
<tr>
<td>DE5 Coordination Office Vocational Training and Migration (KAUSA)</td>
<td>Projects (ad-hoc)</td>
<td>Counselling services</td>
<td>Skilled workers</td>
<td>Tailor-made labour market integration measure</td>
<td>International</td>
<td>n/a</td>
<td>2015-present</td>
<td></td>
</tr>
<tr>
<td>DE11 Online learning portal 'I want to learn German'</td>
<td>Projects (ad-hoc)</td>
<td>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.</td>
<td>Open</td>
<td>People with a migration background</td>
<td>National</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
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<tr>
<td>DE12 Coordination Office Vocational Training and Migration (KAUSA)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Promoting dual vocational training for migrants in companies</td>
<td>Via regional counselling, information and coordination centres</td>
<td>Self-employed persons, young people and parents with a migration background</td>
<td>National</td>
<td>n/a</td>
<td>1999-present</td>
<td></td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementation</td>
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<tr>
<td>EE1</td>
<td>Migration Counselling Service</td>
<td>Programme and systematic measures (multi-year / long term) Counselling, including training and seminars</td>
<td>Third-country nationals and EU nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 750 000</td>
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<tr>
<td>F11</td>
<td>Integration training (Public Employment Service)</td>
<td>Programme and systematic measures (multi-year / long term) General integration training Unemployed EU nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 90 million</td>
<td>1999-pres.</td>
<td></td>
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</tr>
<tr>
<td>F13</td>
<td>International House Helsinki (IHH)</td>
<td>Programme and systematic measures (multi-year / long term) One-stop shop</td>
<td>All third-country nationals and EU nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 2.5 million (total budget of a larger project ‘At Work in Finland’, of which IHH is one part) Dec 2017-pres.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IE1</td>
<td>Integration and Employment of Migrants (ESF Fund)</td>
<td>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</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 3 353 498 (for duration of programme)</td>
<td>2017-2019 (Funding call launched 2016, with project duration lasting four years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT5</td>
<td>Portale Integrazione Migranti</td>
<td>Programme and systematic measures (multi-year / long term) Information portal</td>
<td>Actors involved in integration policies such as ministries, regions, local bodies, private sector operators and migrants</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>n/a</td>
<td>2012-pres.</td>
<td></td>
</tr>
<tr>
<td>LU2</td>
<td>‘InSitu JOBS’ - AMIF-project by the non-governmental organisation CLAE asbl</td>
<td>Projects (ad-hoc) Counselling services, including workshops</td>
<td>Third-country nationals and beneficiaries of international protection</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 447 795 (for project duration)</td>
<td>May 2015 – April 2018</td>
<td></td>
</tr>
<tr>
<td>LU3</td>
<td>‘Migration vers l’emploi - Employers: everything you want to know about third-country nationals’</td>
<td>Projects (ad-hoc) Information guide</td>
<td>All</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 3 380 000 (one year)</td>
<td>June 2016–May 2017</td>
<td></td>
</tr>
<tr>
<td>LV2</td>
<td>Information Centre for Immigrants</td>
<td>Projects (ad-hoc)</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 939 944 (for project duration)</td>
<td>May 2015 - Dec 2017</td>
<td></td>
</tr>
<tr>
<td>PL5</td>
<td>My Career in Poland II, beneficiary: “Instytut Spraw Publicznych” Foundation</td>
<td>Projects (ad-hoc) General integration services, including counselling and training</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 166 000</td>
<td>Aug 2015 - July 2017</td>
<td></td>
</tr>
<tr>
<td>PL7</td>
<td>Voivodeship Labour Office in Gdansk</td>
<td>Programme and systematic measures (multi-year / long term) Career counselling</td>
<td>Unemployed and job-seekers</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SE4</td>
<td>Competence Centre – City of Gothenburg</td>
<td>Projects (ad-hoc) Coaching, career guidance, job matching and training Unemployed residents</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>Ongoing</td>
<td></td>
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### Table A2.4: Measures in the area of enhancement of intercultural/civic relations in the workplace inclusion

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SK1</td>
<td>IOM Migration Information Center</td>
<td>Projects (ad-hoc)</td>
<td>General integration services, including counselling and training</td>
<td>Third country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>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)</td>
<td>Approx. € 1 million (for project duration)</td>
<td>Jan 2017 - Dec 2019</td>
</tr>
<tr>
<td>BE1</td>
<td>Action Plan ‘Integration through work’ of the Flemish Public Employment Service (VDAB)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Action Plan</td>
<td>EU citizens and third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>€ 2.5 million for 2016 and 2 million for 2017</td>
<td>2016-2018</td>
</tr>
<tr>
<td>CY6</td>
<td>Training seminars for employers</td>
<td>Projects (ad-hoc)</td>
<td>Training seminars</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 75 000 (for project duration)</td>
<td>Dec 2014 - June 2015</td>
</tr>
<tr>
<td>DE6</td>
<td>Federal programme to support initiatives and associations actively working towards a diverse, non-violent and democratic society</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>20 different projects, entailing workshops, theatre performances, role plays, etc.</td>
<td>Third-country nationals, EU, national</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 104.5 million</td>
<td>Jan 2015 – present</td>
</tr>
<tr>
<td>ES2</td>
<td>Project Management of Cultural Diversity in Medium and Small Companies</td>
<td>Projects (ad-hoc)</td>
<td>Action Plan</td>
<td>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.</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>2013-2014</td>
</tr>
<tr>
<td>IT1</td>
<td>DICE – Developing Intercultural Competencies in Enterprises</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>n/a</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>International</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>MT2</td>
<td>Schemes</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Work exposure or training schemes</td>
<td>Unemployed or inactive third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 7 million</td>
<td>2009 (Traineeship scheme) 2015 (work exposure scheme)</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementa- tion</td>
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<tr>
<td>BE2</td>
<td>@level2work project (ad-hoc)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>One-stop shop, including mentoring, recognition of skills</td>
<td>Highly skilled foreign-language speaking newcomers</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipal- ity)</td>
<td>n/a</td>
<td>mid-2016- mid-2018</td>
</tr>
<tr>
<td>DE7</td>
<td>Passgenaue Besetzung</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Counselling services for small- and medium sized enterprises</td>
<td>Highly skilled foreigners</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 25 million</td>
<td>2007-pres- ent</td>
</tr>
<tr>
<td>DE10</td>
<td>ESF Federal programme ‘Strong at work - mothers with a migration background get in’</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Facilitate the entry into employment of migrant mothers and to improve access to existing job offers</td>
<td>Nation-wide 80 contact points</td>
<td>Women with children that have a migrant background and explicitly also for third-country nationals</td>
<td>National</td>
<td>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</td>
<td>2015-pres- ent</td>
</tr>
<tr>
<td>EE3</td>
<td>International Spouse Career Counselling</td>
<td>Projects (ad-hoc)</td>
<td>Career counselling</td>
<td>Spouses/partners of all EU and non-EU specialists that arrive to Estonia for working purposes</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>n/a</td>
<td>March 2018-pres- ent</td>
</tr>
<tr>
<td>EL1</td>
<td>HELIOS (HELlenic Integration System)</td>
<td>Projects (ad-hoc)</td>
<td>Career counselling</td>
<td>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.</td>
<td>Small group of refugees. Its aim is to be a decentralized model for the integration of third country nationals.</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>2019-pres- ent (12 months)</td>
</tr>
<tr>
<td>EL2</td>
<td>I_ReF_SoS - Innovative Response to Facilitate Social Assistance for Young Refugees</td>
<td>Projects (ad-hoc)</td>
<td>Studies and outreach projects</td>
<td>Tailor-made to groups of third-country nationals i.e. vulnerable persons. Programmes/plans/contracts containing different labour market integration made specific to the target audience</td>
<td>Tailor-made to groups of third-country nationals i.e. vulnerable persons. Programmes/plans/contracts containing different labour market integration made specific to the target audience</td>
<td>National</td>
<td>Coordinating Agencies: Hellenic Manpower Employment Organization (OAED in Greece), The Center for the Development of Educational Policy (KANEPI in Greek), the Ministry of Education of Turkey and the DEKRA Akademie Training Organization of Germany (project partners and country of potential final set- tlement of refugees). The Plan is is funded by the European Commission under the ERASMUS+ Youth Sector - Key Action 2: Youth Partnership Strategies.</td>
<td>2017-2019</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementation</td>
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</tr>
<tr>
<td>EL3</td>
<td>Cities Grow: Cities integrate refugees and immigrants through economic activity</td>
<td>Projects (ad-hoc)</td>
<td>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.</td>
<td>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.</td>
<td>Refugees and immigrants</td>
<td>Local (at national and EU level)</td>
<td>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</td>
<td>Feb 2017-Jan 2019</td>
</tr>
<tr>
<td>EL4</td>
<td>Facilitating access to work for vulnerable populations</td>
<td>Projects (ad-hoc)</td>
<td>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.</td>
<td>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.</td>
<td>Refugees and asylum seekers</td>
<td>Local</td>
<td>There is no relevant information. Supported by the International Rescue Committee.</td>
<td>2017 (4 months)</td>
</tr>
<tr>
<td>EL5</td>
<td>Employment Office of the Greek Council for Refugees (GCR)</td>
<td>Projects (ad-hoc)</td>
<td>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.</td>
<td>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.</td>
<td>Newly arrived and recognised refugees to make their transition to the labour market and to find paid employment</td>
<td>National</td>
<td>There is no relevant information. Supported by the Greek Council for Refugees (GCR).</td>
<td>2000-present</td>
</tr>
<tr>
<td>EL6</td>
<td>Paralegals programme in rural areas of Greece</td>
<td>Projects (ad-hoc)</td>
<td>Programme for the training of volunteer paralegals in rural areas of the country, specifically in Nea Manolada, Ilia and Filiptra in Messinia.</td>
<td>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.</td>
<td>The recipients of this training were land workers, who belong to the Bangladeshi and African communities respectively.</td>
<td>Local (region, province, municipality)</td>
<td>There is no relevant information. Supported by Generation 2.0 for Rights, Equality &amp; Diversity</td>
<td>2017</td>
</tr>
<tr>
<td>EL7</td>
<td>“Stepping Stone” Educational Integration Programme</td>
<td>Projects (ad-hoc)</td>
<td>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.</td>
<td>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.</td>
<td>Refugees and migrants</td>
<td>Local (region, province, municipality)</td>
<td>There is no relevant information. Stepping Stone is supported by the “Captain Vasili and Karmen Konstantakopoulos” Foundation.</td>
<td>2017-present</td>
</tr>
</tbody>
</table>

http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home
https://g2red.org/el/paralegals-program-rural-areas-greece/
http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home
http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home
https://www.gcr.gr/el/donate-el/item/838-grafeio-apasxolisis-esp
http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home
https://www.gcr.gr/el/donate-el/item/838-grafeio-apasxolisis-esp
http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home
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<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FI6 MONIKA – Multicultural Women’s Association</td>
<td>Capable Women</td>
<td>Projects (ad-hoc)</td>
<td>Career counselling, employment workshops</td>
<td>Unemployed (registered) migrant women</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 90 000 (annually)</td>
<td>2011-2016</td>
</tr>
<tr>
<td>FR4</td>
<td>Framework agreement between the State, OFII and Pôle Emploi to promote labour market integration of foreigners 2016-2019</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Connecting services offered by operators and exchange of expertise</td>
<td>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</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>2016-2019</td>
</tr>
<tr>
<td>HU5</td>
<td>MentoHRing</td>
<td>Projects (ad-hoc)</td>
<td>Multidimensional services, including counselling, mentoring and therapy groups</td>
<td>Vulnerable third-country nationals especially beneficiaries of international protection</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 168 381</td>
<td>July 2017-Jan 2018</td>
</tr>
<tr>
<td>IT3</td>
<td>Percorsi</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Individual integration plans</td>
<td>UAM and young migrants previously unaccompanied</td>
<td>Tailor-made labour market integration measure</td>
<td>International</td>
<td>€ 11.68 million</td>
<td>Oct 2016-March 2019</td>
</tr>
<tr>
<td>IE3</td>
<td>National Funding to Promote the Integration of Immigrants</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>EEA nationals and third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>Approx. € 1.9 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td>IE4</td>
<td>AMIF Ireland</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Various projects targeting different aspects of labour market integration of third-country nationals</td>
<td>Third-country nationals, refugees, asylum seekers (in some cases)</td>
<td>Tailor-made labour market integration measure</td>
<td>Other</td>
<td>€ 4.5 million</td>
<td>2017-2019</td>
</tr>
<tr>
<td>LT2</td>
<td>Employment intermediation</td>
<td>Legislative/ policy (structural) measure</td>
<td>Assistance in finding a suitable employer</td>
<td>Third-country nationals in possession of the residence permit and registered at the Public employment service</td>
<td>Unemployed persons (including third-country nationals) registered at Public employment service. Over 900 third-country nationals were employed in 2017.</td>
<td>National</td>
<td>n/a</td>
<td>1991-present</td>
</tr>
<tr>
<td>LV1</td>
<td>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’</td>
<td>Legislative/ policy (structural) measure</td>
<td>List of shortage professions</td>
<td>Highly-qualified third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>n/a</td>
<td>Feb 2018</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementation</td>
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<tr>
<td>LV4</td>
<td>Active employment measures: “Measure for certain groups of persons” (subsidised work place)</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Subsidised work</td>
<td>Specific groups of third-country nationals, especially unemployed</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 4.5 million</td>
<td>2001-present</td>
</tr>
<tr>
<td>PL6</td>
<td>Women in business - programme of support on the labour market for female migrants from Ukraine, beneficiary: “Instytut Innowacji” Foundation</td>
<td>Projects (ad-hoc)</td>
<td>Multidimensional services, including skills recognition, language courses and workshops</td>
<td>Female Ukrainian nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 44 000</td>
<td>Oct 2015-July 2016</td>
</tr>
<tr>
<td>SE5</td>
<td>Let’s Colour Gothenburg</td>
<td>Projects (ad-hoc)</td>
<td>Tailor made measures</td>
<td>Young unemployed third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>2014-present</td>
</tr>
</tbody>
</table>

### Table A2.6: Incentive measures for migrants or employers

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Type</th>
<th>Key characteristic</th>
<th>Access</th>
<th>Target Group</th>
<th>Coverage</th>
<th>Budget (in €)</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>DE8</td>
<td>Recruitment support for employers of facilities for nursing care for the sick and the elderly</td>
<td>Projects (ad-hoc)</td>
<td>Mediation agreements between the Federal Employment Agency and the labour administrations of the partner countries for qualified nursing staff</td>
<td>Skilled workers</td>
<td>Tailor-made labour market integration measure</td>
<td>Serbia, Bosnia Hercegovina and Philippines</td>
<td>n/a</td>
<td>2013-present</td>
</tr>
<tr>
<td>FI5</td>
<td>Koto-SiB - social impact bond</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Employment agency services, language training and social awareness training</td>
<td>All third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 14 million</td>
<td>Sept 2016-Dec 2019</td>
</tr>
<tr>
<td>IT4</td>
<td>Multi-action public notice for the presentation of regional intervention plans for integrating third-country nationals</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Systematic national actions</td>
<td>Third-country nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>International</td>
<td>approx. € 31 million</td>
<td>2016-present</td>
</tr>
<tr>
<td>LV6</td>
<td>PROVIDUS project “Integration of Society in the Workplace”</td>
<td>Projects (ad-hoc)</td>
<td>Research project</td>
<td>all third-country nationals and EU citizens</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>Local (region, province, municipality)</td>
<td>Approx € 100 000</td>
<td>March 2018-Nov 2018</td>
</tr>
<tr>
<td>PL8</td>
<td>Voivodeship Labour Office in Gdańsk</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Granting of unemployment benefits</td>
<td>Unemployed</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>n/a</td>
<td>n/a</td>
<td>Jan 2014-present</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Type</td>
<td>Key characteristic</td>
<td>Access</td>
<td>Target Group</td>
<td>Coverage</td>
<td>Budget (in €)</td>
<td>Period of implementation</td>
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<tr>
<td><strong>DE9</strong></td>
<td>Multilingual information portal (14 languages)</td>
<td>Projects (ad-hoc)</td>
<td>Information portal</td>
<td>EU, third-country nationals</td>
<td>Professionals who live abroad, who want to start a business in Germany as well as International students and academics.</td>
<td>National</td>
<td>n/a</td>
<td>2015-present</td>
</tr>
<tr>
<td><strong>ES3</strong></td>
<td>Rising Start-up in Spain</td>
<td>Project (Had-hoc)</td>
<td>Not-repayable grant</td>
<td>EU, third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Madrid, Barcelona</td>
<td>Call for application closed on 4 August 2018</td>
<td></td>
</tr>
<tr>
<td><strong>FR1</strong></td>
<td>GRDR (Research and implementation group for rural development)</td>
<td>Projects (ad-hoc)</td>
<td>Training and networking support</td>
<td>All third-country nationals wishing to create a business</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 70 000</td>
<td>2018 (ongoing)</td>
</tr>
<tr>
<td><strong>HU4</strong></td>
<td>By Our Own Efforts 3.0 – Entrepreneurial Service Centre for migrants</td>
<td>Projects (ad-hoc)</td>
<td>Multidimensional activities, including workshops, consultations and mentoring</td>
<td>All third-country nationals specified by Article 9 (1) of Regulation (EU) No 516/2015</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>€ 75 235</td>
<td>Sept 2016-Jan 2018</td>
</tr>
<tr>
<td><strong>IT2</strong></td>
<td>Giovani 2G</td>
<td>Projects (ad-hoc)</td>
<td>Non-repayable grants and mentoring services</td>
<td>third-country nationals between 18 and 30</td>
<td>Tailor-made labour market integration measure</td>
<td>National</td>
<td>€ 1.6 million</td>
<td>2015-2017</td>
</tr>
<tr>
<td><strong>PT1</strong></td>
<td>GAEM – Migrant Entrepreneur Support Office</td>
<td>Programme and systematic measures (multi-year / long term)</td>
<td>Trainings courses and personal meetings</td>
<td>All third-country nationals and EU nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>n/a</td>
<td>2009-present</td>
</tr>
<tr>
<td><strong>SE6</strong></td>
<td>Start-up Fast track – spin-off project from BRG Competence centre</td>
<td>Projects (ad-hoc)</td>
<td>One-stop shop</td>
<td>Third-country nationals</td>
<td>Tailor-made labour market integration measure</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>2017-present</td>
</tr>
<tr>
<td><strong>UK1</strong></td>
<td>Entering Libraries</td>
<td>Projects (ad-hoc)</td>
<td>Information services and network opportunities</td>
<td>Third-country nationals, EU, nationals</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>National</td>
<td>€ 2.192.206 (2013-2016)</td>
<td>2013-2016</td>
</tr>
</tbody>
</table>
## ANNEX 3
### PRIVATE SECTOR MEASURES

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Size of company</th>
<th>Type</th>
<th>Sector</th>
<th>Key characteristics</th>
<th>Access</th>
<th>Target group</th>
<th>Coverage</th>
<th>Budget</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE2(p) n/a</td>
<td>Port of Antwerp</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Transport and communication</td>
<td>Paid internship</td>
<td>Highly skilled third-country nationals</td>
<td>High qualified workers</td>
<td>Local (region, province, municipality) n/a</td>
<td>2016-present</td>
<td></td>
</tr>
<tr>
<td>BE3(p) n/a</td>
<td>Engie Belgium</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Energy and water</td>
<td>Diversity Plan</td>
<td>All workers</td>
<td>Medium skilled workers</td>
<td>National n/a</td>
<td>2017-present</td>
<td></td>
</tr>
<tr>
<td>BE4(p) n/a</td>
<td>Horticultural company Fruit Vanhellemont</td>
<td>Medium: 50 - 249 Employees</td>
<td>National</td>
<td>Agriculture, forestry and fishing</td>
<td>Diversity Plan</td>
<td>BE nationals, EU citizens, third-country nationals</td>
<td>Medium skilled workers</td>
<td>Local (region, province, municipality) n/a</td>
<td>2005-present</td>
<td></td>
</tr>
<tr>
<td>CZ2(p) n/a</td>
<td>Language integration course for employees of ŠKODA AUTO, recruited under the Ukraine project</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Manufacturing</td>
<td>Language course</td>
<td>third-country nationals (especially from Ukraine)</td>
<td>Low-skilled workers</td>
<td>Within the company n/a</td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>DE3(p) n/a</td>
<td>Recruitment project for Vietnamese nursing staff by Diakonie Neuendettelsau</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Public admin, education and health</td>
<td>Recruitment support</td>
<td>Vietnamese employees</td>
<td>Medium-skilled workers</td>
<td>Local (region, province, municipality) n/a</td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>ES1(p) n/a</td>
<td>CEPAIM Fundation</td>
<td>Foundation</td>
<td>National</td>
<td>It is a foundation with social purposes</td>
<td>Recruitment support</td>
<td>All third-country nationals</td>
<td>All third-country nationals</td>
<td>National n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>FI1(p) n/a</td>
<td>HOK-Elanto recruitment training ‘Path to profession in retail’</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Wholesale and retail trade, hotels and restaurants</td>
<td>Recruitment training programme</td>
<td>Foreign nationals and Finnish nationals (half and half)</td>
<td>Low- and medium-skilled workers</td>
<td>Local (region, province, municipality) n/a</td>
<td>2017-present</td>
<td></td>
</tr>
<tr>
<td>IE1(p) n/a</td>
<td>Business in the Community Ireland (BITCI) Employment for People from Immigrant Communities (EPIC)</td>
<td>n/a</td>
<td>National</td>
<td>Business network</td>
<td>Group training and individual support</td>
<td>Third-country nationals</td>
<td>All third-country nationals company workers</td>
<td>Local (region, province, municipality) € 1.9 million</td>
<td>2008-present</td>
<td></td>
</tr>
</tbody>
</table>

Table A3.1: Measures related to training and qualification
<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Size of company</th>
<th>Type</th>
<th>Sector</th>
<th>Key characteristics</th>
<th>Access</th>
<th>Target group</th>
<th>Coverage</th>
<th>Budget</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>IE2(p)</td>
<td>Seetec (Welcome to Work)</td>
<td>Medium: 50 - 249 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Other services</td>
<td>13-week programme including group and 1-1 online support</td>
<td>third-country nationals with right to access employment</td>
<td>All third-country nationals company workers</td>
<td>Local (region, province, municipality)</td>
<td>€ 350 000</td>
<td>Up to August 2019</td>
</tr>
<tr>
<td>LU1(p)</td>
<td>Simulation-based recruitment method</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Wholesale and retail trade, hotels and restaurants</td>
<td>Skills assessment</td>
<td>All</td>
<td>Low-skilled workers</td>
<td>National</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>SE1(p)</td>
<td>Yalla trappan</td>
<td>Small: 10 – 49 Employees</td>
<td>National</td>
<td>Wholesale and retail trade, hotels and restaurants</td>
<td>Job- and internship opportunities</td>
<td>Unemployed immigrant women lacking access to labour market due to weak language skills, non-limited work experience and/or limited education.</td>
<td>Low-skilled workers</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>2006-present</td>
</tr>
</tbody>
</table>

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

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

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

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Size of company</th>
<th>Type</th>
<th>Sector</th>
<th>Key characteristics</th>
<th>Access</th>
<th>Target group</th>
<th>Coverage</th>
<th>Budget</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE1(p)</td>
<td>bpost</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Transport and communication</td>
<td>Various support measures, e.g. mentoring, support before recruitment stage</td>
<td>Third-country nationals</td>
<td>Low-skilled workers</td>
<td>National</td>
<td>€ 39 000</td>
<td>ongoing</td>
</tr>
<tr>
<td>CZ1(p)</td>
<td>Project for the Integration of Workers from Ukraine – LUKOV Plast spol.s r.o</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Manufacturing</td>
<td>Mentoring (‘buddy’ system) and language courses</td>
<td>Third-country nationals and family members</td>
<td>Medium-skilled workers</td>
<td>Other</td>
<td>Budget: approx. € 1 500 person (CZK 40 000). Financed by company</td>
<td>ongoing</td>
</tr>
<tr>
<td>DE6(p)</td>
<td>Diversity Management</td>
<td>Large: &gt;250 Employees (almost 3,000 participating companies and public institutions)</td>
<td>National</td>
<td>All sectors</td>
<td>Diversity management and non-discrimination</td>
<td>All third-country nationals, EU nationals and nationals</td>
<td>All</td>
<td>Within the participating companies</td>
<td>n/a</td>
<td>2006-present</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Size of company</td>
<td>Type</td>
<td>Sector</td>
<td>Key characteristics</td>
<td>Access</td>
<td>Target group</td>
<td>Coverage</td>
<td>Budget</td>
<td>Period of implementation</td>
</tr>
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</tr>
<tr>
<td>FI2(p)</td>
<td>Supercell families in Helsinki – ‘Spouses group’</td>
<td>Medium: 50 - 249 Employees</td>
<td>National</td>
<td>Other services</td>
<td>Provision of information, leisure activities, networking and social events</td>
<td>All third-country nationals and EU nationals (spouses only)</td>
<td>Medi-um-skilled workers</td>
<td>Within the company</td>
<td>n/a</td>
<td>2015-present</td>
</tr>
<tr>
<td>FR1(p)</td>
<td>Fondation Agir Contre l’Exclusion (FACE)</td>
<td>n/a</td>
<td>National</td>
<td>Foundation consisting of company clubs</td>
<td>Create innovative schemes with companies</td>
<td>All third-country nationals</td>
<td>Speciﬁc groups such as vulnerable people, young people, women, seasonal workers, etc.</td>
<td>National</td>
<td>€ 209 000</td>
<td>2018-present</td>
</tr>
<tr>
<td>FR3(p)</td>
<td>CINDEX</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Different sectors</td>
<td>Various support measures provided by the companies, e.g. upon arrival and job-seeking support to partners</td>
<td>Third-country nationals as members of their families</td>
<td>High qualiﬁed workers</td>
<td>Interna-tional</td>
<td>n/a</td>
<td>ongoing</td>
</tr>
<tr>
<td>FR4(p)</td>
<td>Total Group</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Energy</td>
<td>Various support measures, e.g. language classes, intercultural awareness raining, etc.</td>
<td>Third-country national employees and their spouses/partners</td>
<td>High qualiﬁed workers</td>
<td>Interna-tional</td>
<td>n/a</td>
<td>ongoing</td>
</tr>
<tr>
<td>UK1(p)</td>
<td>EY - Creating a diverse leadership team and attracting/supporting international talents</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Financial and business services</td>
<td>Early career support, facilitating access to national professional networks, etc.</td>
<td>Highly skilled employees</td>
<td>High qualiﬁed workers</td>
<td>Interna-tional</td>
<td>n/a</td>
<td>ongoing</td>
</tr>
<tr>
<td>UK2(p)</td>
<td>Mott MacDonald – Unconscious Bias Training and Advance Reverse Mentoring</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Financial and business services</td>
<td>Training programme and mentoring</td>
<td>Mainstream labour market integration measure (for all)</td>
<td>All third-country nationals</td>
<td>Interna-tional</td>
<td>n/a</td>
<td>2015-present</td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Size of company</td>
<td>Sector</td>
<td>Key characteristics</td>
<td>Access</td>
<td>Target group</td>
<td>Coverage</td>
<td>Budget</td>
<td>Period of implementation</td>
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<td></td>
</tr>
<tr>
<td>DE1(p) Recruiting Team</td>
<td>Large: &gt;250 Employees National</td>
<td>Other services Contact person for each new third-country nationals employee and other counselling services International employees</td>
<td>All third-country nationals company workers Local (region, province, municipality)</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DE4(p) Integration commissioner</td>
<td>Medium: 50 - 249 Employees National</td>
<td>Other services Integration commissioner for Spanish employees Spanish employees</td>
<td>High qualified workers Local (region, province, municipality)</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DE5(p) 'Relocation Manager (IHK)' Integration commissioner</td>
<td>Non-company based Course All sectors Contact person for new third-country nationals employee and other counselling services International employees</td>
<td>All third-country nationals company workers</td>
<td>All third-country nationals and EU nationals 2. Medium-skilled workers National</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>EE1(p) n/a</td>
<td>Large: &gt;250 Employees National Manufacturing counselling services (pre-arrival)</td>
<td>All third-country nationals and EU nationals 90 newly arrived migrants who have signed the republican integration contract and who are actively looking for employment National</td>
<td>Approx. € 402 000 (for project duration)</td>
<td>Jan 2018-Dec 2020</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>EE2(p) Relocation package</td>
<td>Small: 10 – 49 Employees National Financial and business services Contact person for new employees and counselling services International employees</td>
<td>All third-country nationals and EU nationals High qualified workers</td>
<td>International Approx. € 4 000 per person</td>
<td>onward</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>EE3(p) n/a</td>
<td>Large: &gt;250 Employees National Other services (pre-arrival) counselling services</td>
<td>All third-country nationals and EU nationals High qualified workers</td>
<td>National n/a</td>
<td>onward</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>FR2(p) Fédération des CREPI</td>
<td>Foundation of regional business clubs National Different sectors Contact person for new employees and counselling services International employees</td>
<td>All third-country nationals and EU nationals</td>
<td>National</td>
<td>€ 402 000 (for project duration)</td>
<td>Jan 2018-Dec 2020</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>LT1(p) n/a</td>
<td>Large: &gt;250 Employees International (e.g. with subsidiaries in the Member State) Financial and business services Relocation assistance and counselling services</td>
<td>All foreign employees High qualified workers</td>
<td>Other n/a</td>
<td>2016-present</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LV2(p) Integration measures for new employees (onboarding process)</td>
<td>Large: &gt;250 Employees National Other services Early career support and counselling services</td>
<td>All third-country nationals and EU nationals High qualified workers</td>
<td>National n/a</td>
<td>n/a</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>SE2(p) Relocation Service Programme for ABB</td>
<td>Large: &gt;250 Employees International (e.g. with subsidiaries in the Member State) Manufacturing Various support measures, e.g.</td>
<td>Third-country nationals employed at ABB in Västerås/Ludvika (Sweden), who are in need of a relocation program. Medium skilled workers</td>
<td>Local (region, province, municipality)</td>
<td>Ongoing</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MS and measure</td>
<td>Name of measure</td>
<td>Size of company</td>
<td>Type</td>
<td>Sector</td>
<td>Key characteristics</td>
<td>Access</td>
<td>Target group</td>
<td>Coverage</td>
<td>Budget</td>
<td>Period of implementation</td>
</tr>
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</tr>
<tr>
<td>PL1(p)</td>
<td>Employers of Pomerania (Pomorskie)</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Other services</td>
<td>Counselling services, including online information sources</td>
<td>Ukrainian employees for Pomorskie companies and building business, academic and tourism contacts with Lviv and the Lviv region</td>
<td>Local (region, province, municipality)</td>
<td>n/a</td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>UK1(p)</td>
<td>EY - Creating a diverse leadership team and attracting/-supporting international talents</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Financial and business services</td>
<td>Early career support, facilitating access to national professional networks, etc.</td>
<td>Highly skilled employees, High qualified workers</td>
<td>International</td>
<td>n/a</td>
<td>ongoing</td>
<td></td>
</tr>
</tbody>
</table>

**Table A3.5: Targeted measures**

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

**Table A3.6: Incentive measures**

<table>
<thead>
<tr>
<th>MS and measure</th>
<th>Name of measure</th>
<th>Size of company</th>
<th>Type</th>
<th>Sector</th>
<th>Key characteristics</th>
<th>Access</th>
<th>Target group</th>
<th>coverage</th>
<th>Budget</th>
<th>Period of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>DE7(p)</td>
<td>HBS Elektrobau</td>
<td>Large: &gt;250 Employees</td>
<td>National</td>
<td>Electric engineering</td>
<td>Providing housing</td>
<td>All third-country nationals, EU nationals and nationals</td>
<td>All employees</td>
<td>Local</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
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<td><a href="https://www.hbs-elektrobau.de/">https://www.hbs-elektrobau.de/</a></td>
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<tr>
<td>UK3(p)</td>
<td>Accenture</td>
<td>Large: &gt;250 Employees</td>
<td>International (e.g. with subsidiaries in the Member State)</td>
<td>Financial and business services</td>
<td>Legal and financial support related to visa acquisition; counselling services related to visa issues, relocation, etc.</td>
<td>All third-country nationals company workers</td>
<td>All third-country nationals company workers</td>
<td>International</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>
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.emn.cz
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.formation.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.emn-luxembourg.lu
Netherlands www.emn-netherlands.nl
Poland www.emn.gov.pl
Romania www.mai.gov.ro
Slovakia www.emn.sk
Slovenia www.emn.si
Spain http://extranjeros.empleo.gob.es/en/redeeuromigracion
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.emn-norway.no