

HANDBOOK OF BEST PRACTICES

THE PROFESSIONAL INCLUSION
OF THIRD COUNTRY NATIONALS

MIRAGE



Co-funded by the European Commission, the project is carried out by a multi-stakeholder partnership composed of 9 CSOs, 1 trade-union, 1 vocational education centre and 1 training provider from 8 EU countries.



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This handbook presents the most representative case studies from the desk research conducted by the partners of MIraGE consortium in 8 countries (Bulgaria, Sweden, Italy, France, Austria, Cyprus, Romania, Hungary). MIraGE is a 3-year project co-funded by the European Union (Asylum, Migration and Integration Fund), run by 12 partners from 8 European countries, working to improve the professional inclusion of TCNs.

The following 16 case studies have been chosen to present **best practices implemented in different social, economic and legislative contexts**, all with the same objective: to promote the professional inclusion of employed and self-employed Third Country Nationals (TCNs). Providing examples of different practices and attitudes adopted to overcome specific difficulties common in most of the eight countries, these case studies can be seen as concrete examples and inspiration both for employers and the self-employed.

The case studies have been **divided into three chapters**: the first chapter looks at the best practices carried out by employers while the second chapter presents case studies of self-employed TCNs. Finally, the third chapter presents national and European projects created both for employers and the self-employed which aim to provide the tools and to create the conditions that would favour the inclusion of TCN workers. At the beginning of the handbook, the case studies are introduced by a National Framework, specific to each of the 8 countries. This Framework presents a summary of the legal and administrative regulations in force, and provides readers with links to consult for further information.

The handbook has been created as a consultation tool for employers and the self-employed, as well as reference material to be used during the MIraGE training activities. The content has been structured with these aims in mind: key information and best practices have been highlighted for each case study to guide the reader as they consult the handbook.

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The National Framework

Austria

Austria has a population of approximately 8.82 million out of which in 2018, **468,735 were third country nationals** with different forms of residence and/or work permits.¹ Due to the high complexity of residence and work permit law, a focus of this summary will lie on the national framework of asylum seekers and recognized refugees.

Migration to Austria has risen over the last couple of years. This was mainly because of the increasing number of asylum seekers since 2015. In that year, the number of asylum seekers experienced a peak at 88,340. Since 2016, the number of applications for asylum has been decreasing, standing at 42,285 and 24,735 in 2016 and 2017 respectively. In 2018, there were 13,746 applications for asylum. The countries of origin of most asylum seekers in 2018 were Syria and Afghanistan and Iran.²

Recognized refugees and persons with subsidiary protection have the same legal access to the labour market as national citizens. If a company or an organization wants to employ a recognized refugee or person with subsidiary protection, there is no difference legally from a national/EU employee. In Austria, asylum seekers are not allowed to work except from work in community services, services to private households (e.g. garden work) or volunteering. Asylum seekers are also allowed to work self-employed. In 2017, 54% of all 15-64 year old non-EU citizens in Austria were employed, being similar (55%) to the EU-average.³ The main sectors in which third country nationals in Austria work are the production of goods, gastronomy, trade, economic services (e.g. cleaning services) and the construction sector.⁴

Depending on the sector, there are **different regularities for self-employed persons**. There are liberal trades and those for which certain prerequisites have to be met pursuant to the Trade Code. Trades have to be registered with the trade authority. With regulated trades, the trade will be approved by the authority by means of a notification. Self-employed persons have to insure themselves. There are two main points of information and consulting, i.e. Austrian Economic Chamber (Gründerservice WKÖ) and Vienna Business Agency (Wirtschaftsagentur Wien).⁵

1 - https://www.bmi.gv.at/302/Statistik/files/Jahresstatistiken/Niederlassungs-_und_Aufenthaltsstatistik_2018.pdf

2 - https://www.bmi.gv.at/301/Statistiken/files/Jahresstatistiken/Asyl-Jahresstatistik_2018.pdf

3 - https://www.bmeia.gv.at/fileadmin/user_upload/Zentrale/Integration/Integrationsbericht_2018/Statistisches_Jahrbuch_migration_und_integration_2018.pdf

4 - https://www.emn.at/wp-content/uploads/2018/10/emn-nationaler-bericht-2018_arbeitsmarktintegration-von-drittstaatsangehoerigen.pdf

5 <https://www.refugees.wien/en1/info-for-refugees/working/>

USEFUL LINKS:

Labour market integration of refugees: <https://bit.ly/32d3sMZ>

Employment of TCNs: <https://bit.ly/30qW8f7>

Migrant Enterprises: <https://bit.ly/2Lc22wW>

Austrian Economic Chamber: www.gruenderservice.at

Bulgaria

No officially published comprehensive information exists about the number of third country nationals who are currently working in Bulgaria or the sectors in which they are employed. Even the information that does exist is difficult to access because **different state agencies and ministries each deal with different types of migrants** seeking access to the labour market. The State Agency on Refugees handles information concerning refugees and asylum seekers. The State Agency on Employment deals with third country nationals who already have a legal status (temporary residence permit) or a job offer which allows them to obtain a temporary residence permit. Finally, The Bulgarian Agency on Investments works with third country nationals who would like to invest in, or register, a company and to create job opportunities in Bulgaria. There are several laws governing the employment of third country nationals including the Law on Foreigners, the Law on Labour Migration and Labour Mobility, and the Regulation for implementing the latter.

Third country nationals can receive a **residence permit** and work for as long as they wish in Bulgaria, as long as they are members of the board of a company that is registered in Bulgaria and that employs at least 10 Bulgarian citizens. Alternatively, they may be large investors with an investment of at least 1 million leva. Skilled workers who are self-employed can also access the Bulgarian labour market.

If an employer wants to employ a third-country national, they must first conduct a **market test**. This confirms that there are no Bulgarian citizens interested in the post or qualified to fill it. The employers may require the assistance of a lawyer in order to prepare an application for obtaining a work permit for a third country national. The intermediaries that provide this service usually focus on the tourism or agricultural sectors, where a large number of workers are needed for seasonal work. An employer may sign an employment contract with a third country national only once the **foreign national has obtained a work permit from the State Agency on Employment** (at the Ministry for Labour). The contract with a third country national might be long term, but the work permit is only issued for a maximum period of 12 months, after which time it must be renewed. If the conditions of employment have not changed, the work permit is easily renewed. The permit may be renewed up to a total of 3 times.

USEFUL LINKS:

Legal framework: <https://bit.ly/2RUWzuV>

Work permits: <https://bit.ly/2KYK3dv>

Conditions and procedures: <https://bit.ly/2KYK3dv>

Cyprus

In Cyprus, there are 24.8 immigrants per 1000 inhabitants. In 2016, the number of migrants in Cyprus was 17,391, up from 15,183 in 2015. In the first three months of 2019, a total of **31,016 TCNs** were working in Cyprus in sectors such as agriculture, construction, motor repair industry, hospitality, and domestic services. Most are employed in domestic service roles (13,150 TCNs), the vast majority of whom are women. The responsibilities of the Immigration Sector derive from a number of legal instruments as well as policies set out by the Council of Ministers, the Ministerial Committee for the Employment of Third Country Nationals and the Interior Minister. The main laws governing the work of the Immigration Sector are:

- The Law on the Right of Union citizens and their family members to move and reside freely within the territory of the Republic,
- The Aliens and Immigration Law (Cap. 105),
- The Law on the Prevention and Combatting of Trafficking and Exploitation of Human Beings and Protection of Victims,
- The Aliens and Immigration Regulations.

The general procedure followed by employers to employ a TCN is:

1. Completion and submission of the **Application “MDW2”** for the issue of Entry and Temporary Residence and Employment Permit by the employer, to the Civil Registry and Migration Department through the appropriate District Office of the Aliens and Immigration Unit of the Police or at the Central Offices of the Civil Registry and Migration Department in Nicosia.

2. Employers who wish to employ a third country national as a domestic worker must search through **EURES (European Employment Service)**. This means they must advertise the post in the local press at a conspicuous place in at least two newspapers of mass circulation, as well as at the EURES for at least 3 weeks.

3. Employers who meet specific criteria are exempted from this procedure.

Regarding the legislation and procedure when a TCN wishes to open their own business in Cyprus, they must first acquire a **Business visa**, and then follow the standard procedure for setting up a business in Cyprus.

USEFUL LINKS:

Statistics: <https://bit.ly/2xsw6M1>

Key figures: <https://bit.ly/2xu4YMD>

Temporary residence permits: <https://bit.ly/2QiEM06>

Current policies: <https://bit.ly/2xsyemZ>

Acquiring a Visa: <https://bit.ly/2NxCFaQ>

Administrative procedures for employers: <https://bit.ly/2JmTS1p>

France

In 2015, **6.2 million migrants** were living in France (9.3% of the population). 2.4 million of them, or 39%, have since obtained French nationality.

Migrants face a higher unemployment rate (16% for the men and 17% for the women) than nationals (9%)¹. Migrants have legal access to the same opportunities as French citizens but they often fill the low-skilled positions.

TCNs must sign the **“Republican Integration Contract”** when they arrive in France. A contract signed with the State, it commits the TCN to respecting the values of French society and the Republic. The TCN is made to attend integration classes.

If access to work for a foreign national is very restricted, so is the authorization required which varies from one context to the next. Moreover, foreign nationals are not always required to work in order to be considered as living in a legal situation. Even so, the means test soon becomes an issue for them. TCNs nationals who are authorised to work:

1. In search of a job or starting a business: a graduate of a Master’s degree may pursue a professional activity without being part of the labour market (cf. Article L. 313-8 of CESEDA).

2. Exceptional regularisation on work: refer to them as “employee” if they have a permanent contract and “temporary worker” if they have a fixed-term contract. The labour market does not enforce it, but it is preferable for the employer to certify the specificity of the employee’s qualification (cf. Articles L. 313-14 and L. 313-15 + Circular Valls).

3. 1-year residence permit: refer to them as “employee” if they are on a permanent contract or 1-year residence permit and “temporary worker” if they are on a fixed-term contract. If the profession or the geographical area are known for experiencing recruitment difficulties and they are on a list drawn up by the administrative authority, then the employment situation cannot be invoked against the permit (cf. Article L. 313-10).

4. Private and family life: all the residence permits mentioned in the paragraphs of Article L. 313-11 entitle the holder to pursue a professional activity (cf. Article L. 313-12). An employment situation is not enforceable but the work permit granted is limited to the department or authority in which it was issued (cf. Article L. 5523-2 of the Labour Code).

¹ - Statistics from <https://www.insee.fr/fr/statistiques?debut=0&idprec=3633212&theme=5>

USEFUL LINKS:

Assfam association: www.assfam.org

Working in France: <https://bit.ly/30gnGDZ>

For employers: <https://bit.ly/2ja842T>

Hungary

According to data published by the Immigration and Asylum Office in 2017 the highest proportion of immigrants in Hungary are Chinese citizens (37,627), followed by Ukrainians (13,362) and Russians (7,055). The total **employment rates of TCNs (62.9%)** are higher than those of the Hungarian population (57%) according to data from 2011. This phenomenon is mainly due to the fact that a large percentage of them have Hungarian ethnic origins and were born across the border in one of Hungary's neighbouring countries. Thanks to the common language, culture and history it is generally easier for them to integrate than it is for other migrants and immigrants. Furthermore, on average the immigrants are younger and have a higher level of educational qualifications compared to the Hungarian population. The employment rates also vary depending on the immigrants' country of origin. As for gender, men have a greater employment rate in every ethnic group of the migrant population. According to the 2011 census, self-employment rates among immigrants (10%) is only slightly higher than that of the total population (8%). However, among several TCN groups this rate is considerably higher than that of the Hungarian population: 34% among Vietnamese, 27% among Chinese and Syrians, 18% among Turkish immigrants. (Gödri, 2016).

A residence permit for the purpose of job-searching or entrepreneurship may be issued to a third-country national:

- who is in possession of a valid residence permit for the purpose of research and who is able to prove the completion of the research activity, or
- who is in possession of a valid residence permit for the purpose of studying and who is able to prove the successful completion of their studies, on the condition that he/she is able to meet the conditions set out by law, and that the employment he/she is seeking or the business that he/she is in the process of setting up correspond to the level of research or studies completed.

A residence permit for the purpose of employment may be issued to third-country nationals:

- whose purpose of residence is to perform work for, or under, the direction and/or supervision of others, for remuneration, as part of an employment relationship; or
- who work as the owner or executive officer of a not-for-profit business, association, co-operative society or some other legal entity, in addition to the work actually performed in that capacity.

In Hungary, companies employing TCNs often turn to relocation companies for assistance and guidance with the administration process of an expat worker.

USEFUL LINKS:

Immigration and Asylum Office: www.bmbah.hu

Working in Hungary: <https://bit.ly/2Nuc7aD>

Italy

In Italy, nowadays **foreign employees represent 10.5% of the total employed** with a constant growth rate every year. In particular, the most significant percentages occur in the following sectors: 37.3% in Other collective and personal services, 18.5% in Hotels and restaurants, 16.9% in Agriculture, 16.6% in the Construction sector.

At the national level, the regulatory framework of reference is the Legislative Decree No 286 of 25 July 1998, which contains the Single text of the regulatory material concerning immigration and legal status of foreigner. In Title III, it specifically regulates the Labour Code by indicating the types of residence permit that allow to work in Italy as well as those that do not allow it. Indeed, **there is no difference between administrative procedures foreseen for the recruitment of a TCN worker and those foreseen for an Italian citizen.** The employer who wishes to hire a foreign worker only needs to verify that the type of residence permit is not one of those that do not allow to work in Italy.

However, the greatest differences between Italian and foreign citizens are found in the **access to self-employment.**

The requirements for access to self-employment are the following:

1. have adequate resources to conduct the planned activities;
2. possession of professional and moral requirements, provided for by the Italian law, to conduct specific business activities, included requirements for registration to professional bodies, if necessary;
3. have an adequate accommodation documentable with a purchase agreement or a real estate rent;
4. have an annual income from legal sources, higher than the minimum level required by law for exempting health care expenditures, or a corresponding guarantee by Italian institutions or citizens or foreigners living legally on the territory of the State.
5. All these requirements correspond to several declarations and documents, which complicate the procedures for access to self-employment for TCN citizens than for Italians.

USEFUL LINKS:

Annual Report 2018 on foreign employees in the Italian labour market: <https://bit.ly/2L9Nvlz>

Legal framework: <https://bit.ly/2NFkKza>

Requirements for access to self-employment: <https://bit.ly/2G3Gdvz>

Romania

Over the past decade, Romania's total population has decreased by 4.8% and the labour resources by 9%. These are among the highest rates in the EU. Mass emigration is one of the main reasons for this, as more than 3.8 million Romanians have left the country to work and study abroad. The sharp decline in the Romanian labour force together with an increase in labour shortages in various economic sectors, and the economic growth of the country over the last three years has contributed to an increase in demand for foreign workers.

In 2015 the number of TCN workers newly admitted to the Romanian labour market was around 4,200. **In 2018 their number had increased to 13,500.** The share of permits granted to permanent TCN workers increased by 92% and by 262.5% for TCNs temporary workers between 2017 and 2018. In 2019, the annual quota of permits issued for TCN workers was set at 20,000. However, the quota could be amended if the Romanian labour market requires greater numbers of foreign workers in the future.

The main fields in which TCN workers operate in Romania are construction, infrastructure and shipyards, hospitality, textile/manufacturing, domestic and child care, commerce and food. The TCNs legally residing in Romania who are family members of a Romanian, EU, or EEA citizen **do not need a working permit to be employed.** The TCN students are allowed to work for a maximum of 4 hours/ day. The foreigners with a form of protection can access and participate in the Romanian labour market under the same conditions as national citizens. The newly-arrived have to enroll on and attend a **governmental reintegration program** individually tailored to their needs for up to 1 year. It offers educational support, professional training, social assistance, employment, healthcare and other services.

In terms of self-employed TCNs in Romania, most of their businesses were opened between 1990-2005, before Romania started its accession to the EU (2007) and drastically changed its legislation on immigration. During that period, the foreigners benefited from the flexible and friendly legislation for foreign small business. In Romania there are currently a number of well-established TCN communities with high rates of entrepreneurship: Chinese, Turkish and Arabic communities.

USEFUL LINKS:

Access to the labour market: <https://bit.ly/325d509>
Integration programs: <https://bit.ly/2LCXu75>
Migrant in Romania: www.migrant.ro

Sweden

In Sweden, the integration of refugees and other immigrants has been a central priority over the past decades. In 2018, there were approximately 10 million inhabitants in Sweden and about **one-fifth of Sweden's population was of immigrant background.** Compared to those born in Sweden, foreign-born people are less likely to be employed. According to the Labour Force Survey conducted by Statistics Sweden in 2018, **the employment rate among foreign-born nationals aged between 20-64 was 70.1%**, compared to 86.5% for natives of the same age. The employment rate for both natives and foreign-born people has increased over the past ten years, but the gap has remained the same.

In 2015, there were nearly 204,500 people aged 25-64 who ran their own company in Sweden. Overall, 23% of all self-employed workers were immigrants. Most of these businesses are small and focus on local markets (for example, merchandise, restaurants, cleaning services and barbershops). Of all employed foreign-born nationals, 7% were self-employed, while the same was true for 5% of native-born citizens. This shows that it is more common for immigrants to run their own company than local people.

Whoever employs a TCN must **check that the immigrant is entitled to reside and work in Sweden** (i.e. that they have a valid residence permit or corresponding document) and the employer is obliged to **notify the Swedish Tax Agency** of this. The employer must also **advertise the position** in Sweden and within the EU/EES and Switzerland for a minimum of ten days on the Swedish Public Employment Service (Arbetsförmedlingen) job bank.

TCNs wishing to become self-employed and set up a business in Sweden do not require a work permit but do need to **apply for a residence permit.** For the residence permit application the TCN must submit specific documents regarding their business (detailed business plan, evidence of capital required to set up or purchase a company, etc). A residence permit granted to a self-employed person is normally valid for a two-year probationary period, unless the permit is required for a shorter period than this. After two years, the applicant can apply for a permanent residence permit.

USEFUL LINKS:

How to set up a business as a self-employed person: www.verksamst.se
Permits and requirements for permits: www.migrationsverket.se

1

Employers

These European employers have managed to transform their need to hire TCN employees into an opportunity to improve their own business and leave a mark on the local society in which they operate.

Magdas Hotel

(AUSTRIA – TOURIST SERVICES)

Magdas Hotel is a social business built with the entrepreneurial objective of solving social issues where this seems both possible and beneficial.

Magdas was founded by Caritas of the Archdiocese of Vienna in April 2012 and is located in the heart of Prater, in Vienna. It has 88 rooms and is run by a team of hotel management professionals and people with a refugee background. The hotel is part of a larger project called Magdas, which demonstrates that commercial success and social responsibility are not a contradiction in terms. The aim of the social business enterprise is to create meaningful jobs and opportunities for individuals who have little chance of finding a job.

There are 200 employees in total working across its Magdas Hotel, recycling workshop, cleaning service and catering service, as well as 10 apprentices. From chefs to emigrants, the employees at the Magdas HOTEL count **14 nationalities** between them and together they bring a rich variety of personal life stories. Magdas is convinced that those who move here from foreign countries are able to strengthen the hotel business, because they bring with them many skills, talents, languages, and cultural backgrounds and thus offer something unique to the hotel market.

Most employees have a refugee background, a characteristic that generally makes it difficult for them to find work in Austria. Some of the challenges they face include the initial lack of German language skills, the resentment of many employers, and the fact that refugees are only allowed to accept work after receiving a positive response to an asylum application, which can often take months or years, thus hindering their integration.

With their experiences and skills, each and every employee adds to the uniqueness of this place.

PROJECT DESCRIPTION



Acting on lessons learned from its first year, Magdas reviewed some of its hiring practices, including the following:

- Requiring that candidates have basic work experience at the beginning of the project;
- Becoming more restrictive about the rules and regulations;
- Providing German language courses, ICT and intercultural competence training for its staff. In addition, the staff have access to two social workers/therapists, who support them with the challenges they face during the integration process.

KEY INFORMATION

90%

of employees are TCNs

14

countries of origin

20

languages spoken

BEST PRACTICES

- 1 Two social workers supporting staff with challenges in the integration process
- 2 Intercultural competency training, providing insights into the culture and traditions of Austria
- 3 Free German language, ICT and intercultural competence training
- 4 Hiring TCNs who have basic work experience

Cartiera coop.

(ITALY - PRODUCTION INDUSTRY)

A start-up founded in July 2017 with the specific aim of creating new employment opportunities with an international scope in the local community.

Born as a start up in 2017 and established as a social co-operative society in May 2018, Cartiera produces and sells **high quality fashion accessories** made from leather and fabric, developing **training pathways conducted by master craftsmen** aimed at the professional upskill and integration of people in need, namely asylum seekers, migrants and the vulnerable unemployed.

Cartiera was born with the specific aim of **creating new employment opportunities and integrating migrants and asylum seekers** in order to give them the chance to invest their skills. This objective is achieved by focusing on other impacts involved. For example, attention is paid to the economic impact on the local community by offering job opportunities to people facing economic hardship, to the environmental impact by using production leftovers which would otherwise have been disposed of, and finally, to the social impact by favouring integration between Italian and TCN employees, who, by working together, are able to share the spaces and vision of Cartiera.

The uniqueness and strength of the work carried out by Cartiera lie in its strong ties to the local context and the relevance it has on an international level. Producing and selling crafts to local and national companies, Cartiera also raises awareness about the importance of the professional inclusion and integration of migrants in Italy, thus promoting a vision as opposed to just a product. At the same time, through its link with the **Ethical Fashion Initiative** (a UN-run program run), Cartiera trains asylum seekers and gives them a better chance to access a career in their country of origin in the event that they decide, or are forced, to return there.

www.coopcartiera.it

While maintaining an international outlook, Cartiera has created a strong network based around the local territory involving local citizens and administrators.

The value of Cartiera's Made in Italy lies in the ethical standard of each and every fold of its creations.

PROJECT DESCRIPTION

CARTIERA
HANDMADE IN ITALY

Cartiera offers concrete responses to the challenges of our time: the creation of new employment opportunities, the economic integration of migrants and asylum seekers, and the rediscovery of qualified artisanship.

KEY INFORMATION

3

TCN employees

4

TCN intern

COLLABORATION

with the UN Ethical Fashion Initiative



BEST PRACTICES

- 1 Strong network with the local communities and administration
- 2 Circular economy, with a focus on the local and international level
- 3 Professional and specialized training for asylum seekers
- 4 Active involvement of TCN employees in promotion of vision
- 5 Professional training in partnership with the UN EFI program

Big Mamma

(FRANCE – FOOD SERVICES)

Big Mamma is a group of Italian restaurants created in 2015 that focuses on offering good-quality, authentic Italian food in Paris, Lille and London.

Big Mamma is a group of Italian restaurants created in 2015. **TCNs represent around 15% of its staff.** Big Mamma has restaurants in Paris, Lille and London. Hiring TCN employees is not necessarily a choice for Big Mamma: some roles are only applied for by foreign workers. However, the group strives to guarantee that all employees feel, and are treated, as equals. To do so they bring everyone together and assure diversity within the teams. The goal is for everyone to understand what the others do, to make everyone talk to one another and to ensure that TCNs are never excluded. Big Mamma expresses strong **solidarity values**, which they share in their restaurants by hiring TCNs and by helping them to feel integrated.

To achieve their vision, Big Mamma implements quite innovative practices. This starts at the recruitment process, which aims to value candidates' skills, especially those who would not be able to highlight their own abilities in normal circumstances either due to their personality or because of a language barrier. Much is done to ensure that the candidates do not feel intimidated, and

Integrating TCNs is also about common sense. Valuing people is also key to a low turnover which in turn is key to a successful company.

BEST PRACTICES

- 1 Mixed teams to facilitate learning the French language
- 2 "Live my life" practice, to build solidarity among the teams
- 3 Group recruitment practice to highlight individuals' skills
- 4 Solidarity and equality permeate the work ethics

to set the precedent for team work and mutual understanding.

Best practices **during recruitment**:

- Candidates use an object through which they like presenting themselves;
- Simulation of a work scenario and team exercise.

Best practices **after recruitment**:

- **First day is integration day**: employees visit the city in mixed teams and have a meal with the founders
- **Second day is "Live my life"**: all employees do the dishes or another job for one day so that they understand all the jobs in a restaurant.

A manager has the task of following all employees' career paths. If a TCN cannot see his own potential, then the manager should.

PROJECT DESCRIPTION



BIG MAMMA

During the past 4 years they have hired 900 people on full time contracts. 200 work in their restaurants in England and 700 in France. 93% of their staff work in restaurants, including most TCN employees.



KEY INFORMATION

900

employees
in France and UK

15%

of staff
are TCNs

A Lundi emploi

(FRANCE – RECRUITMENT)

As a GEIQ, A lundi emploi accompanies people to employment in its companies and in others, benefitting both the companies and job seekers.

A lundi emploi is a GEIQ (Employers Group for integration and qualification). A GEIQ hires people with low qualifications under work-study professionalization contracts in order to increase and enhance their skills so that they can find a steady professional position. A lundi emploi is a group of 3 GEIQs (one specialised in construction work, one in metallurgy and one that is inter professional) and 2 multisectoral groups of employers. They accompany people to employment in its companies and other businesses. More than 300 people were hired last year, around 15% of them TCNs.

As a group of GEIQs, A lundi emploi is defined by the values of integration and qualification. Their **aim** is to **help people far from the labour market to gain hard and soft skills so that they may be able to secure a steady professional life of their**

TCN employees receive support both with professional and social aspects thanks to the work of different support managers.

Social support is essential in order to keep the workers at work. The company has identified one area of focus on which it would like to work more: the empowerment of people, so that they can become more autonomous.

choice. A lundi emploi values **motivation over diplomas**. The network of A lundi emploi offers specific and adapted training courses based on the chosen profession of their employees, building their own empowerment through social support as well. By promoting a human approach to recruitment, they take into account individual issues as well as company issues in order to find the best match.

The employee is at the centre of A lundi emploi's activities. How TCNs are supported depends on their needs. This guarantees them the same chances of employment as national employees, both during the hiring process and in the work place.

PROJECT DESCRIPTION



The values of integration and qualification are at heart of **A lundi emploi**. Their aim is to help unemployed people to gain skills so that they may be able to secure a steady professional career of their choice.

BEST PRACTICES

- 1 Motivation is valued over experience during recruitment
- 2 Help is provided to obtain a driving license (intensive courses and translators)
- 3 Professional codes are taught through specific training courses
- 4 Employees have a tutor who provides social and financial assistance
- 5 Recruitment process is tailored to the applicant's needs (i.e. language needs)

KEY INFORMATION



44

TCN employees

367

employees in the past two years

City Grill

(ROMANIA - FOOD SERVICES)

The City Grill company was founded with 100% Romanian capital in 2004. It is the largest restaurant chain in Bucharest with restaurants in 16 locations.

The City Grill company has been employing an increasing number of TCN workers since they first hired 6 workers from Nepal in 2017. In **2019, 10 per cent of the company's staff is represented by non-EU workers** coming from countries such as Nepal, Iraq, Nigeria and Moldova. The hiring process is mediated by a recruitment company, with which the City Grill is in direct and constant contact. This is a first and clear signal of the investment that the company makes in TCN employees, and the attention they pay to their integration and wellbeing. In terms of human resource management, the company allocates permanent resources, both in terms of time and effort, to supporting the integration of TCN employees. This is because City Grill recognises that by coming from a different culture, they are unfamiliar with the city of Bucharest, its local customs and living habits, etc. This is particularly true for newcomers and has led the company to take certain measures to help, including informative seminars on the general norms of behavior.

In order to facilitate the logistics of the group management, the company provides transport for the TCNs while at the same time teaching them how to use public transport. Moreover, the company has designated personnel who support TCN employees 24/7 and a WhatsApp group has been created on which the TCNs can express any needs or issues they are facing as they adapt to life in Romania. On top of this logistical support, City Grill ensures that TCN employees receive proper information **about their rights and obligations as workers in Romania.**

The company gradually learned about and, responded to, the integration needs of its TCN employees.

We have a permanent adaptation process within the company to ensure inclusion of TCNs in the workplace, especially as this is the future and the company will be hiring more and more TCNs as the business grows.



KEY INFORMATION

10%

TCN employees

16

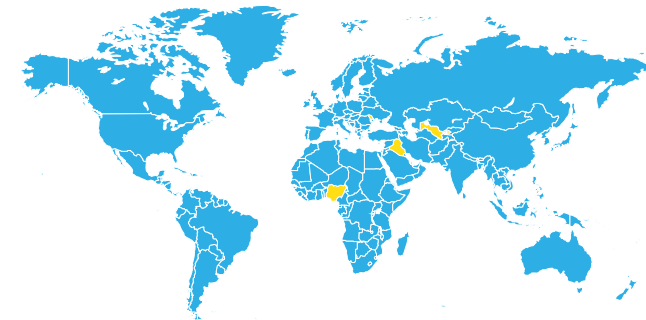
restaurants in Bucharest

PROJECT DESCRIPTION



The City Grill company developed with 100 per cent Romanian capital started in 2004 and it is the largest chain of restaurants in Bucharest found in 16 locations. The company started to bring in TCN workers in 2017, respectively they started by employing 6 workers from Nepal. This year (2019), 10 per cent of the company's staff is represented by non-EU workers coming from countries such as Nepal, Iraq, Nigeria and Moldova.

COUNTRIES OF ORIGIN



NIGERIA



IRAQ



NEPAL



MOLDOVA

BEST PRACTICES

- 1 Provision of accommodation, meals and transport
- 2 Creation of a Whatsapp group to facilitate communication
- 3 24/7 help and assistance from company staff
- 4 Definition of protocol for inclusion of TCN employees
- 5 Informative sessions about rights and duties of TCN workers

Mala Gasztro Ltd

(HUNGARY – FOOD SERVICES)

Running Indian restaurants across the country, our philosophy is to be a presentation of the Indian culture to Hungarian workers and guests.

Mala Gasztro Ltd runs Indian restaurants at two sites. It employs 20 staff, 4 of whom are Indian and Nepalese. One of the owners is Indian and the other is Hungarian. The restaurant focuses on the high quality of its meals and the representation of a diverse landscape. For this reason, it **employs authentic chefs from India and Nepal**. The owners themselves choose the chefs in India. The chefs then stay in Hungary for 1-2 years and return home to their families after. Hiring TCN workers is at the core of the company's business and represents its value added. While the focus on the Indian culture permeates different aspects of the working environment, no employee is forced to embrace it beyond the limit of respect. The **work day starts with a prayer**, a daily blessing. **Hungarian workers are not involved, but they respect this tradition by keeping silent**. With regards to holidays, Indian holidays are held at work, meaning that workers celebrate while at work, as happens in India. However, the owners give their employees one long holiday a year: for Hindu employees this is during the

In order to facilitate communication between employees, and overcome the language barrier, the menu was numbered so that Hungarian and TCN workers could refer to the numbers when reading it.

There is no conflict between the Hungarian, the Indian and Nepalese employees. Instead there is a kind of disinterest in relation to the others' culture.

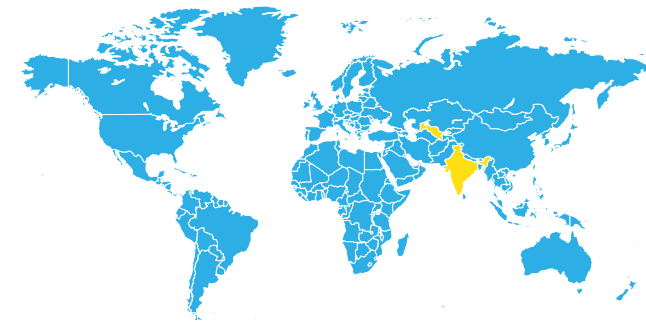
Celebration of Light (Diwali), for Hungarians it is at Christmas time. The two employee groups do not socialize with each other outside of work. **The restaurant regularly organizes presentations and lectures on Indian culture**, and the Hungarian workers participate only if they take place during their working hours. The employees are given total freedom, but respect for the Indian cuisine and culture is essential.

PROJECT DESCRIPTION



Mala Gasztro Ltd operates Indian restaurants at two sites in the country: in Szentendre, Pest County and Budapest. The company has been operating in the catering industry in Hungary for over 25 years.

COUNTRIES OF ORIGIN



NEPAL



INDIA

BEST PRACTICES

- 1 Numbering the menu to facilitate communication
- 2 Giving long holiday based on religious belief
- 3 Valuing TCN employees because of their cultural expertise
- 4 Promoting mutual respect of religious practices

KEY INFORMATION

25

years of work

2

restaurants in the country
(Budapest and Szentendre)

30%

of TCNs

Östra Grevie Folkhögskola

(SWEDEN – EDUCATION/PUBLIC SECTOR)

Östra Grevie Folkhögskola is Sweden's largest folk high school with a tradition of education that focuses on artistic and aesthetic orientations.

Beyond their strong artistic academic reputation, today the school offers general preparatory courses for police and aspiring teachers, training that focuses on the service and tourism industries and a track activity with Swedish language courses for immigrants. The school is well-known for the artistic and aesthetics education it offers, and both students and teachers from Swedish and European middle-class backgrounds used to represent the majority of its students. To change this the school works actively to promote the arts in different parts of Malmö in order to attract a larger and more diverse audience.

An organization becomes a more credible voice in a society when it has diversity among its staff and student body.

The school has a number of foreign-born employees. Some TCNs are employed in projects where their language skills are crucial, but the school also recruits TCNs for positions that could be equally well filled by Swedes such as a mathematics teacher, a cleaner, an IT technician etc. Around 15 percent of all employees are TCNs. There are several ways in which TCN employees and

students have positively impacted the school, as confirmed by the founder of the organization.

As a strong believer in this ethos, the school manifesto opens by saying, "In times of strong right-wing politics and growing xenophobia, the foundation for free and inclusive education that we stand for is being threatened. Therefore, we now want to invest in communication that empowers our values and activities as a counterweight to forces that oppose an open, creative society that gives people more chances to develop."

When talking about the artistic education it offers, the school benefits from the input of other cultural perspectives. This insight provides a richness and depth of knowledge about different cultures.

PROJECT DESCRIPTION



The school has produced a manifesto in which it describes how the school, by hiring TCNs as employees, seeks to play a practical role in a society where right-wing politics and xenophobia are becoming more widespread.

KEY INFORMATION

15%

TCN employees (60 full-time and a number of guest teachers, seasonal workers, etc.);

896

students

1914

first opening

€ 6 million

approx turnover

BEST PRACTICES

- 1 Active diversification of staff through the employment of TCNs
- 2 Promotion of Manifesto that supports diversification
- 3 Expansion of scope of influence in peripheral areas
- 4 Promotion of positive attitude towards multiculturalism



Adecco

(FRANCE – RECRUITING)

The Adecco Group is a large French company dedicated to employment solutions and intermediation between workers and employers. Its employment agencies recruit people to connect them to employers.

In France, Adecco has 900 branches and offices, with an approximate 6,000 employees (headquarters and operations). Within the group, there are less than 2% of TCNs in France. On a weekly basis, an approximate 130,000 people work as associates for Adecco's clients (500,000 yearly), among whom 10% are TCNs.

The Adecco Group has initiated the "Adecco Insertion Network", gathering Temporary Work Agencies dedicated to the inclusion for people excluded from the labour market, under various brands : Humando, Idées Intérim or Janus. These companies are actors in the IEA sector (Insertion through economic activity). Adecco expresses its core values: team spirit, customer centricity, responsibility, entrepreneurship and passion.

More precisely, this means: non-discrimination, and in their overall activities, including IEA branches, facilitating employment of people on their sole skills and training whenever efficient, thus finally longstanding integration on the labour market.

Adecco implements different practices in order to facilitate the professional integration of people far from employment, including TCNs. Some of these practices are related to the hiring process: CV/ motivation letters writing workshops; valorization of previous experiences through a video CV to talk about themselves and choose the angle of presentation of their career paths.

Some other practices are related to integration at the work place: French as a foreign language courses for refugees included in specific programs; definition of the professional project; facilitating mobility solutions: driving license and carpooling; supporting housing requests and other social matters; connects with partners which have specific skills like training companies, prefectures; works with the clients to design sustainable career paths and efficient onboarding.

The Adecco Group doesn't treat TCNs differently from other workers. But they are aware that facilitating the integration of some workers, that may include TCNs, requires specific skills.

Moreover, the Adecco Group, through its IEA organizations, is engaged in the Hope Project (Housing, Orientation and Employment). This program is dedicated to refugees.

PROJECT DESCRIPTION



Adecco implements different practices in order to facilitate the professional integration of people far from employment, including TCNs. These are both at the recruitment level and in the work place.

KEY INFORMATION



BEST PRACTICES

- 1 CV / motivation letter / interview workshops for refugees with the Foundation The Adecco Group
- 2 Facilitating mobility solutions: driving license permits trainings with FAF TT and carpooling service
- 3 French as a foreign language course for refugees in dedicated programs
- 4 Support with housing requests and other social matters
- 5 Engagement in HOPE project (Housing, Orientation and Employment) for refugees (public -private partnership)

2

Self-employed

TCN self-employed and business owners represent a consistent part of the national and European economy; they often succeed in turning challenges into positive factors that work to their advantage.

Aladin Foods

(BULGARIA – FOOD SERVICES)

An example of a successful fast-food chain that started in Bulgaria and has now expanded to open franchises in Romania.

Aladin Foods is a fast-food chain created in **1998** by Aladin Harfan, a third country national from **Syria** who migrated to Bulgaria and received Bulgarian citizenship in 2004. The company currently manages **32 fast-food restaurants** across the country and continues to grow as it seeks to export its business abroad. It now employs **870 staff**.

Given the success and expansion of the chain, the business has now also opened a chicken-meat-processing factory near Plovdiv so that it can use innovative technology to self-produce the food it offers in its restaurants. Part of the success of the company is its wide-ranging Corporate Social Responsibility (CSR) strategy through which, by playing a more responsible role at a social level, it implements activities that benefit the business itself.

Within the framework of this strategy, Aladin pays particular attention to refugees in Bulgaria. It **collaborates with NGOs** which provide services to the refugees, and with the help of its non-profit partners, it **advertises its vacancies directly to refugees and those seeking humanitarian protection**.

info@aladinfoods.bg



KEY INFORMATION

1998

first opening

32

fast-food restaurants
in the country

870

employees

BEST PRACTICES

- 1 Affordable housing to its TCN employees
- 2 Includes food vouchers in monthly salary
- 3 Free transportation for the night shifts
- 4 Recruits and hires TCN employees among refugee communities



Barako Kávéház

(COFFEE HOUSE - HUNGARY)

The company is a Ltd and sells specialty coffee from farmers in the Philippines and desserts, based in the II. District of Budapest.

Ryan Andres, originally from the Philippines, started his business five years ago in 2014, when he opened the Barako Kávéház coffee shop in Budapest. He is now working full-time in the café together with 3 part-time employees. Today, his employees are all Hungarians, but over the past 5 years he has tried to create a diverse ambience by hiring people with different ethnic and religious backgrounds, e.g. Christians, Jews, Muslims, Europeans and non-Europeans as well.

The owner tries to create a multicultural atmosphere by selling ethnic food and coffee specialties and also by hiring people with different ethnic and religious backgrounds who come from EU member states as well as TCNs themselves. He tries to make the ambience as diverse as possible. His aim is to bring different people together. He seeks to initiate this by being open to the Hungarian culture and by inviting people to taste Philippino cuisine.

His personal philosophy in running a business is: *"For me the best way to introduce my culture to your culture is as follows: I put out Philippino desserts and coffees and, of course people are curious about what it is all about, what it tastes like. And when they taste it, they keep coming back because, naturally, they like it. So, it's not only good conflict resolution but for me it's also a very effective form of marketing."*

For more information:
<https://www.facebook.com/BARAKOKAVEHAZ/>

Even though it is easier to hire Hungarian speakers in order to run the business, I consciously hire people who have different cultural and religious backgrounds in order to promote diversity.

I try to integrate Hungarian culture while seeking to introduce small assets of my culture, especially when it comes to food. If there is anything that has the potential to resolve cultural conflicts, it's always going to be food.



KEY INFORMATION

3

part-time
employees

1

establishment

BEST PRACTICES

- 1 Has learned to do the administrative and financial tasks by himself
- 2 Hires TCNs of different nationalities to promote diversity

Kabulagna

(ITALY - FOOD SERVICES)

The first Afghan restaurant-pizzeria in Bologna is also an environment that fosters the social and professional inclusion of refugees and migrants in the city.

Kabulagna is a restaurant-pizzeria specializing in Afghan and local cuisine. The owner is Afghan and has an Italian partner; they opened the restaurant in mid-February 2019 and both onsite. They now have one employee and one intern, but have begun the process for hiring two more interns, both TCNs.

Through their work, the owners aim not only to turn their restaurant into a successful business, but also into an environment that fosters the social and professional inclusion and integration of TCNs, particularly migrants and refugees who arrived in Italy as UASC (unaccompanied minors). The owners believe that given the size and kind of management of the restaurant, it could represent an opportunity for TCN workers with no particular experience to learn and be guided, so that they can reach economic independence with their own two hands.

With the aim of actively including TCN employees in their work, Kabulagna seeks to launch internship programs, especially through the **SPRAR system (the Italian program for refugees and asylum seekers)** which includes funding for internships with companies), thus making the inclusion of TCNs easier and more appealing.

In particular, the owners of the restaurant pay specific attention to each employee, according to their role and areas of management. Having experienced the reception system both as a guest and as a worker and having faced the difficulties of reaching economic independence himself, the Afghan owner, in particular, has a specific skill for understanding and supporting TCN employees.

Language is a barrier approached one step at the time: employees are asked to learn the vocabulary needed to work, and through slow and clear communication they are helped to improve their language.



© www.facebook.com/Kabulagna

KEY INFORMATION

2019

opening year

AFGHAN OWNER

with an Italian partner

1

TCN employee

1

TCN intern

PROJECT DESCRIPTION



Kabulagna opened as the first Afghan restaurant-pizzeria in Bologna, with the aim of building a successful business based on the value of professional inclusion of refugees and migrants who arrived as UASC.



© www.facebook.com/Kabulagna

BEST PRACTICES

- 1 TCN employees are accompanied 1-to-1 by both employers
- 2 TCN employees are supported in learning the language
- 3 Launching of internships with SPRAR system
- 4 Co-management of the restaurant with the Italian partner
- 5 Creation of an inclusive working environment

SC Karema Fruct Srl

(ROMANIA - FOOD SHOP)

Since 1995, Karema Fruct sells fruit and vegetables in Romania, strong of its international trade with Turkey.

The business distributes vegetables and fruit and it employs 47 workers, 10 TCNs (Moldova, Egypt, 8 Turkey). It is located in Ilfov and was opened by a Turkish citizen in 1995. When the owner, a self-employed TCN, first opened the shop, the regulations concerning the business environment in Romania were less stringent and more friendly to foreign investors.

The positive growth and development of the business is based on the owner's experience in the field and the strong business relationship between Turkey and Romania. Other key factors in its success are hard work, total respect for the law, the rules and legislation and respect for its employees. Last but not least, the employment of TCNs of Turkish origin is a key value added to the business' development.

In fact, Turkish TCN employees, like the owner of the business, know how to relate to and work with partners from Turkey, the main export country for the business. Foreign workers thus represent a real asset for the business.

KEY INFORMATION

47

employees

20%

TCN
employees

Own transportation fleet

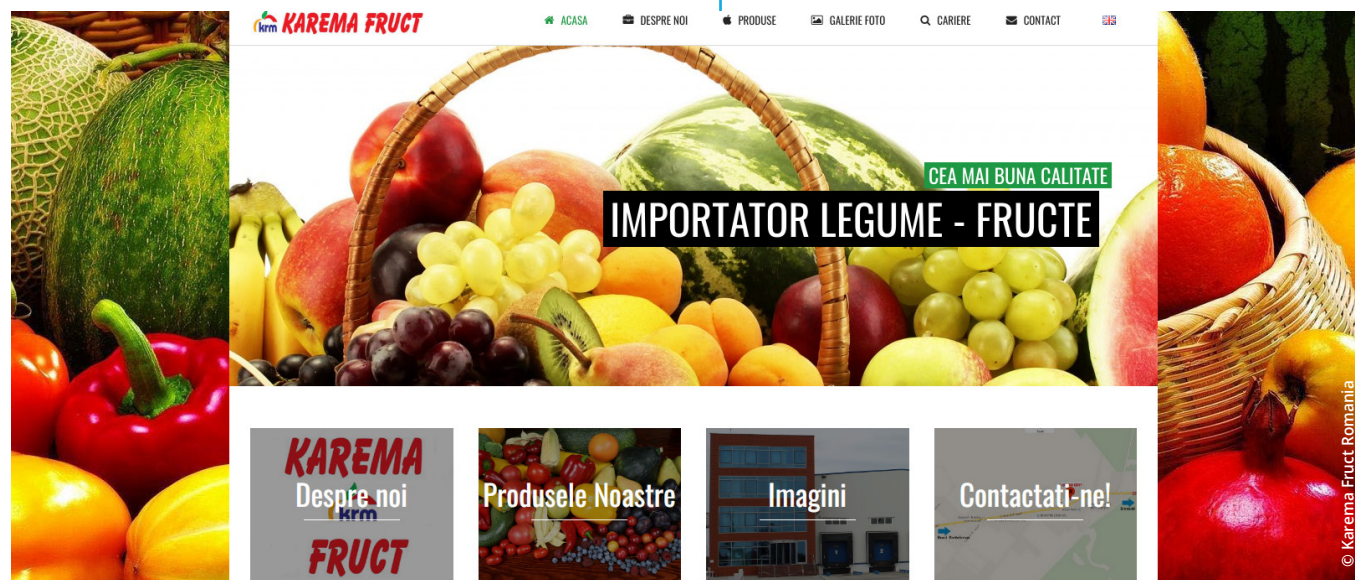
"Quality management system" applied through the whole company

Main clients of the company include

Metro Group, Rewe Group, Cora, Carrefour etc.

BEST PRACTICES

- 1 Hire TCN employees as an asset
- 2 Creation of an inclusive working environment
- 3 Newly-arrived TCN employees are supported in their integration by the company and through mentoring by TCN workers that have been working longer in the company



Taybat

(AUSTRIA - FOOD SHOP)

Taybat is a Syrian sweet corner-shop in Austria: it produces and sells Levantine pastry in two shops in Vienna as well as online.

Mohammed Hisahm Hawat is the owner of Taybat. He initially started selling Syrian pastries in his own shop in 2017. After he met Hamza Hassan-Imara, his now Austrian business partner, they decided to expand the business in 2018 by opening a second shop and producing the pastries themselves. They see themselves as a social business and employ five refugees from Syria but plan to hire more staff as they expand further. The pastry is produced by men due to the physical demands of rolling out the dough. The sales staff, however, are women. The aim of their business is to offer high-quality, sugar-conscious products and showcase the 'sweet side' of Syria to Austria.

Hawat faced financial and administrative challenges when he first sought to open his business in 2017. He received credit from friends and family and support in the form of mentoring by other pastry sellers and producers through the WKO (Wirtschaftskammer Österreich - Austrian Chamber of Commerce). This and the mentoring and coaching services offered by two other programs helped him get his business off the ground.

Hawat's own background in economics and his experience in the banking sector helped him with the financial aspects of setting up a business. He showed initiative by searching for opportunities such as the ÖIF mentoring program which he found online and applied for successfully. Hawat and Hassan-Imara intend to expand their business further in Austria and Europe and offer more employment opportunities to fellow Syrians.

Do your research before you start a business. Believe in your business idea and offer a unique, high-quality product.

Be careful about investing money and try to obtain as much information upfront as you can in order to avoid unwanted surprises. I was also lucky to meet my business partner, Hassan-Imara, at the University of Economics in Vienna.



© Taybat

BEST PRACTICES

- 1 Search for training and financial opportunities online /offline
- 2 Take part in coaching and mentoring programs
- 3 Raise your profile, attract costumers' attention

KEY INFORMATION

2nd

The business partners opened a second shop within a year

5 refugees

hired, including two female refugees and one person with a disability

3

Projects

Given the rising number of TCNs in European countries, civil society, businesses and the national and European institutions are investing more and more in the promotion of their inclusion and employability.

Cyprus Information Guide for Third-Country Nationals

(CYPRUS – EU PROJECT)

Information Guide providing general information about Cyprus, in an effort to help facilitate the integration of Third Country Nationals (TCNs) into Cypriot society.

The Cyprus Information Guide is developed as part of the Action “Upgrade of the Cyprus Information Guide” and is co-funded by the Asylum, Migration, and Integration Fund (AMIF) of the European Commission and the Republic of Cyprus.

The Guide provides general information about Cyprus for TCNs in order to help facilitate their integration into Cypriot society and the local labour market. The Cyprus Information Guide is developed in an attempt to promote mutual respect and appreciation among TCNs and the local society regarding access to a number of basic daily activities, rights and obligations. The primary objective of the Guide is to support the substantial participation of TCNs in the economic, social and cultural life of Cyprus.

The Guide is available in English, Arabic, Filipino, Hindi, Moldovan

BEST PRACTICES

- 1 Material based on relevant and reliable sources
- 2 Promotion of mutual respect and appreciation among TCNs and the local society
- 3 Support participation of TCNs in the economic, social and cultural life of Cyprus



Romanian, Russian, Sinhala, Tamil, Ukrainian and Vietnamese. All publications are available on the website.

The Cyprus Guide is composed of thematic units providing information covering all aspects of daily life in Cyprus in order to support the integration of TCNs and their participation in the economic, social and cultural life of the island. In particular the *Employment and Labour Relations* thematic unit provides information on residence and work permit procedures, as well as on work rights and obligations in Cyprus.

More info about the project: <http://cyprus-guide.org/en/>

KEY INFORMATION

9
languages

10
Thematic Units

mobile app

Swedish Work Environment by Peers Bridge

(SWEDEN - PROJECT)

A series of workshops presenting TCN employees with information about the local work environment in Sweden.

Peers Bridge is a social enterprise that aims to promote an inclusive and diverse society that strives towards sustainability, through interactive and creative educational workshops and experiences.

As immigrants themselves with firsthand experience in the integration process, they run a series of cultural integration courses and workshops focusing on a variety of topics that aim to fill knowledge gaps and complement the current integration effort. By introducing the Swedish norms and values to the participants from their own cultural perspective and using their mother tongue, the organization adopts a unique and effective approach to tackling cultural barriers and conflicts. Their aim is to contribute to a safe and equal society where every talent has an equal chance to succeed and thrive.

Often newcomers arrive in Sweden after having worked in very different cultures. Because Sweden's work culture is quite unique, there is often a sense of confusion, especially when it comes to the unwritten social norms and codes. Through their courses, Peers Bridge aims to empower participants with this knowledge so that they are better equipped to thrive in a new working environment. The course covers topics like flat hierarchy, leadership, communication and management skills, and social etiquettes etc.



© 2018 Peers Bridge

PROJECT DESCRIPTION



Course content "Swedish work environment"

- Organizational Core Values;
- Leadership, Management and Communications;
- Adaptation to the Swedish Work Environment;
- Rights, Obligations and Responsibilities;
- First Day at Work.

BEST PRACTICES

- 1 Offer courses for TCN employees on Swedish norms
- 2 Facilitate TCNs' inclusion in the new working environment
- 3 Favour TCNs' comprehension of the context in which they find themselves
- 4 Use of language and register familiar to TCNs

Trasformify

(BULGARIA – HUMAN RESOURCE SOFTWARE)

The company helping refugees to receive an income even before they are allowed to open a bank account in the host country.

Transformify is a global platform aimed at corporate social responsibility, which partners with socially responsible businesses that provide work to people in socially disadvantaged positions, including those who wish to work remotely. Started in 2015, Transformify allows refugees to work remotely and to receive payment in a virtual bank account which is connected to a pre-paid card. The organization partners with Payoneer, a financial service provider, which offers internet-based money orders and electronic payments. The company helps refugees to receive an income even before they are allowed to open up a bank account in the host country. It is the “Hiring one-stop shop”. Recruiters from 150+ countries use the platform to source top talent, track applicants via its ATS and transfer payments to freelancers and employees worldwide.

Transformify Recruitment Platform operates globally and leverages technology (HRtech+ Fintech+ AI) to help recruiters hire quickly, avoid “Bad Hires” and save tons of money. It can be used both by job-seekers, particularly free-lancers, and by companies looking for employees.

While the service it offers is not free, there are low-cost options, such as “Market Entry Pack for Startups”, which helps startups to enter new markets on a budget by hiring freelancers abroad and consolidating teams in a co-working office. This package is an attractive offer both for start-ups looking for employees, including TCNs, and for self-employed TCNs.

Information on Trasformify as a best practice for migrant integration into the Bulgarian labor market has been collected from the report by Catro Bulgaria, produced within the AMIF-funded project REST.

www.transformify.org

Hire highly-skilled freelancers
and consultants.
In-office or remote.



KEY INFORMATION

150+
countries

130+
currencies

15+
CSR programs

100+
affiliates

PROJECT DESCRIPTION



Transformify is a global platform for corporate social responsibility, which partners with socially responsible businesses that provide work to people in socially disadvantaged position, including those who wish to work from a distance.

BEST PRACTICES

- 1 Corporate social responsibility
- 2 Allowing refugees to work remotely
- 3 Hiring one-stop shop
- 4 Low cost option



Migrant integration
for growth in Europe