



**VOICES OF EUROPEAN EMPLOYERS:
CHALLENGES AND BENEFITS OF THE INCLUSION
OF MIGRANTS IN THE LABOUR MARKET**

**EVIDENCES FROM ITALY, AUSTRIA,
GREECE AND SPAIN.**



VOICES OF EUROPEAN EMPLOYERS:

challenges and benefits of the inclusion of migrants in the labour market.

Evidences from Italy, Austria, Greece and Spain.

July 2019.

Research coordinated by Hellenic Open University (www.eap.gr)

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EXECUTIVE SUMMARY

SCOPE AND METHODOLOGY

Third-Country Nationals in Europe still face strong barriers in accessing the labour market and fare worse than natives in employment. Their employment rate is continuously being measured several points lower than EU citizens, with women and refugees struggling more. Even when employed, they usually work below their qualification and skills, they are over represented in some sectors and perform worse in wages, protection and career prospects.

The inclusion of non-UE citizens in the **labour market** is not only key for their effective integration in European societies, but also contributes to Member States' economies. However, there is still a mismatch between labour market and migrants' profiles. Stakeholders, including employers, often lack knowledge on migrants' employment and/or diversity management skills, and stereotypes and discriminatory practices still persist. On the other hand, comprehensive information, training, employment and guidance support for migrants - able to engage the most vulnerable - are still scarce.

The project "[MILE Migrants Integration in the Labour market in Europe](#)" (821725-MILE-AMIF-2018-AG-INTE) - funded by the European Union's Asylum, Migration and Integration Fund - carried out a survey in the **four participating countries** – Austria (region of Tyrol), Greece (regions of Attica and Western Greece), Italy (region of Lombardy) and Spain (region of Catalonia).

MILE is promoted by [ICEI Istituto Cooperazione Economica Internazionale](#), in partnership with seven public and private organisations coming from the above – mentioned countries, with the aim to **develop, implement and mainstream an effective model of integrated services for the integration of Third-Country Nationals (TCNs) in the labour market**, based on multi-sectorial competences, mobilisation of actors and migrants' cultural, social and economic needs.

The **research** aimed to identify:

- Challenges, obstacles and opportunities for third-country nationals labour integration from employers' point of view.
- Needs of the employers in terms of skills (legal, intercultural, etc.) and support by training and employment services and third sector organizations in the phase of selection and tutoring third country employees at the workplace.
- Skills and occupational profiles needed by companies and labour market.

The research was conducted in **three levels**:

1. A **Desk Research** of the labour market trends and requirements, that allowed partners to collect important information with respect to the three axes above. The desk research was conducted by each partner in order to identify the local situation; however, it also had a national scope and a regional focus where appropriate. Based on the outcomes of the desk

research, online and interview questionnaires were designed, aiming to validate, elaborate and contextualize the findings.

2. A **Qualitative Research** which used guided interviews to identify quality aspects. A total of 40 interviews were contacted.
3. A **Quantitative Research** which used an on-line/off-line questionnaire to quantify the aspects under research. A total of 131 questionnaires were answered.

The target of the research, which took place from March to May 2019, was mainly **employers**. Associations of employers and other organisations, such as trade unions, were also targeted.

The goal of this research is not to make a thorough national wide survey but to take a snapshot of current challenges and needs in the target areas. The tools used in this research can be, however used in a research with a much wider geographical scope.

KEY FINDINGS

HIRING THIRD COUNTRY NATIONALS

- The use of non-formal hiring channels (referrals from colleagues) are a very strong trend in Greece and a usual channel in Spain. Italy and Austria mainly use other channels such as social media and the Web.
- Standard company procedures for assessing new candidates are used for non-UE citizens in all countries.
- Employers have generally low awareness of how to use internship and/or apprenticeship programmes for hiring non- EU citizens.
- Employers have generally low or very low awareness of hiring policies that encourage diversity.
- Language is affirmed as a major barrier for hiring third country nationals in all countries.
- Lack of general education is a barrier for hiring third country nationals in all countries.
- National support for hiring and employing third country nationals is a major barrier for hiring them in Greece and Spain. It is reported as a barrier by some of the Italian employers but not from Austrian ones.
- Culture integration doesn't not seem to be a very significant barrier for hiring migrants in all countries.
- Hiring a migrant in Greece, Italy and in Spain is not an easy task due to the bureaucracy that is involved. The national legislation, rules and procedures for third country nationals to acquire visa, residence or work permits are quite complicated, rather limiting and definitely time-consuming.
- Most Greek and Spanish SMEs that participated in the survey do not have in place any special policies for managing diversity or supporting non-UE employees.

EMPLOYING THIRD COUNTRY NATIONALS

- Most employers occupy 1-15 third country nationals.
- Most employed third country nationals are young, between the ages of 18-35 years old.
- Mostly male third country nationals are employed in Greece and Spain.
- Most employed third country nationals have primary and secondary education credentials.
- Most employed third country nationals are not overqualified for their current job positions.
- Most employed third country nationals have moderate language skills.
- Major barriers in migrants' employment in all countries are legal issues and the restricted right to work in the host country.
- The use of Cultural Mediators/External Consultants for supporting TCN employment is, overall, very limited.
- The majority of respondents pointed out that employing third country nationals was a very positive experience.

THIRD COUNTRY NATIONALS JOB PROFILE

- In all countries, language skills are considered important either in the form of verbal communication or in the form of listening and understanding.
- Multilingual verbal communication might be considered a valuable skill for finding a job in promising sectors (i.e. tourism sector).
- Professionalism, team working and conflict management are the most important cooperation skills. Learning is also deemed important, while skills such as leadership and networking/negotiating received lower ratings.
- Digital skills may be considered important for finding jobs in specific sectors since they received, rather high ratings in some countries. However, they seem not be as important as they are considered for country nationals.
- For South European countries, critical thinking and problem solving is considered an important skill.
- Previous work experience is considered valuable in Greece and in Spain but not so much in Italy and Austria.
- In all countries, the job offerings that are going to be increased in the next few years are in the sectors of:
 - Sales and Services
 - Business, Finance and AdministrationIn Italy, significant demand is also expected in the Trades, Transport and Equipment Operators and in the Health sector.

RECOMMENDATIONS

Based on the findings of the survey, the following general policy recommendations are proposed:

1. Electronic services for managing the hiring process of third country nationals

Electronic services are needed for searching third country nationals, especially those that poses specialization skills. This requires standardization procedures for capturing and cataloguing migrants' skills and qualifications and mapping them to job profiles (use of EU skill taxonomies). Recommendation systems that match jobs offered to available third country nationals. These services should promote in practice, equal access to employment by ensuring equal treatment in terms of recruitment, career advancement, working conditions, pay, health and safety at work.

2. E-government services for managing administrative processes

Simplification of legal and administrative processes via the use of public to government services that manage the lifecycle of legal process related to third country nationals hiring and employment.

3. One stop-shop for information on hiring and employing third country nationals

Electronic service that provides support and orientation on all issues that are related to hiring and employing non-EU citizens. Guidelines for employers recruiting or intending to recruit foreign labour. On-line and vis a vis support from cultural mediators for managing diversity issues. Cooperation with sectorial associations for providing specialised support.

4. Benefits for employers that hire third country nationals

Employers that employ migrants should be supported by national or regional agencies and receive reduced taxation bonuses. Provide funding to encourage employers to establish apprenticeship opportunities.

5. Fast programmes for language learning

Fast programmes (e.g. with a duration of 6 months) for learning basic language skills. Advanced programmes for learning job-specific terms.

6. Lifelong learning programmes for TCNs

Lifelong training and re-qualification programmes for third country nationals that need to acquire basic skills or upscale their existing competencies in order to get better job opportunities.

7. Lifelong learning programmes for Employers

Training programmes for employees that need to work in diverse environments.

To know more about the project MILE and the research, please visit:





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ACRONYMS

PARTNERS

[ICEI - Istituto Cooperazione Economica Internazionale](#)

[AFOLMET - Agency for the Training, Guidance and Employment of the Province of Milan](#)

[EMIT - EMIT Feltrinelli](#)

[HOU - Hellenic Open University](#)

[OTC - Olympic Training & Consulting](#)

[ACH - Foundation Action Against Hunger](#)

[FUTUR - Foundation Futur](#)

[VM - Verein Multikulturell](#)

PROJECT

MILE - Migrants Integration in the Labour Market in Europe

TCN - Third Country National

WP - Work Package

LC - Local Coordinator

WPL - Work Package Leader

OTHER

HEI: Higher Education Institute

VET: Vocational Education and Training

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INTRODUCTION

The project “**MILE Migrants Integration in the Labour market in Europe**” (821725-MILE-AMIF-201- AG-INTE) is a project funded by the European Union’s Asylum, Migration and Integration Fund (Call for proposals AMIF-2017-AG-INTE Integration of Third-Country Nationals).

The project has a duration of 30 months (December 2018 – May 2021) and is coordinated by ICEI - International Economic Cooperation Institute (Milan, Italy), in **partnership** with:

- AFOLMET - Agency for the Training, Guidance and Employment of the Province of Milan (Milan, Italy) - AFOLMET
- EMIT - Feltrinelli (Milan, Italy)
- HOU - Hellenic Open University (Patras, Greece)
- OTC - Olympic Training & Consulting (Pyrgos, Greece)
- ACH - Foundation Action Against Hunger (Barcelona, Spain)
- FUTUR - Foundation Futur (Barcelona, Spain)
- VM - Verein Multikulturell (Innsbruck, Austria)

Moreover, additional private and public organisations support the project and are engaged in its activities: these are the so-called “Associates”, ranging from employers’ organisations, public authorities, not-for-profit organisations, etc.

The project is carried out in 5 European cities and related Regions: Milan (Lombardy, Italy), Patras and Athens (Western Greece and Attica, Greece), Viladecans (Catalonia, Spain) and Innsbruck (Tyrol, Austria).

It aims to develop, implement and mainstream an **effective model of integrated services for the integration of Third-Country Nationals (TCNs) in the labour market**, based on multi-sectorial competences, mobilisation of actors and migrants’ cultural, social and economic needs.

The project **specific objectives** are to:

- Enhance the competences of stakeholders in the field of integration in the labour market, including employers, in addressing TCNs’ needs and potentials.
- Develop, and implement with TCNs, a methodological scheme to promote TCNs’ integration in the labour market in the partner cities, via a structured and continuous involvement of employers.
- Disseminate and mainstream the MILE experience at local, national and EU level.

The **main activities** are:

- Engaging and providing capacity building of multi-stakeholders’ networks (including employers) and development of the MILE model (Work Package 2).
- Developing the skills for work of the TCNs (Work Package 3).
- Fostering access and integration into work for the TCNs (Work Package 4).
- Communication, dissemination and mainstreaming (Work Package 5).

MILE works with **two groups of TCNs**:



- 1st level target group: 30 TCNs in each city/country, including 5 refugees. These will follow an in-depth training and support to employment path in the project and are part of the piloting of the innovative, tailored made and comprehensive MILE model;
- 2nd level target group: 100 TCNs in each city/country. These will follow a more “light” training and support to employment path in the project and benefit from partners’ strengthened practices, tools and skills.

In the context of Work Package 2 “Engagement and capacity building of multi-stakeholders’ networks (including employers) and development of the project MILE”, a combined research (desk, qualitative and quantitative research) was carried out. Based on a concrete methodology, the research was implemented during a three-month period (March-May 2019) in MILE’s four participating countries - Austria, Greece, Italy and Spain - in order to identify:

- Challenges, obstacles and opportunities for third-country nationals labour integration, from the employers’ point of view.
- Needs of the employers in terms of skills (legal, intercultural, etc.) and support to be provided to them by training and employment services and third sector organizations in the phase of selection and tutoring TCNs at the workplace.
- Skills and occupational profiles needed by companies and the labour market.

A total of 141 respondents contributed to the research via guided interviews and on-line questionnaires.

The Research Report is structured as follows:

Section A presents the rationale, the identity and the objectives of the research.

Section B presents the methodology and the results of the desk research per country.

Section C presents the methodology and the results of the qualitative research per country.

Section D presents the methodology and the results of the quantitative research per country.

Section E presents the conclusions of the research.

The **Annexes** presents the tools of the research, more specifically:

Annex I presents the English version of the Employers’ Questionnaire.

Annex II presents the English version of the Associations of Employers’ Questionnaire.

Annex III presents the English version of the Guided Interview Questionnaire.

All the questionnaires and the guided interview were translated into the 4 partners’ languages – Italian, Greek, German and Spanish – so as to facilitate the response from the employers and their associations in each country.

PART A: RATIONALE AND OBJECTIVES OF THE RESEARCH

A1. SCOPE AND AIMS OF THE RESEARCH

In the context of Work Package 2 “Engagement and capacity building of multi-stakeholders networks (including employers) and development of the project MILE, a **multi-level research** was carried out in each of the four participating countries - **Austria, Greece, Italy and Spain** – with a goal to identify:

1. Challenges, obstacles and opportunities for third-country nationals labour integration from employers’ point of view,
2. Needs of the employers in terms of skills (legal, intercultural, etc.) and support to be provided to them by training and employment services and third sector organizations in the phase of selection and tutoring TCNs at the workplace,
3. Skills and occupational profiles needed by companies and labour market.

The Hellenic Open University (HOU) formulated the methodology for the research and analysed its results. The research was carried out in each partner country under the coordination of ICEI, HOU, ACH and VM, with HOU providing a support during the collection of data and processing of information.

The research had three levels:

1. The first level was a **Desk Research** of labour market trends and requirements that allowed the consortium to collect important information with respect to the three above-mentioned goals. The desk research was conducted by each partner in order to identify the local situation. The research had a National scope with a regional focus where appropriate.

Based on the outcomes of the desk research, online and interview questionnaires were designed, aiming to validate, elaborate and contextualize the findings.

2. The second level was a **Qualitative Research** which used guided interviews to identify quality aspects. A total of 40 interviews took place.
3. The third level was a **Quantitative Research** which used an on-line questionnaire to quantify the aspects under research. A total of 131 questionnaires were answered.

The research took place in four partner countries, namely:

1. Austria, region of Tyrol (city of Innsbruck),
2. Greece, region of Attica (city of Athens) and region of Western Greece (city of Patras),
3. Italy, region of Lombardy (city of Milan),
4. Spain, region of Catalonia (city of Viladecans).

A2. IDENTITY OF THE RESEARCH

The target of the research were **Employers and Employers' Associations**. The combined research that took place had the following characteristics:

Type of survey	Timeframe	Employers	Others (Associations, Trade Unions etc.)	Total number of participants
Desk Research	March 2019	-	-	-
Qualitative Research (Guided interview questionnaire)	April-May 2019	9 (Austria) 13 (Greece) 7 (Italy) 9 (Spain)	1 (Austria) 0 (Greece) 0 (Italy) 1 (Spain)	10 (Austria) 13 (Greece) 7 (Italy) 10 (Spain) Total: 40
Quantitative Research (On-line questionnaire)	April-May 2019	32 (Austria) 31 (Greece) 32 (Italy) 29 (Spain)	1 (Austria) 1 (Greece) 4 (Italy) 1 (Spain)	33 (Austria) 32 (Greece) 36 (Italy) 30 (Spain) Total: 131
Total number of participants:		171		

Table 1: Description of the sample

A3. ORGANISATION OF THE RESEARCH

A3.1 DESK RESEARCH

The **desk research** aimed at providing answers to a set of questions, which have been grouped according to the 3 axes/goals of the research:

Axis 1: Skills and occupational (job) profiles needed by companies and the labour market:

- Identify at least 3 market sectors that recruit employees (in general, not only TCNs).
- Identify at least 10 job positions frequently sought by employers.

Axis 2: Challenges, obstacles and opportunities for third-country nationals labour integration, from the employers' point of view:

- Provide an estimate of the number of TCNs that are employed in the country and in the region.

- Identify at least 10 job positions that they occupy.
- Identify the 3 sectors that absorb more TCNs as employees.
- Identify at least 5 problems or barriers in hiring and employing TCNs (e.g. linguistic, legal etc.).

Axis 3: Needs of the employers in terms of skills (legal, intercultural, etc.) and support:

- Describe the prevailing “culture” regarding TCN hiring and employment; identify any trends.
- Describe the needs of the employers in terms of: skills / competences, support (by authorities and society), training (of themselves and personnel).
 - (Do they use external consultants (e.g. cultural mediators) on cultural and legal issues?).
- Describe at least 5 incidents of racism, xenophobia etc. related to TCN employment:
 - (list at least 3 agencies that deal with such incidents and discuss if there is adequate information and support provided by them to TCNs and employers)
- Provide information on at least 3 training offers (by HEIs, VET institutions, local authorities etc.) related to multi-culturalism, inclusion etc.

The desk research took place simultaneously in each country. Local Coordinating partners (LCs) – i.e. ICEI, HOU, ACH and VM - were responsible for conducting the research and for producing the “National Desk Research Report”.

In order to conduct the research, the partners followed a **multi-step approach**:

- a) a time window was set for the research that matched the local “character” of the labour market;
- b) earlier researches were reviewed and statistical data available for its country/city/region was analysed; these were usually published by local authorities, agencies and organizations related to labour (e.g. unemployment offices, labour associations), web sites related to labour, university researchers, etc., even the local press;
- c) job ads posted online were analysed (e.g. on job seeking websites, websites of unemployment offices etc.) or in print (e.g. in newspapers, bulletins, unemployment offices etc.) for the selected time window;
- d) legal cases related to labour incidents involving Third Country Nationals were reviewed;

Other sources of data included:

- articles, publications and studies (online and printed),
- web sites and online platforms,
- newspapers and bulletins,
- research publications (e.g. conferences and journals) and
- personal communications by experts (but they will not be considered as interviews).

A3.2 QUALITATIVE AND QUANTITATIVE RESEARCH

The methodology for the **Qualitative and Quantitative Research (Field Research)** aimed to gather data directly from the employers and their associations, as they are directly consulted and interviewed to voice their opinions and needs. In the framework of this Research Methodology and based on the outcomes of the Desk Research, online and interview questionnaires were designed and used in field research, aiming to validate, elaborate and contextualize the initial desk research findings.

This level of analysis, was crucial as it brings into focus and responds to the specificities of research questions such as those set in the MILE project, as well as to the local contexts explored:

- a) **Challenges, obstacles and opportunities for third-country nationals** labour integration from employers' point of view;
- b) **Needs of the employers** in terms of skills (legal, intercultural, etc.) and support to be provided to them by training and employment services and third sector organizations in the phase of selection and tutoring TCNs at the workplace;
- c) **Skills and occupational profiles** needed by companies and labour market.

Given that employers and their associations constitute a significant element in the design of the MILE model, the research of their needs and recommendations for migrants' labour integration is rather crucial for the engagement and capacity building of multi-stakeholder networks (including employers) and their effective engagement in the project.

A3.3 FIELD RESEARCH TOOLS

During the MILE field research, partners were required to use the two different research tools provided: the standardized questionnaire and the interviews. The parallel deployment of these different research techniques constituted an important element of the methodological approach suggested. A brief presentation of the two main research tools that were used in the MILE field research follows.

QUESTIONNAIRES

These constituted important means of collecting information from a wider sample than those that can be reached by personal interview.

Questionnaires included two basic types of questions:

- a) *Closed-ended (or "closed") questions* were questions for which researchers provided a suitable list of responses (e.g. Yes / No) that the respondent had to choose from (one or more selections may be allowed). These questions produced mainly quantitative data.
- b) *Open-ended (or "open") questions* were questions where the researcher did not provide the respondent with a set answers from which to choose. Rather, the respondent was asked to answer "in their own words". This produced mainly qualitative data.

The main strength of this research tool was that it was easy to standardize. For example, every respondent was asked the same question in the same way. The researcher, therefore, can be sure that everyone in the sample answers exactly the same questions, which makes this a very reliable method of research.

The MILE set of questionnaires was designed under the prism of the desk research data and took into account international studies that provided data on related issues, such as: future jobs, skills in demand, talent shortage, etc. The questionnaires were translated in all partner languages and were delivered both off line (word format) and online using Google Forms (with the links to the survey published in the project web site).

Three (3) types of questionnaires were used:

1. A questionnaire for employers (on-line and off line)

2. A questionnaire for Employers Associations, a slight modified version of the one for employers (off-line)
3. A questionnaire for guided interviews/focus groups (face to face).

The target group of the survey were primarily employers. Employers' Associations were also invited to participate in limited numbers (about 5% of the total respondents' population).

In an attempt to record as much information as possible, partners were asked to also use as complementary research tool a guided interview.

INTERVIEWS

Interviews were particularly useful for getting the story behind participants' experiences. The interviewers pursued in-depth information around the given topics. The set of interviews were also conducted, in order to get more detailed and in-depth information. Those were conducted one-by-one. Interviewees were, mostly, people that hold key positions (managers, recruitment experts) in organisations or enterprises that already employ or are willing to employ TCNs. The goal of the interviews was to collect qualitative information for important indicators. Participants in the interviews did not participate in the on-line questionnaire survey.

The interview topics were similar to the questions in the questionnaire and were aiming to validate the results of the desk research and to provide greater insight; yet, they gave the opportunity of follow-up / clarifying questions and thus provided the opportunity to the researchers to record more accurately the local context and interpret the field research results more effectively.

SAMPLE TOPICS AND QUESTIONS

In the following, considerations regarding the content of the field research are presented.

Three axes were considered in the research methodology. Organisations that employ TCNs answered questions of all axes. Organisations that do not employ TCNs answered questions related only to axis 2.

Basic information:

- Basic info on the company/agency (year of establishment, number of personnel, number of migrant workers - if any etc.).
- Personnel profile (skills, level of education, experience etc.).
- Indicators for TCN's employed:
 - number,
 - gender,
 - age range,
 - type of TCN (first or second generation),
 - language and literacy skills,
 - education and professional skills,
 - years of employment,
 - number of overqualified TCNs (over-qualification denotes situations where workers' levels of formal education are higher than those required by the jobs they fill).

Axis 1. Skills and occupational (job) profiles needed by companies and labour market

- **Recruitment policy and history of the company**
 - People recruited last year and their profiles. How did you recruit them? How did you search for candidate (any platforms-online tools used)?
- **Job positions opened and skills required**
 - What was the description of the job position? What hard and soft skills were asked for? How would you describe a successful candidate for this job?
- **Satisfaction**
 - What are the usual problems faced in the recruitment process? Did the candidates manage to fulfil the requirements? How did you assess the skills of the candidates and the employees?

Axis 2. Challenges, obstacles and opportunities for third-country nationals labour integration from employers' (and employers' associations) point of view

- **Experience and culture**
 - Have you already hired a TCN as an employee? How many? For how long? Are they still working? Did you have to fire any and why? Did they quit and why? Does the company have a multicultural culture? Do you do some analysis (e.g. SWOT) before hiring TCN? Do you offer the same salaries as for locals? Do you offer any extra incentives (e.g. child-care)?
- **Challenges and obstacles**
 - Shortage of skills? Level of education / skills? Need to recognize skills? Linguistic and social barriers? Legal barriers? Cultural differences? Knowledge of national / regional procedures and work culture? Salary? Recruitment procedures and policies for TCNs. Knowledge, techniques, policies, tools in need for overcoming obstacles.
- **Opportunities**
 - How do you publicize the search? How do TCN learn about job opportunities? Do you promote the employment of TCN as a positive aspect that provides opportunities for integration and better quality of life for TCN and the hosting community? Contribution of TCNs to the company.

Axis 3. Needs of the employers in terms of skills (legal, intercultural, etc.) and support

- **Culture of the organization**
 - Does the organization offer a multi-cultural environment? Do TCN feel safe in it? Do you organize events that favour the participation of TCN? Is the local society aware that you employ TCN? Do you promote this as a positive aspect?
- **Dealing with incidents of discrimination, racism and xenophobia**
 - Are you aware of the national agencies where you can report such incidents? Do you offer in-house support against such incidents? Do you monitor the social status and possible problems of TCN (e.g. discrimination at work)?
- **Multi-cultural skills**
 - Do you and your personnel have multi-cultural skills? Do you employ or have access to a cultural mediator? Do you use external consultants on cultural and legal issues and/or do you know how to get help on such issues?
- **Training**
 - Are you aware of the skills you and your personnel must develop in order to work in a multi-cultural environment? Are you aware of related training offers? How often do you train your personnel?

PART B: DESK RESEARCH

B1. INTRODUCTION

The **desk research** was conducted in the four countries of the consortium, namely Austria, Greece, Italy and Spain. The results per country are presented in the following sections. For each country, the scope of the research is initially presented where basic information such as the various information sources, methods and tools used, is presented. The presentation of skills and job profiles follows, while the next section presents the challenges/opportunities for third country nationals in their effort to enter national job markets. A brief analysis of the most significant barriers for hiring and needs of employers for support, follows. The research concludes with sections dealing with incidents of racism at work, lists of agencies dealing with TCN employment incidents and training offers. References used for reporting are included at the end of each national report.

B2. AUSTRIA

B2.1 SCOPE

Austria's recent integration report formed the basis of this research. It gave information about **Austria's labour market**, the sectors in which migrants are working as well as references where more information could be found. The Austrian Chamber of Commerce (WKO), the WKO Tyrol as well as the Chamber of Labour (AK) Tyrol shed light on the numbers needed for the underlying desk research. In order to analyse skills and job profiles published within the past two weeks, two online platforms were used [www.karriere.at [local, regional, national], www.jobs.tt.com [local, regional]]. These platforms helped to get a general idea which jobs are on the market. Once the sectors and categories were identified, three different job adverts were chosen and overlapping skills were summarised. The Google search engine was used in order to retrieve the rest of the information (mix of local, regional, national) included in this report. The sources for this desk research are mainly websites, online platforms and reports written by various relevant institutions. It must be said that it was difficult to find numbers and documents about TCNs, usually they talk about migrants in general.

B2.2 SKILLS AND OCCUPATIONAL (JOB) PROFILES NEEDED BY COMPANIES AND LABOUR MARKET

Market sector 1: Tourism

Tourism and the Austrian leisure industry play an important role in the Austrian economy. The six trade associations represent 90,000 companies. The tourism and leisure industry in Austria have got an outstanding position in international competition. In 2017, 43.1 million arrivals (+ 3.9%) and 144.5 million overnight stays (+ 2.6%) were registered (Statistics Austria). The economic importance of the tourism and leisure industry is also reflected in the employment rates. The tourism and leisure industry accounts for almost one fifth of the total workforce in Austria (719300 full-time equivalents). (WKO, 2019)

Market sector 2: Commerce

In the sector of commerce, approximately 582.000 people are employed (WKO, n.d.). The industry with the highest employment rate is the retail industry with around 287,600 employees. In this sector, the food trade and the clothing trade are most important. The wholesale trade employs around 183,500 workers. The automobile trade including repair and filling stations amounts to 67,200 employees. There are around 78,000 trading enterprises generating sales worth around € 237 billion (Arbeiterkammer, 2017).

Market sector 3: Healthcare

According to Statistik Austria, 23,562 physicians and 86,445 other health professionals were working in Austrian hospitals in 2012 (Gesundheitsportal, 2019). Austria needs more attractive jobs for caregivers. This is also shown by recent calls from nursing institutions and organisations. The need for professional nursing and care is increasing both for elderly people as well as for younger people, because of the increase in chronic diseases. At the same time, the shortage of nurses gets worse. One reason: Many workers in this growing occupational field are struggling with difficult working conditions. The care upgrading program calls for better working conditions, better pay and better education (Arbeiterkammer, 2018).

B2.3 IDENTIFICATION OF 10 JOB POSITIONS FREQUENTLY SOUGHT BY EMPLOYERS

Sector: Tourism

Cook

- solid professional experience as a cook
- very good knowledge of German required, foreign languages required
- flexibility, creativity, team spirit
- joy to pass on knowledge and lead employees
- independent and motivated
- good hygiene practice
- completed education and vocational training and / or completed apprenticeship as a cook
- at least 3 years of professional experience
- free access to the Austrian labour market
- ready-to-use and stress-resistant personality
- impeccable reputation
- interest in foreign cultures
- willingness to shift work or weekend services

Kitchen assistant

- professional experience in a catering kitchen
- ability to work independently
- kindness and well-groomed appearance
- polite manners
- very good German language skills
- training as a chef or waiter or experience as a kitchen help
- preferably experience in gastronomy
- very good English skills
- prudent and independent way of working
- joy in dealing with people
- flexibility in dealing with daily work
- high communication and resilience
- enthusiasm

Receptionist

- completed education in tourism
- ideally work experience with reservation
- sociability, teamwork, flexibility and enjoyment of work
- ideally experience with relevant software and the common MS-Office programs
- resilient, friendly and dedicated
- experience in the reception of advantage, with skilful hospitality is the deciding factor
- a well-groomed and friendly appearance
- enjoying a highly flexible work environment
- ability to work independently in the reception and hotel bar area is an absolute must

Office Manager

- completion of an apprenticeship in the field of gastronomy, tourism or business or graduation of a tourism or business school - interested lateral entrants are also welcome
- enjoying people, high service orientation
- good German and English skills
- quick intellectual grasp
- computer skills MS Office, if possible other software skills (Feratel Deskline)
- experience with post office counter (if possible)
- interest in new media (social media)
- knowledge of the region
- foreign language skills: written and spoken English

Sector: Commerce

Teller

- completed education
- ideally trained retail saleswoman/man
- high service orientation and accuracy
- concentration, friendliness and reliability
- impeccable reputation

Sales person

- completed education and work experience
- enthusiasm
- conscientious and organized way of working
- friendly
- experience with customer care
- willingness to work in a team

Head of department

- apprenticeship / diploma in the area of interest, completed commercial training
- excellent German language skills
- high level of learning and commitment
- team spirit, communication skills and enthusiasm for people
- high affinity / knowledge in the field
- 1 to 2 years of work experience
- readiness for further education (seminars, trainings, ...)

Sector: Healthcare

Graduate nurse

- proof of qualification or proof of nostrification
- good knowledge in the nursing process and care planning

Healthcare assistant

- qualification certificate - successfully completed nursing assistant / nursing assistant training

-
- resource-oriented work
 - flexibility and resilience
 - experience with IT documentation is an advantage
 - good knowledge of German
 - a diploma in health care and nursing recognized under the Austrian Health and Nursing Act
 - several years of professional experience
 - professional and management skills, organizational skills, solution-oriented action
 - self-initiative, resilience, enjoyment of further development
 - friendly and empathic personality
 - professional collaboration in an interdisciplinary team
 - social and communicative competence,
 - motivation, flexibility and reliability
 - work experience beneficial
 - several years of experience
 - independent and responsible work
 - resilience and flexibility
 - enjoyment of dealing with persons in need of care and care
 - conflict ability and high personal responsibility
 - empathic behaviour with elderly and dependent people
 - willingness to weekend and night services

Project manager

-
- experience in process management, electronic business, and business administration (college degree)
 - experience in diagnostic processes with a focus on pre-analytics
 - IT affinity (digital system solutions)
 - Easily communicates with customers
 - Fluency in German and English
 - independent way of working
 - dedicated and professional appearance

B2.4 CHALLENGES, OBSTACLES AND OPPORTUNITIES FOR THIRD-COUNTRY NATIONALS LABOUR INTEGRATION

When asked about the sectors of the economy in which migrants are employed for the most part, the experts interviewed for this study typically mentioned manufacturing, food service, wholesale and retail trade, support services (such as cleaning) and construction. A glance at the figures of 2017 confirms this impression. According to these, the largest numbers of third-country nationals are employed in manufacturing (45,493), followed by wholesale and retail trade (41,719), and other support services in third place with 40,613 persons employed (Bassermann, 2018). Third-country nationals also represent significant numbers of workers in accommodation and food service, construction (construction worker), transportation and storage, health and social work, and in public and defence, making these sectors important for the target group in Austria. For this desk research, no evidence has been found to prove in which job positions TCNs are working. However, the following diagram gives an overview of numbers of the main sectors in which TCNs are employed:

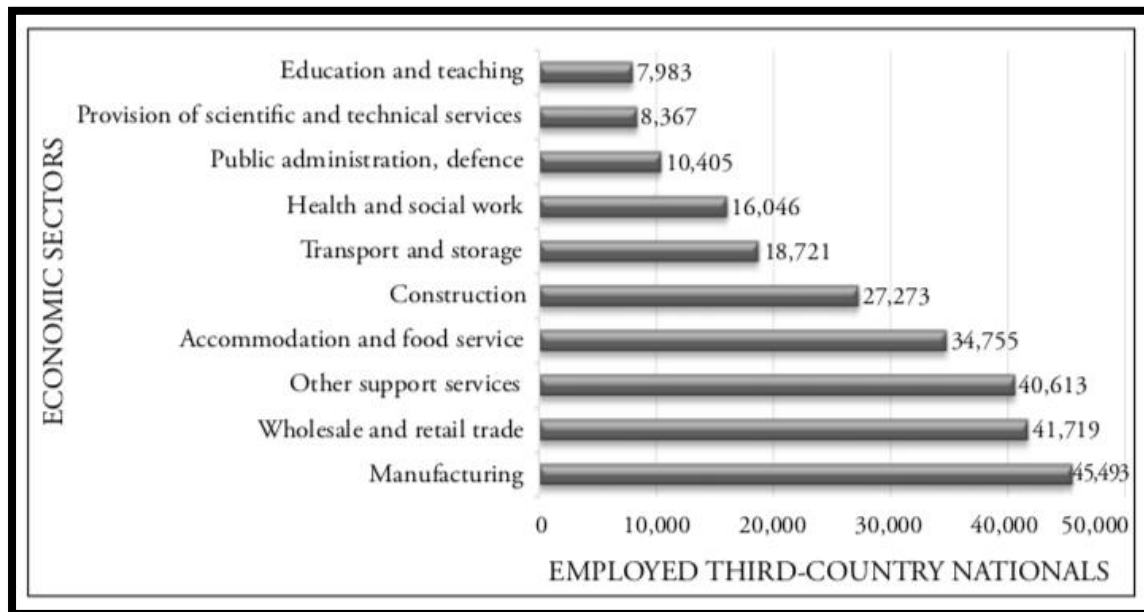


Figure 1: Position within Organization - Top 10 economic sectors for dependently employed TCNs 2017 (WKO, 2019).

B2.5 PROBLEMS & BARRIERS FOR HIRING

Language and Communication: Language issues are a main problem. Even skilled migrants/TCNs with work experience in the respective field mainly face difficulties with the language used at the workplace or specific terminologies. If the German language level is not well established, the issues become even worse. However, in order to overcome this gap, for some work fields, there are work related courses where migrants can learn the necessary vocabulary.

Cultural issues: Many institutions do not know how to deal with women wearing a head-scarf. Sometimes, they are not even invited for an interview for this reason. Some men do not work in the field of facility-management because in their culture it is considered a woman's job. In some cases, fathers and husbands actively hinder the integration of Muslim women. Generally speaking, many enterprises have too little knowledge about how to overcome/ to deal with these differences, intercultural/diversity trainings are missing.

Qualifications: Many TCNs do not have the necessary licences for specific jobs or their qualifications are not recognised in Austria. Third Country Nationals must nostrify their academic training in Austria. The process of relicensing is time-consuming and sometimes even expensive. Enterprises prefer hiring people having recognized certificates, diplomas, etc.

Lack of Local Experience/Discrimination: Many TCNs find themselves being discriminated against because they lack work experience in Austria.

B2.6 NEEDS OF THE EMPLOYERS IN TERMS OF SKILLS AND SUPPORT

No documents could be found that describe the culture regarding TCN hiring and employment in Austria. However, information is available in terms of skills, competences, support, training that is needed.

Needs of the employers in terms of skills / competences:

Generally speaking, German skills as well as licences in certain fields are crucial for employers. Obviously, it depends on the job. The legalisation procedure determines whether the training acquired abroad meets Austrian criteria. However, there is no uniform approach. To give an example: One woman comes from Guatemala. She is a general practitioner, has completed an additional gynaecologist training and has completed a course in health management in the USA. She has been working as a doctor in various countries and has worked in international relief missions. In Austria, for the legalisation procedure, she should have completed 11 exams at the University of Vienna as part of her degree in Vienna, and five exams in Tyrol at the University of Innsbruck.

As seen in this example, there are still no uniform criteria and both requirements are inappropriate. According to experts, an almost 50-year-old, well-qualified female doctor can prove her qualifications differently, for example, with additional letters of reference, official certificates, internships / supervised cooperation in a hospital, and then pass two or three examinations on Austrian medical law or social law. In such cases, it still needs readjustments or suitable individual solutions (Karriere.at, 2013).

Support:

Institutions supporting jobseekers gaining a foothold on the job are under enormous pressure to cope with the rush of job seekers. So, it can happen that individual consultants are sometimes overwhelmed with the diversity of their customers and it comes to tense encounters. Consultants should receive intensive training in diversity management and intercultural communication. But they should also have more time to talk with their customers. It takes a certain amount of time to get to know customers, to find out what skills and competences they bring with them, so that the way to an adequate new job becomes possible. Incidentally, that would not only be an advantage for migrants seeking work (Karriere.at, 2019b).

Training:

Companies need to ...

- ... be informed about diversity and related chances for them:
 - Culturally different approaches to tasks and problem solutions promote innovation and creativity in the company.
 - Multilingualism and know-how about other economic areas help to open up new markets and customer groups.
 - International employees have learned to think outside the box, to be flexible and to be interculturally competent - these are key skills in an increasingly diverse economy (Vielfalt in Unternehmen, n.d.).
- ... be legally informed about their possibilities to recruit foreigners.
- ... know about possibilities in terms of language support measures
- ... receive cultural awareness and diversity trainings
- ... know how to integrate new staff

B2.7 INCIDENTS OF RACISM, XENOPHOBIA RELATED TO TCN EMPLOYMENT

Stereotypes: The everyday racism against people from poorer states manifests itself in very different stereotypes, which are attributed to them: they are often regarded as uncivilized, barbaric, irascible, sexually over potent, lazy, dirty, etc.

These attitudes are often expressed to the victims of racism in many small gestures and everyday actions, but in their entirety leave an impression of "undesirable being". Discrimination and racism are not only expressed in violence and insults but can be subtle and also be done in the form of sharp remarks and bad jokes.

Isolation: Many immigrants live in Austria for years without being able to get in personal contact with Austrians. They are considered cheap labour, but nobody cares as a human being. Unsettled by the rejection of Austrian society, many withdraw into their own communities and are subsequently rejected and marginalized.

Language skills: Lack of language skills of immigrants are often used by Austrians to not speak correct German with them, but to caricature their grammatical mistakes and then instead to assist with corrections. For example, "Ali get ladder" instead of "Ali could you please get the ladder" to say to them. Anyone who talks to immigrants like this, mocks and insults them, especially if they often speak German better than Austrians who communicate with them in broken "foreigner German".

Low-paid work: Immigrants usually have to settle for low-paid, low-skilled jobs in which they are disadvantaged compared to Austrian colleagues.

Islam: The state tolerance of Islam often does not seem to be understood by the population. All too often, blanket judgments about "the Muslims" shape the image of Islamic immigrants. Muslims are often regarded as potential fanatics, terrorists, and so on. For Muslims, this has an impact on the workplace as well (Schmidinger and Bauer, n.d.).

B2.8 AGENCIES DEALING WITH TCN EMPLOYMENT INCIDENTS

- **ZARA:** <https://zara.or.at/de>. ZARA was founded in 1999 with the aim of promoting civil courage and a racist-free society in Austria as well as fighting all forms of racism. Every year, more than 2,000 victims and witnesses of racism receive legal support at the counselling centre. The consultation is free, the consulting team consists of legally and socially trained consultants.
- **Forum gegen Antisemitismus:** <https://www.fga-wien.at>. The Anti-Semitism Forum (FGA) serves as a focal point for individuals wishing to report anti-Semitic incidents. The FGA supports those affected through personal contact, takes further steps together with them and offers legal advice, if necessary.
- **Dokustelle:** <https://www.dokustelle.at/über-uns/>. Dokustelle is a documentation and counselling centre for persons experiencing Islamophobia and anti-Muslim racism. The team consists of volunteers. The professional background is broad and includes working people as well as students from different directions, such as lawyers, cultural and social anthropologists, educational scientists, psychologists and political science students.
- **Gleichbehandlungsanwaltschaft:** <https://www.gleichbehandlungsanwaltschaft.gv.at>. The institution is a public body that enforces the right to equal treatment and to protect against discrimination. The institution is independent in the exercise of this activity. The basis of their work is the Equal Treatment Act. The institution is responsible for equality and equality

between women and men and for equal treatment without distinction of ethnicity, religion, beliefs, age and sexual orientation.

B2.9 TRAINING OFFERS

“ZARA” offers target group-specific and individually designed training courses, workshops and projects in the areas of diversity, awareness raising, anti-racism and moral courage throughout Austria.

- Workshops for children and teenagers
- Training for adults
- Training for enterprises

The work of “Dokustelle” consists partly of documenting cases and partly of raising awareness of Islamophobia in its various forms and of providing educational work. For this reason, cooperation with Muslim and non-Muslim associations, institutions and schools is an important part of our work.

Through our seminars and workshops, people's attention is drawn to the fact that Islamophobia is not just a problem for Muslims, but a problem for all civil society. Looking away and ignoring Islamophobic cases can prevent peaceful coexistence and divide society.

The institution “Gleichbehandlungsanwaltschaft” offers free lectures, workshops and information events for various target groups.

Diversity is also an issue in and for companies. Preventive measures can help to avoid discrimination in companies and to use diversity as an opportunity. As part of its staffing possibilities, the institution also offers workshops for companies and organizations. The offer is aimed specifically at executives, personalities, employees of marketing or advertising departments, works councils, equal opportunities officers and diversity officers.

B2.10 CONCLUSIONS

In Austria, migrants are represented in manufacturing, wholesale and retail trade as well as other support services. TCNs mainly work in accommodation and food service, construction (construction worker), transportation and storage, health and social work, and in public and defence. The three sectors identified, namely tourism, commerce and healthcare, are hence important for the project's future development. Both sectors, tourism and healthcare, face difficulties hiring Austrian natives to do sector-related jobs. Migrants are more and more employed in these fields.

Migrants in general do face various obstacles in terms of employment with language issues being the most crucial factor. Cultural issues and obstacles regarding legalisation processes must also be taken into consideration when matching potential employees with enterprises. There is support and training for both sides, i.e. employers and employees. However, these services should be promoted among them. Employers should be informed about diversity and related chances when hiring TCNs. Once these support services and training opportunities are commonly known, appreciated and exploited among employers, cases of racism at the workplace will decline.

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B3 GREECE

B3.1 SCOPE

Greece is one of the gateways of Europe to the East, a country that receives thousands of refugees that in turn, are gaining the status of TCN seeking to enter into the labour market. 173.000 officially work in Greece, almost 15.000 out of them operate in the Region of Western Greece-RWG (Hellenic Statistical Authority, 2018) mostly dealing with primary production, food industry, tourism and home care services (Fratsea L, 2017) (Centre for the Integration of Migrants of the Municipality of Andravida – Killini, 2019). There are significant challenges ahead that relate to socio-economic and training issues and pressing problems that seek answers. A very high percentage of TCNs working in Greece are not declared, trapped in illegal employment, such as exploitive and/or forced labour. The main integration challenge, as shown by research experience between 1990 and 2018, is that **TCNs are pushed to the underground economy and illegal work for particularly extensive periods**. Migrant workers are found in precarious, low status and low wage occupations, in undeclared work and informal sectors, which demands for its constant reproduction a cheap uninsured mobile temporary and flexible workforce (Fouskas, 2018). **More than 40% of TCNs live below the poverty threshold**. According to a recent OECD survey, TCNs have higher unemployment rates than the native-born. Employment rates among host-country nationals declined by 7 percentage points and by 18 points among TCNs in recent years. The status of recent migrants is worse with less than 40% of them being in employment. Greece is one of the few EU countries where there was not a rise in the share of skilled employment among foreign-born workers. There seem to be also several discrimination issues. Almost one quarter of all male immigrants feels discriminated; a 31% of foreign-born women report instances of discrimination, compared to 24% of their male peers. Almost 40% of non-EU nationals in Greece consider that they belong to a group that has been subject to discrimination.

As in other EU countries, the most significant requisite for entrance in the labour market is learning of the local language. There are national and private programs that provide such training, however the percentage of recently arrived non-native speakers that attended language courses is less than 40% in Southern Europe. For a large part of the migrant population, Greece is not a final but rather an intermediate destination and this poses significant challenges to the education and training system. Some researchers claim that the past few years this is not the case having in mind the increase in the number of people seeking to obtain the Greek citizenship. Migrants are not so motivated to be trained in intermediate destinations countries. Greece is often the destination of, generally, low qualification TCNs. Non-EU migrants with low levels of education (mostly labour migrants who arrived prior to the global economic crisis) are more likely to be in employment than natives. More than half of all highly educated migrant women are overqualified for their jobs, while the proportion among their male counterparts. In Greece, the over-qualification rate of native-born women has climbed 13 percentage points, while remaining relatively unchanged among their migrant peers but at a much higher level. The integration approach has been hailed as a successful antidote locally, to the divisive xenophobic discourse, which is spreading across Europe.

It is urgent to start developing national narratives and building coalitions which can counter this trend and advocate of **inclusive integration** at higher policy levels.

Compelling research evidence demonstrates the value of an inclusive approach to diversity for human groups and communities. There is, however, no official channel to transfer the know-how from the local to the national level and rarely opportunities for constructive policy dialogue between local and national policymakers (employment sector included). In most cases, there are no platforms for structured, inter-disciplinary, multi-stakeholder national debate on migrant integration policies either. In these circumstances, it is necessary to **set up ad hoc structures and opportunities** where this transfer can take place, and local and national policies coordinated.

B3.2 SKILLS AND OCCUPATIONAL (JOB) PROFILES NEEDED BY COMPANIES AND LABOUR MARKET

Most businesses are active in the production, processing and trade of agricultural products and foodstuffs, which demonstrates direct dependence on the primary sector and food processing. The overwhelming majority of enterprises is small or medium-sized and faces competition problems both at national level and internationally.

In **Attica**, migrants tend to be over-represented in low skill jobs, namely:

- Construction,
- Household help,
- Manufacturing and
- Commerce.

It must be noted that the Construction sector, which occupied roughly 1/3 of the migrant male population in earlier years, was among the ones that was most severely hit by the economic crisis. Only recently there seems to be some signs of increased activity and prospects for migrant occupation seem rather promising.

In **Western Greece**, the main market sectors that occupy the most employees (National Institute of Labor and Human Resources, 2018) are the following:

- Agriculture [Growing non-perennial plants (cereals, pulses, vegetables, etc.): 21.600, Perennial crops (citrus fruits, olives, vineyards, etc.): 13.164, Mixed agricultural and livestock farming (plant and animal production): 10.207]
- Beverage service activities: 8.211.
- Social services: 7.924.

B3.3 IDENTIFICATION OF 10 JOB POSITIONS FREQUENTLY SOUGHT BY EMPLOYERS

The 10 job positions of high employee demand (National Institute of Labor and Human Resources, 2018) include:

- 1) Land workers
- 2) Sellers
- 3) Farmers
- 4) Waiters & Barmen
- 5) Breeders, poultry breeders and related jobs
- 6) Protection services
- 7) Unskilled workers in agriculture, forestry and fishing
- 8) Truck & Bus Drivers
- 9) Builders and related construction workers
- 10) Officers of general duties.

B3.4 CHALLENGES, OBSTACLES AND OPPORTUNITIES FOR THIRD-COUNTRY NATIONALS LABOUR INTEGRATION

Third-Country Nationals who officially work in Greece, are about 173.460 during 2017, 155.716 out of which are wage earners, 16.415 self-employed and 1.329 family workers. 139,918 work full-time and 33,542 in part-time jobs. In the Region of Western Greece, the total TCN citizens are 14,833 (Hellenic Statistical Authority, 2018). According to the monthly employment data from the National Social Security Agency (EFKA) for December 2017, 2.285 Albanian nationals and 858 other non-EU countries were lawfully employed in the Western Greece Region (National Social Security Agency (EFKA), December 2017)

The lack of data on migrant flows and integration is serious problem that prevents the identification and categorization of obstacles and problems. In general, the most important obstacles identified include legal, educational and policy reform issues, largely identical to the situation encountered in other South European countries. In this context, described in previous paragraphs, in Western Greece, seasonal agricultural workers prevail when compared to the rest of the country. Hence, the 10 most popular job positions for TCNs are: (Fratsea L, 2017) (Center for the Integration of Migrants of the Municipality of Andravida - Killini, 2019)

- 1) Workers in planting and picking strawberries (short term).
- 2) Workers in potato and tomato production (short term).
- 3) Shepherds.
- 4) Farmers.
- 5) Pruning and Spraying workers (short term).
- 6) Employees in tourism businesses.
- 7) Kitchen assistants and waiters.
- 8) Builders and craftsmen.
- 9) Cleaning services.
- 10) Home care helpers for elderly people.

Currently, the largest share of TCNs in Western Greece is employed in agriculture and livestock sector. The provision of services in tourism sector is the second main sector, while the third one includes unskilled workers and manual workers. The rural population is getting aged and agricultural occupations do not constitute an appealing professional path for young native people. This phenomenon is the main reason for labour shortages in agriculture. Moreover, a shift towards more labour-intensive crops along with the development of non-agricultural activities in various rural regions has created additional labour needs. So, a combination of demographic, social, economic and structural factors justifies the presence of immigrants in rural Greece (Fratsea L, 2017).

B3.5 PROBLEMS & BARRIERS FOR HIRING

With regard to the main barriers in hiring and employing TCNs we may identify the following:

- 1) It is difficult and demanding to legalize TCNs, as there is **excessive bureaucracy** and involvement of many ministries, and agencies (Zografakis St).
- 2) There is a treatment of TCNs as workers, not as citizens, and they are offered **socially undesirable jobs** (Pappas).
- 3) **Lack of knowledge of the Greek language** (Zampa, 2018)
- 4) Employers often provide very **low wages, no insurance, and working and living conditions that do not meet the minimum requirements** (Zampa, 2018).
- 5) Racist behaviour by citizens with **xenophobic attitudes towards immigrants**, regardless of race, religion, and economic situation (Zampa, 2018).
- 6) **Immigration policy for TCNs**, where the laws applied since 1990 have not been effective (Zampa, 2018).

B3.6 NEEDS OF THE EMPLOYERS IN TERMS OF SKILLS AND SUPPORT

As already mentioned, TCNs are mainly found in precarious, low status and low wage occupations, in undeclared work and informal sectors which demands for its constant reproduction of a cheaper uninsured mobile temporary and flexible workforce. Hence, TCNs in their majority are entrapped in a context outside labour inspections, labour law and taxation, without social insurance and labour rights. (Fouskas, 2018) In Greece, migrants have filled the gaps in local employment and keep the wages low in agriculture, contributing to lower production costs and to maintaining and expanding agriculture. **The occupations that TCNs are employed are defined as non-attractive, marginal and secondary, considered as inferior by society** (Labour Market Integration of Third Country Nationals in EU Member States, Synthesis Report for the EMN Study, February 2019, 2019).

- TCNs are able to enter in Greece for work for a maximum of six months through an invitation. However, the bureaucracy and cost of this procedure for both the employer and TCN employee makes this procedure unattractive. In April 2016, the law was further amended to allow employers from the agricultural sector in areas where seasonal jobs are in place to be able to hire irregular TCNs or asylum seekers already living in Greece, thus giving them a temporary residence permit of six months.

- Despite the need for TCNs employability and the adopted by the State strategy to facilitate their integration, incidents of violence and racism, marginalization, modern slavery and bonded labour conditions, isolation and social hostility are still a reality. This is the main conclusion of a research by the European University Institute in Florence, with the financial support of the Open Society Foundations in Brussels that studied the situation of migrant workers in the agricultural sector in Italy Greece and Spain. The researchers studied the employment of immigrants in the agricultural sector in southern Italy, where their presence is higher than in the rest of the country, and then compared these data with the situation in Greece and Spain. Agriculture in Italy, Greece and Spain has common features: the sovereignty of Mediterranean products entails a strong demand for seasonal work. In addition, these countries are characterized by a more entrenched immigration tradition. Geographical proximity determines the employment of migrants in agriculture: Albanian workers in Greece and Moroccan in Spain. The recurrent episodes of violence or racism by local populations towards seasonal workers - as in the cases of El Ejido in Spain in 2001, Rosarno in Italy in 2010, Manolada in Greece (Region of Western Greece) in 2013 - highlight the ambiguous coexistence of economic demand for migrant labour in the fields and social hostility to their presence in the streets. Wage gaps, precariousness, marginalisation and extreme flexibility are recurring elements in all Mediterranean countries. The survey highlights the **multiple pressures of the agricultural sector**: oligopoly control of prices from major international supermarket chains imposes an ever-increasing pressure on suppliers to intensify production and to intensely exploit the sectors of production, which are land and labour force. Finally, the survey highlights that, although good practices, economic incentives and legislation could be part of the solution, what is most needed is a coherent policy framework as well as coherence between policies and levels policy (Corrado, 2018).
- Six out of ten employers in Greece have difficulties to find the appropriate employees, according to the findings of Manpower Group's Annual International Talent Survey for 2018. This percentage (61%) is the highest rate recorded in Greece in the last 10 years of research, while it is 16 points above the global average (45%). The lack of required experience (27%), technical skills (25%), available candidates (17%), expectation of higher remuneration compared to the offered (12%) and lack of personal skills (7%) are recorded as the main reasons difficulty in filling jobs (Annual Talent Deficit Survey - Manpowergroup, 2018)
- Employers also place great emphasis on personal skills, mainly on interpersonal and leadership skills, personal stigma and personal image (Manpowergroup, 2018).

As general skills in new technologies are concerned:

- 87% of the refugee population has a mobile phone, 72.5% out of which have smartphones,
- 33.7% has good Office knowledge and 19.4% modest,
- 40% of the refugee population has a good knowledge of computers and 31% moderately, while at a similar Eurostat index⁴ only 28% of Greeks appear to have general digital knowledge,
- 66% communicate via e-mail, whereas, respectively, at a similar Eurostat index⁵ only 47% of Greeks have used it,
- 87% is able to communicate via Skype, Viber, etc. and

- 84.5% deal with social networks (Facebook) and according to Eurostat, only 62% of Greeks know how to use the Internet.

Finally, in terms of vehicle driving skills, 21% know how to drive a motorcycle, 43% of cars, and around 9% have a driving license for heavy vehicles (e.g. lorries) (Zacharopoulos, Gavroglou, Kaminioti, Paidousi, 2017).

A pilot survey of enterprises in the Regions of Western Greece showed that the **greatest mismatches** between demand and competence (horizontal) skills relate to organizational capacity, problem solving and initiative, while the **smaller mismatches** relate to numeracy, the Greek language and foreign languages (National Institute of Labor and Human Resources, 2018).

B3.7 INCIDENTS OF RACISM, XENOPHOBIA RELATED TO TCN EMPLOYMENT

- 1) In March 2017, the European Court of Human Rights has issued a landmark judgment vindicating a group of migrant strawberry pickers who were shot at by employers in Manolada for asking their wages after months of unpaid labour, back in 2013, ordering the Greek state to pay damages of up to €16,000 each for having “failed in its obligations to prevent the situation of human trafficking (Dr. Gemi, 2018).
- 2) The main witness of the trial for the bloody incident in the strawberry fields of Manolada was hit by unknown men (<https://www.alfavita.gr>)
- 3) An employer hit in the head with a pinch a Pakistani worker, when the worker asked for the money he owed him in Lapa Achaia. (<https://tempo24.news/>)
- 4) At the port of Patras, a 16-year-old Afghan was attacked by six Greeks wearing hoods. The perpetrators kicked him in and after he fell, they stabbed him. A patrol stopped the attack and transferred the victim to the hospital.
- 5) In the square of Saint George in Patras, a 37-year-old Moroccan attempted to get into a cafe. The Greek owner did not allow him to enter, put his weapon in the eye and then hit him with it.
- 6) In Patras, a 19-year-old man from Algeria was assaulted as he passed outside the offices of Golden Dawn. The four perpetrators moaned him and beat him causing a swelling in the left clavicle.
- 7) An immigrant from Afghanistan was transferred to the hospital of Patras, when he was attacked by an unknown person as he returned to his home. Immediately afterwards, six people surrounded him and they began to strike at him. Then, they abandoned him.
- 8) In the new port of Patras, a fifteen years old Algerian was assaulted by a group of six men, while walking with a friend. The perpetrators attacked with knives and broken bottles and caused extensive throat wounds in the facial area. The police intervened but did not arrest.
- 9) A 29 years old Algerian was attacked by a group of three men in Patras. The perpetrators shouted names at his origins, struck him with bats and knives on his buttock, arm and belly and removed his wallet and his cell phone (Spanou, 2013).

B3.8 AGENCIES DEALING WITH TCN EMPLOYMENT INCIDENTS

- 1) **The Movement for the Protection of Refugees and Immigrants (Patras)** was set up in October 2007 in Patras on account of the wretched living conditions of refugees in the region and the efforts to expel them by repressive methods. It is a collective that operates with open procedures and assemblies with equal participation of all members. The Movement has been running for months for a school that currently has over 25 students. Courses are offered by volunteers – teachers.
- 2) **Generation 2.0 for Rights, Equality & Diversity:** Generation 2.0 RED is a non-profit organization of people of different origins who work together, so as to promote equal participation in a multicultural society through the empowerment of communities. This organization created and operates the Manolada Watch Observatory, which monitors the working and living conditions of migrant land workers in Manolada in Western Greece. The main concern of the organization is to inform and raise awareness of the Greek society and the responsible institutions, as well as to obtain an extra gear in the struggle for the consolidation of the protection of human rights. Among the aspirations of members of the organization is to carry at least monthly the current situation in the wider region after conducting relevant inspections, to highlight the problems faced by the workers, to criticize the wrong methods and to reward any moves towards the equality and justice for all <https://g2red.org/el/>
- 3) **Immigrant Integration Centre (IIC) & Refugees of the Municipality of Andravida – Killini:** It is a structure that provides support to migrants / refugees / asylum seekers, where their difficulties are faced with interest and respect for their rights, trying to find immediate solutions. <http://www.andravida-killini.gr>
- 4) **Movement “Expel racism”:** It is an organization that addresses Greek citizens and immigrants and fights against xenophobia, racism and neo-fascism. They fight for equal rights for immigrants and refugees. Greeks and immigrants fight together against war, poverty and suppression. <https://www.kar.org.gr/>

B3.9 TRAINING OFFERS

1. Advanced Training in Intercultural Mediation <https://www.eap.gr>
2. Training of Teachers in Intercultural Education & Teaching of Greek as a Second or Foreign Language, University of Patras <http://kedivim.upatras.gr/courses/educators-refugees-training/>
3. Annual Intensive Program in Intercultural Education: Otherness, Acceptance, Integration & School (2018-2019), University of the Aegean <http://e-epimorfosi.aegean.gr/course/diapolitismiki-2/>
4. Educational Program: Intercultural Education - Theoretical & Experiential Approaches, National & Kapodistrian University of Athens <https://elearningekpa.gr/apply/736>

5. The Institute of Culture, Democracy and Education is a non-profit civil society, producing autonomous scientific and research work. This Institute works to pursue the following, inter alia, objectives:
 - I. Educational and social support for vulnerable groups and groups at risk of social exclusion.
 - II. Teaching of Greek language and culture to foreigners and Greeks abroad as well as to immigrants living in Greece <http://ipode.gr/>

B3.10 CONCLUSIONS

Greece is struggling with both a continuous influx of migrants from non-EU countries and the economic crisis. The lack of an official account of the actual needs of migrants along with other significant statistical data has led to a rather non-centralized endeavour to cope with obstacles and barriers for labour integration. However significant programmes do exist both by the central government and most importantly by regional authorities and NGOs.

In general, the problems encountered are similar to other South European countries albeit rather amplified by the significant impact of the economic crisis to the National economy. Cultural, linguistic, organizational, informational and legal issues are mostly cited as barriers to migrant integration to the labour market. The significant challenge ahead is mainly to design policies and concrete actions that will enable integration to the particulars of the Greek market.

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B4. ITALY

B4.1 SCOPE

Data and information are collected and assessed on the basis of the main official sources in Italy related to the labour market and immigration:

- **Excelsior Information System** (<https://excelsior.unioncamere.net/>): information system managed by the Italian Union of the Chamber of Commences and ANPAL National Agency for Labour Policies. It provides every year the forecast on the trends in the labour market as well as data on companies' professional and training needs;
- **INAPP** (<https://inapp.org>): public research body which carries out analysis, monitoring and evaluation of policies for employment, education and training policies, social policies and all those public policies that have effects on the labour market.
- **Annual National Immigration Statistic Dossier** (<http://www.dossierimmigrazione.it/>): produced every year by IDOS Research and Study Centre, in partnership with Confronti Study Centre

Data are available for the years 2017 and 2018.

Collection of data was also possible thanks to the partner organization AFOLMET, which, as a public employment agency, can access additional sources.

Various internet articles, websites, etc. were also consulted.

B4.2 SKILLS AND OCCUPATIONAL (JOB) PROFILES NEEDED BY COMPANIES AND LABOUR MARKET

The data used refers to the last two years of analysis available, i.e. 2017 and 2018¹.

The expansion of the economic activity continued in the Region of Lombardy in the first part of 2018, although the intensity reduced during the year.

In **manufacturing**, in the first nine months of 2018, production increased compared to 2017, but progressively lost momentum: the indicator, net of seasonality, increased markedly in the first quarter, but decreased in the second and third.

The **services sector** has been heterogeneous, with a worsening of the economic situation in the retail trade, and overall results still favourable, although slowing, in other services.

In **construction**, the recovery of activity was consolidated, with a growth in turnover and the stabilization of production, which was associated with an expansion of sales and quotations on the real estate market.

¹ No data was found on seasonality of jobs

The expansion of the economic activity has been associated with a limited improvement in the labour market conditions, with a moderate increase in employment and a slight decrease in the unemployment rate.²

There is a considerable sub-regional diversity in the economic activities of companies in the Region of Lombardy. The province of Milan - which alone concentrates more than 40% of the companies of the regional industry - is home to several multinational and financial companies, health institutions and universities and research centres. The provinces of Varese, Como, Lecco, Monza and Brianza, and Bergamo all have a strong manufacturing sector and also a high share of employment services. Provinces of Lodi and Brescia are characterized both by **manufacturing and agriculture**, while in the provinces of Sondrio, Cremona, Pavia and Mantova, the agricultural sector prevails³.

From September 2018 to January 2019, in the Region of Lombardy the main vacancies/job offers that are forecast by companies on a monthly basis, are recorded in the following sectors of activity⁴.

Personal services

- creative, artistic and entertainment activities
- activities of libraries, archives, museums and other cultural activities
- activities involving lotteries, bets, casinos
- sports, entertainment and entertainment activities
- other service activities for the person

Trade

- trade and repair of motor vehicles and motorcycles
- wholesale trade (excluding motor vehicles and motorcycles)
- retail trade (excluding motor vehicles and motorcycles)

Accommodation and restaurants, tourist services

- accommodation
- activities of restaurants
- activities of travel agency services, tour operators and booking services and related activities

Operational support services for businesses and individuals

- real estate activities
- rental and operating leasing activities
- surveillance and investigation services
- service activities for buildings and green areas
- support activities for office functions and other business support services

² Bank of Italy, "The economy of the Region of Lombardy. Economic update", 20/11/2018 <http://www.bancaditalia.it/media/notizia/l-economia-della-lombardia-aggiornamento-congiunturale-novembre-2018/?com.dotmarketing.htmlpage.language=102>

³ www.regione.lombardia.it/wps/portal/istituzionale/HP/DettaglioRedazionale/scopri-la-lombardia/economia/economia-lombarda

⁴ Excelsior Information System, monthly reports, September 2018 / January 2019
https://excelsior.unioncamere.net/index.php?option=com_bollettini&Itemid=1609#finestre



Logistics and storage transport services

- road transport and transport by pipeline
- maritime and water transport
- air transport

For each sector highlighted, the profile requested, on average are:

- Managers, specialists and technicians 30%
- Specialized workers and plant operators 25%
- Commercial professions and services 20%
- Generic profiles 25%

The contracts expected for planned job offers, on monthly average, are as follows:

- fixed term contract 40%
- permanent contract 25%
- temporary employment 20%
- other non-employees 5%
- apprenticeship 5%
- collaborators 3%
- other contracts 2%

The business areas of the planned job offers are as follows in descending order:

- Production of goods and provision of the service
- Commercial and sales
- Technical and design
- logistics
- Administrative
- Management and general services

B4.3 IDENTIFICATION OF 10 JOB POSITIONS FREQUENTLY SOUGHT BY EMPLOYERS

The data analysis about employment in the Region of Lombardy identifies as follow the 10 more requested job positions by employers in the latest two years. The information related to the job descriptions and requested skills follows the “official” description by INAPP, the National Institute for the Analysis of Public Policies⁵.

1. Unqualified workers in industrial companies
2. Goods delivery workers
3. Restaurant waiters
4. Unqualified workers in cleaning services
5. Retail salesmen
6. Cashiers
7. Optical and audio / video equipment technicians
8. Recreational services technicians

⁵ INAPP "Information system on professions" and Excelsior Unioncamere "Database of professions", Ranking of the most requested job profiles 2017/2018 (up to the 3rd quarter) - source: quarterly reports from the Observatory

9. Metalworking machine operators
10. Industrial products assembly workers

Unqualified workers in industrial companies (code n° 8.4.3.1.0): offer tools and materials, help support parts to be assembled or worked, keep the tools and equipment clean, tidy and lubricated, clear and clean the area working, unloading and loading, manually packing materials and products, dismantling and demolishing objects, machines and equipment. Soft skills: Team Work, Flexibility and adaptation.

Goods delivery workers (code n° 8.1.3.1.0): load, unload and handle of goods inside airports, railway stations, ports, companies, organizations and for the same families; collect and transport the luggage of travellers and customers of hotels and other accommodation facilities. Soft skills: Team Work, Flexibility and adaptation.

Restaurant waiters (code n° 5.2.2.3.2): assist the clients in their needs, arrange and assist the customers at the tables in the restaurants, take the orders and submit them in the kitchen, advise and inform about the foods, wines and spirits to be combined and serve them according to the rules; prepare and submit the bill; supervise and provide for the care and hygiene of the places and equipment. Soft skills: Team Work, Flexibility and adaptation, Problem solving, Autonomy, Communicating information in Italian, Communicating in a foreign language.

Unqualified workers in cleaning services (code n° 8.1.4.3.0): keep the environments of businesses, organizations, public bodies and commercial establishments clean and tidy. Soft skills: Flexibility and adaptation.

Retail salesmen (code n° 5.1.2.2.0): assist, advice and inform customers about product purchases and the supply of goods, including energy supply and telephony and similar services; can perform basic organizational tasks such as sorting goods, taking note of those entering and leaving the store, collecting sales fees and similar organizational tasks. Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy, Communicating information in Italian language, Communicating in a foreign language, Using digital skills.

Cashiers (code n° 5.1.2.4.0): collect the revenues of the goods or services sold wholesale and retail, issuing a specific receipt and keeping note of the operations carried out. Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy, Communicating information in Italian language.

Optical and audio / video equipment technicians (code n° 3.1.7): operate with cameras, video and sound recording and production tools, with systems and equipment for radio and radio and television communications, as well as electronic systems for diagnostics and therapeutic treatment in medicine. Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy, Using digital skills.

Recreational services technicians (code n° 3.4.3): present information, performances and performances on the radio or television; present artistic and recreational performances in theatres and public places and other events; deal with the implementation of the program schedules and radio and television programs; entertain the public. Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy, Communicating information in Italian language, Using digital skills.

Metalworking machine operators (code n° 7.2.1.1): conduct and support the operation of automatic, semiautomatic and numerically controlled industrial machine tools and related production centres for metal removal and deformation machining (milling machines, lathes, drills, boring machines, grinding machines, planers, presses, etc.). Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy.

Industrial products assembly workers (code n° 7.2.7): mount, with the help of manual or semi-automatic tools and along an assembly line, machine components, electrical and telecommunications equipment, metal, wood, cardboard, fabric or other items, materials or parts thereof. Soft skills: Team work, Flexibility and adaptation, Problem solving, Autonomy.

B4.4 CHALLENGES, OBSTACLES AND OPPORTUNITIES FOR THIRD-COUNTRY NATIONALS LABOUR INTEGRATION

In Italy in the year 2017, 422.864 **Third Country Nationals** are employed (70% as unqualified industry workers). In the city of Milan there are 200.000 TCNs employed, while 800.000 in the Region of Lombardy, which remains the main destination for those looking for a job. However, in 2018, the greater number of requested and granted residence permits were related to family issues (mainly family reunification).⁶

In 2017, the employment rate of TCNs living in the Region of Lombardy, i.e. number employed in total population (62.5%), is lower than that recorded for Italians (68%), while the unemployment rate, i.e. number of unemployed workers, (11.2%) is significantly higher than that of the Italians in the Region (5.7%).

Among those who have a job, 88.2% are employees. Almost 70% of foreigners are employed in the services sector, 17% of them in domestic work, 29% in industry and 2% in agriculture. It is interesting to note that, in Italy, 6% of foreigners are employed in the primary sector.

A third of foreigners living in the Lombardy carry out unskilled manual work, compared to 7.4% of Italians; 29.6% qualified manual work, compared to 21.3% of Italians; 8.8% carry out managerial or intellectual and technical professions, compared to 43.8% of Italians.

32.9% of foreigners in Lombardy carry out a profession for which a lower educational qualification is required than those held, while among Italians the percentage falls to 21%. Also, one in ten foreigners (against two Italians out of 100) declares him/herself as “underemployed”, that is, working on a lower level compared to their skills/qualifications and/or what they would like.

The average remuneration of Italian workers in Lombardy (full time) is € 1.589, that of foreign workers is € 1.279.

⁶ Immigration statistic Dossier 2018, IDOS Research and Study Centre, in partnership with Confronti Study Centre (www.dossierimmigrazione.it/docnews/file/scheda%20dossier%202018_colori.pdf)

On 31 December 2017, there were 114.027 companies established in the region of Lombardy with foreign owners: it is the 11.9% of companies operating in the region against 9.6% in Italy. Their number increased by 3.4% compared to 2016, while the number of Italian companies is stable. From 2012 to 2017 the number of companies led by foreigners grew, in Lombardy by as much as 21.7%, while in the same period that of the companies led by Italians decreased by 1.6%, an index therefore of great dynamism in the area of migrant entrepreneurship. More than 2 out of 3 companies conducted by foreigners in Lombardy are sole proprietorships. Sociologists have always stressed that this implies a "remedy" to the difficulty of finding or keeping a job. 58.2% of Lombard companies with a single foreign ownership focuses on services, including building (over 31%), trade (almost 30%), and hotels and restaurants (8.7%). Foreign entrepreneurs in Lombardy are mainly Egyptian (13.5%), Chinese, Moroccan, Romanian and Albanian.⁷

In 2017⁸ in the Region of Lombardy, 68.7% of TNCs who have a job are employed in the services sector and among them 17.1% in domestic work and 9.3% in trade sector. 29.3% work in the industrial sector, of which 8.6% in the construction sector. The remaining 2% in the agricultural sector.

The main professional activities carried out by TNCs in the various sectors are distributed as follows:

- unskilled manual work 33.4
- specialized manual work 29.6%
- employee, sales and personal services 28.1%
- manager, intellectual and technical professions 8.8%

The data analysis about employment in the Region of Lombardy identifies as follow the **10 more requested job positions by employers**, where TCNs are employed for long-term, in the latest two years.

1. Workers involved in hygiene and cleaning services
2. Janitors and similar professions
3. Masons
4. Domestic workers and similar professions
5. Attendant to loading and unloading of goods
6. Health and social care worker
7. Unqualified workers responsible for packaging and storage
8. Personal assistance workers
9. Unqualified green maintenance workers
10. Agricultural workers

⁷ Immigration statistic Dossier 2018 (see footnote 4), Elaborations on UN data, Eurostat, Ministry of the Interior, Istat, Miur, L. Moressa Foundation, UNHCR, World Bank, Infocamere, Ministry of Economy and Finance, Ministry of Justice, Ministry of Labor and Social Policies

⁸ See footnote n.7

More specifically:

Workers involved in hygiene and cleaning services (code 6.1.5.1): perform large-scale sanitation of the internal and external environments of buildings and other building products, generally with the help of specific machinery, techniques and materials; perform the extraordinary cleaning; disinfection and disinfection by parasites, rodents or other animals. Soft skills: Flexibility and adaptation.

Janitors and similar professions (code 8.1.5.1): supervise and maintain clean school facilities and environments, welcome and direct visitors, deliver and dispatch communications to teachers, attend small commissions. Soft skills: Team working, Flexibility and adaptation.

Masons (code 6.1.2.1): build masonry building structures, interpret and translate the drawings and indications of the designer; choose and prepare the mixtures and mortars suitable for the materials used and the type of masonry to be built, shaped and laid stones and bricks and refractory materials. Soft skills: Team working, problem solving, Autonomy, Flexibility and adaptation.

Domestic workers and similar professions (code 8.2.2.1.0): keep the domestic environments clean and tidy, carry out small maintenance work on the house; clean, stain, wash and iron household articles of clothing, linen, curtains, mattresses, wools and similar objects and materials; do their daily shopping, cook and serve meals. Soft skills: Team working, problem solving, Autonomy, Flexibility and adaptation.

Attendants to loading and unloading of goods (code 8.1.3.1): load and unload goods from vans or in the warehouse, pack and remove the products from the boxes, using forklifts and trolleys to transport goods in the warehouse, load and unload trucks, keep the goods in the warehouse, eventually update the archive, have the certificate to manoeuvre the forklift truck; deal manually with loading and unloading of the goods from the means of transport and the relative arrangement inside the warehouse; place the goods in stock using the forklift or automated systems, verify the existence of the goods in stock; download the incoming materials from the truck and store them in the warehouse, load the shipping materials onto the truck. Soft skills: Team working, Flexibility and adaptation.

Health and social care workers (code 5.3.1.1): deal with assistance to the elderly and the disabled: meals and hygiene, meals preparation and therapy; take care of non-medical activities in the wards: make beds, bring meals to patients, accompany the patients in the bathroom and take care of them; responsible for assisting patients: taking care of personal hygiene and administering the therapy under the supervision of nurses; deal with the transport of patients within the hospital garrison using the special wheelchairs or beds; clean the environment in which the patient is located, bring food to the sick, help the nurse in cleaning the sick. Soft skills: Team working, problem solving, Autonomy, Flexibility and adaptation, Communication in Italian language.

Unqualified workers responsible for packaging and storage (code 8.1.3.2): support the activities of the warehouses by packing and unpacking goods, labelling them, delivering them to customers or clerks, receiving them from suppliers and moving them inside the warehouse. Soft skills: Team working, Flexibility and adaptation, Communication in Italian language.

Personal assistance workers (code 5.4.4.3): assist, in institutions or at home, elderly people, in convalescence, disabled, in transient or permanent condition of non self-sufficiency or with emotional problems, help them to carry out their normal daily activities, to take care of themselves

and to maintain acceptable levels of quality of life. Soft skills: Team working, problem solving, Autonomy, Flexibility and adaptation, Communication in Italian language.

Unqualified green maintenance workers (code 8.3.1.2): perform unskilled manual work in the care of plants, flowers or trees in public parks or private gardens; drip and irrigate the ground, keep the beds clean, manually weed them from infesting plants, move tools, load and unload the vehicles that transport them. Soft skills: Team working, Flexibility and adaptation.

Agricultural workers (code 8.3.1.1): perform unskilled manual labour in agriculture, dig the soil, keep crops clean, manually weed by weeds, move tools, seeds and agricultural products, load and unload the vehicles that transport them, collect crops, bring water and food to the fields. Soft skills: Team working, problem solving, Autonomy, Flexibility and adaptation, Communication in Italian language, Communication in foreign language.

B4.5 PROBLEMS & BARRIERS FOR HIRING

The first and foremost obstacle in a country with a language which is both complex and not internationally widespread, is represented by the language barrier. Learning Italian takes much time, in particular in relation to levels of understanding and writing, and this process starts only when migrants arrive in Italy. However, many jobs sought by employers in Italy require at least a basic knowledge of the Italian language.

In relation to skills, the lack or low IT skills and knowledge of computer basic software programmes also hinders the employment of TCNs.

TCNs also struggle to have the diplomas/qualifications achieved in their country of origin officially recognised in Italy. This means that they cannot access high – level jobs, or should follow expensive and time-consuming processes via consulates and embassies. For a refugee, in particular, it is basically impossible to have his/her diplomas/qualifications officially recognized.

Type of residence permit: the residence permits for study or traineeship can be turned into work residence permit within the so-called “**Annual Flow Decree**”, i.e. the Italian immigration policy that states every year when and how non-EU citizens can enter Italy, as well as how many immigrants from each country are allowed to enter (like a “door” to the Italy working world). However, contrary to the past, the Decree has not been yet published for the year 2019. Moreover, registration within the Decree framework should be done via an on line specific platform, which is not fully accessible to foreigners with little Italian.

Finally, often the perspective migrant employee has no residence permit or his/her permit is about to expire and, on the other hand, the employer does not know if they can hire a person in this situation and what kind of employment contract they can offer them.

B4.6 NEEDS OF THE EMPLOYERS IN TERMS OF SKILLS AND SUPPORT

Employers often have some prejudices towards and low trust in the reliability of TCNs as employees as employers believe that, for instance, TCNs take many days off to deal with issues, appointments with public authorities, etc. to re-new the residence permit, and/or to visit their home country, and/or for their religious festivities, while migrant women have many pregnancies. Moreover, in case of

Muslim employees, employers think that during the Ramadan, the TCNs' efficiency and work performance is lower and that their company will be subject to additional checks by the labour inspectorate because they employ non-EU employees.

First of all, employers do not still recognize the importance of having a cultural mediator and/or legal staff in their company/organisation, who may support the integration of the TCN in the workplace and help with diversity and conflict management. An exception is represented by social companies/organisations, who are instead starting to employ more and more cultural mediators.

Moreover, employees do not have the necessary knowledge about migrants' and refugees' status and if and how they can employ them (necessary paperwork, etc.)

B4.7 INCIDENTS OF RACISM, XENOPHOBIA RELATED TO TCN EMPLOYMENT

No incident is reported in Milan or the Region of Lombardy in the media in 2017, 2018 and 2019. However, racist practices in the workplace are still happening both here and across Italy⁹. People do not usually report these incidents, as they are scared of losing their jobs, in a market labour that is still characterized by high levels of unemployment.

There is also an increase in incidents related to the employment of second-generation young people and about organisations' and companies' staff behaving in a racist way towards their users/clients. Their victims report these occurrences in the media much more frequently.

Finally, the "caporalato" is still widely spread: this is a criminal offence which consists in the illegal employment/exploitation of labour of agricultural/construction workers, mostly immigrants, which are paid next to nothing and forced to work in inhuman conditions and working hours, with no guarantees whatsoever (safety, etc.)¹⁰.

Here follows some examples of incidents of racism, xenophobia etc. related to TCN employment in other parts of Italy.

"Reggiani Visualdi", San Pietro in Cariano (Region of Veneto)

In March 2018, a group of immigrant employees reported racist threats, insults and treatment by some of the company's managers, claiming that one of them was also severely beaten to force him to resign. The employees reported the incidents on the media and via the trade union "Adl Cobas", which filed a labour dispute with discrimination as aggravating circumstance.

<http://www.rainews.it/dl/rainews/TGR/media/Veneto-razzismo-alla-Reggiani-Visual-la-denuncia-dei-lavoratori-6c3b25c7-4600-49cb-89ce-3c441f3326ec.html>

⁹ See for instance the "Hate Pyramid", Final Relation of the Italian House of Representatives' Jo Cox Commission on the phenomenon of hate, intolerance, xenophobia and discrimination (2017): 29% of immigrants states they have been victim of discrimination at the workplace or while looking for a job
www.camera.it/application/xmanager/projects/leg17/attachments/shadow_primapagina/file_pdfs/000/007/099/Jo_Cox_Piramide_odio.pdf

¹⁰ On the basis of the most recent statistics, in 2015 there were about 430.000 irregular workers in the agricultural, potential victims of the "caporalato", with 100.000 of them in severe vulnerable and exploitation state (Observatory Placido Rizzotto)
www.flai.it/osservatoriopr/osservatorio-placido-rizzotto/

<http://www.larena.it/territori/valpolicella/insulti-razzisti-bufera-alla-reggiani-visual-1.6378899>

“Eurospin”, Orbassano (Region of Piedmont)

In June 2018, a Muslim employee ask his boss whether he can avoid working at night during the Ramadan and, in any case, for a correct employment contract if working at night. As a punishment, the employer moved him to work to another shop a long way from where he lived. The employee reported the incident to the trade union “Fisascat Cisl” which tried to find a solution with the employer.

https://torino.repubblica.it/cronaca/2018/06/04/news/chiede_di_non_lavorare_di_notte_durante_il_ramadan_e_l_azienda_per_punizione_lo_trasferisce-198170994/?ref=search

<https://www.lastampa.it/2018/06/08/cronaca/i-dipendenti-eurospin-in-sciopero-di-solidariet-per-il-collega-tunisino-fx5l07EYGapfQul1466W5l/pagina.html>

Anonymous, Trento (Region of Trentino – Alto – Adige)

In June 2018, an immigrant employee called his boss to inform him he could not go to work the following day, as he was sick. The boss replied with a series of severe racist threats and insults. The employee reported the incident to the local police and the trade union “CGIL Trentino”, which supported the man and decided to act as a complainant/injured party in case of a trial against the employer.

<http://www.trentotoday.it/cronaca/razzismo-datore-lavoro-straniero-bestemmie.html>

<http://www.ladige.it/news/cronaca/2018/06/29/non-va-lavoro-perch-malato-minacce-morte>

As described above, in the majority of cases in the past few years, victims of racism at the workplace reported the incident firstly and foremost to the trade union they are member of, to get legal information and support on how to proceed. The trade union then was in charge of discussing and negotiating with the employer on behalf of the employee. Employers, for their part, turned to their internal legal office or the company’s lawyer.

B4.8 TRAINING OFFERS

University of Milan - Degree in “Language and Cultural Mediation”

<https://www.unimi.it/it/scienze-della-mediazione-linguistica-e-culturale>

The Degree in “Language and Cultural Mediation” is a 3-year University degree aimed at training professionals with intercultural and language skills applied to the economy, law and social fields, who can work in public and private organizations such as schools, public authorities, companies and NGOs, where language and cultural mediation is needed.

Catholic University of Milan - 1st level Master’s Degree in “Intercultural Competences. Training for social integration”

<https://offertaformativa.unicatt.it/master-competenze-interculturali-formazione-per-l-integrazione-sociale>

One-year part-time Master’s Degree (1st level) focusing on formulation and implementation of intercultural socio-educational initiatives and projects in the framework of, among others, schools,



services for families and children and reception of migrants. Modules include: immigration law, sociology of migration flows, intercultural pedagogy, education and communication. It envisages a work placement at Foundations, local authorities, organisations hosting migrants, etc. as well as a final project work.

ISTUD Foundation - Specialised course/seminar in “Intercultural bridges: collaborating among different cultures”

www.istud.it/impres/formazione-interaziendale-per-manager/ponti-interculturali-collaborare-tra-culture-diverse/

ISTUD is a national knowledge research and development centre, founded in 1970 by a group of Italian and multinational companies and the main Italian association of employers (Confindustria), and delivering services to managers, entrepreneurs and professionals.

“Intercultural bridges: collaborating among different cultures” is a one-day specialised course/seminar for project and people managers working with people coming from various cultural backgrounds, aiming to develop “cultural sensitivity”, intercultural skills/knowledge and the ability to communicate, interact and work with people from different cultures.

IFOA - Specialised course/seminar in “Intercultural management: managing human resources coming from different countries and cultures”

www.ifo.it/corsi/ca_risorse_umane_management_interculturale/

IFOA is a national training organisations established in 1971 which carries out training courses and provides job guidance and other services (apprenticeships, etc.) for both individuals and companies.

“Intercultural management: managing human resources coming from different countries and cultures” is a specialised course/seminar which aim to provide participants with the theoretical knowledge and practical skills and tools to effectively act in an intercultural work setting.

PROJECT PRE.ce.DO “Regional Plan to prevent and combat discrimination” (AMIF National fund 2016 – 2018) - Training material on “Diversity Management in Organisations”

<http://www.razzismobruttastoria.net/progetti/precedo-un-passo-avanti/>

The project PRE.ce.DO “Regional Plan to prevent and combat discrimination” is a project funded by the national AMIF fund in Italy, carried out in the Region of Lombardy from December 2016 to March 2018. Partners included the municipality of Milan, other three municipalities in the Region of Lombardy and other private and not-for-profit organisations.

Within the project, training courses on “Diversity Management in Organisations” and the related material is accessible on the project website, focusing on diversity management competences and practices and working with multicultural users/clients.

ISMU Foundation - Specialised training module in “Combating multiple discrimination and fostering diversity in the workplace: today’s challenge, tomorrow’s stakes”

www.ismu.org/formazione/discriminazioni-formazione/

ISMU Initiatives and Studies on Multi-ethnicity is a national independent scientific and research centre carrying out studies, projects, training and raising awareness activities in the areas of labour



and economy, education, family and minors, law, religion, health and welfare, and statistics, and focusing on migration, interculturalism and integration

“Combating multiple discrimination and fostering diversity in the workplace: today’s challenge, tomorrow’s stakes” is a specialised ad hoc training module that public and private organisations as well as companies can request to ISMU.

ICEI –Specialised course/seminar on the Anti-Rumours methodology

www.icei.it

ICEI International Economic Cooperation Institute is an NGO established in 1970 working in developing countries on sustainable agriculture and tourism, and in Italy and Europe on anti-discrimination, social and economic inclusion of vulnerable groups and intercultural dialogue.

As Technical Coordinator of the “Dialogue Cities”, the Italian network of municipalities that are members of the Council of Europe’s Intercultural Cities Programme (www.coe.int/en/web/interculturalcities), ICEI carries out training courses/seminars for schools, not-for-profit organisations, local authorities, etc. on “Anti-Rumours”, an innovative and effective methodology to debunk rumours, prejudices and stereotypes.

B4.9 CONCLUSIONS

The main economic sectors in the Region of Lombardy are **manufacturing, services and construction**. The province of Milan alone concentrates more than 40% of the companies of the regional industry and, from an employment point of view, is different from the rest of the Region as it is also home to several multinational and financial companies, health institutions and universities and research centres.

As such the Region of Lombardy is one of the main destination in Italy for Third Country Nationals looking for a job. However, **both in Milan, Lombardy and the rest of Italy, the employment rate of TCNs is lower than that of native Italians**. TCNs are mainly employed in the services sector, including domestic work. More TCNs than Italians are also “underemployed”.

Many barriers still exist in the employment of TCNs in the Italian labour market, both on the part of employers (lack of knowledge, red tape, prejudices, etc.) and the migrants themselves (language barriers, etc.). This is also why many migrants decide to open their own business: **migrant entrepreneurship is one of the main trends in Italy in the last few years**.

Racist practices when hiring and at the workplace are still happening in Italy, in a political and social framework characterised by **populist discourse against migrants**.

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www.camera.it/application/xmanager/projects/leg17/attachments/shadow_primapagina/file_pdfs/000/007/099/Jo_Cox_Piramide_odio.pdf

Observatory Placido Rizzotto: www.flai.it/osservatoriopr/osservatorio-placido-rizzotto

Incidents of racism: various articles taken from local, regional and/or national newspapers and published on line

B5. SPAIN

B5.1 SCOPE

The primary aim of the desk research has been to identify the challenges, obstacles and opportunities for third-country national's labour integration from employers' point of view, the needs of the employers in terms of skills and occupational profiles needed in Spain, Catalonia and Barcelona province.

The main sources considered, were from government research units. Regarding national reports, we mainly focused on studies from the State Public Employment Service (El Servicio Público de Empleo Estatal –SEPE); referring to regional reports, we considered studies made by The Labour and Productive Model Observatory, which is an organic unit of the Department of Labour, Social Affairs and Families of Catalonia; and regarding reports from Barcelona province, we used studies also from Barcelona's town hall. However, we also reviewed other sources which can be found in the Bibliography.

B5.2 SKILLS AND OCCUPATIONAL (JOB) PROFILES NEEDED BY COMPANIES AND LABOUR MARKET

During 2018, 3.329.416 contracts were signed in Catalonia. The **main sectors** that recruited employees were:

- **Services:** In Catalonia the services sector concentrates most of the economic activity: 72.7% of gross value added (GVA) in 2017.
- **Industry:** The Catalan economy has a great industrial tradition. Catalonia accounts for 23.4% of the total industry in Spain. The most important industries are pharmaceuticals, chemistry, water supply, sanitation, textile, clothing, leather and footwear.
- **Construction:** With the outbreak of the real estate bubble (in 2008), the sector entered a phase of decline until 2015. In 2017 the weight of the construction in terms of GVA stood at 4.8% of the total of the Catalan economy.

During the months of May, June, October and December, the demand had the higher rate. Contrary, the months of August, September and February were the months with less contracts signed. (Observatori del treball i model productiu, 2018)

B5.3 IDENTIFICATION OF 10 JOB POSITIONS FREQUENTLY SOUGHT BY EMPLOYERS

Following the study made by *Observatori del treball i model productiu (2018)* in Catalonia, the 10 job positions more demanded by employers were:

1. **Administrative Assistance:** Those positions require capacities related with management and organization of administrative activities. The enterprises, usually, ask for specific training such as Certificate on Higher Education on Finances and Administration. It is also essential to possess Intermediate level of English and IT skills. Regarding soft skills, employers seek decisive, dynamic and flexible employees.
2. **Commercial Agent:** Those positions require activities such as management, control, negotiation, administration and good understanding of the product scope. Other specific requirements are: Counselling, client prospector and communication skills. The soft skills

more demanded are teamwork, responsibility, excellent communication skills and excellent organizational capabilities.

3. **Cleaning Staff:** Secondary School degree is needed it for these positions. Usually recalls capabilities such as flexibility, discipline, punctuality and responsibility.
4. **Officers, operators and artisans:** In general, a production operator must have a minimum of a high school diploma. However, more specialized training may be necessary if the job demands working with high-tech equipment or machinery. Ability to do repetitive tasks, detail-oriented, understanding of industry and safety standard are some of the abilities needed.
5. **Chef:** This professional profile demands technical expertise on nutrition and dietetics. It is a requirement to possess a food handling license. It is common to seek employees with teamwork capabilities, communicative and initiative skills and creativity.
6. **Bricklayer, construction workers:** It requires the certificate on Secondary School. However, specific certificates it can also be demanded, for example; a tow truck license or certificates on vertical work. Sometimes, it can also be demanded a certain knowledge on soldering, plumbing or blacksmithing. Regarding, soft skills, responsibility, negotiation, flexibility and teamwork are the most demanded ones.
7. **Transporters of merchandise, unloader:** Those positions require the specific driving licenses and knowledge of SAP software and logistics. Even though no special certificate is usually needed, it is required to possess High school certificate. The most important soft skills, are personal abilities such as; teamwork, flexibility, concentration and initiative.
8. **Service desk:** The technical skill more demanded is the knowledge of foreign languages, especially English. At the same time, IT skills are essential for those positions. The candidate profile must be dynamic, responsible, communicative and empathetic.
9. **Cashiers and tellers:** The main labour activities are focused on customer services and stock management. It is also needed to have IT and administrative skills. This type of job insists on the importance of responsibility and customer orientation. Also, candidates must have capabilities such as functional flexibility, teamwork, communication, planning and organization.
10. **Manufacturing labourers:** It requires driving and phyto-sanitary licenses. A polyvalent candidate is sought with a great skill in handling the different tools and machinery to use.

B5.4 CHALLENGES, OBSTACLES AND OPPORTUNITIES FOR THIRD-COUNTRY NATIONALS LABOUR INTEGRATION

In **Catalonia**, the 22, 3% of the total contracts, were signed by foreigners (744,119 contracts) in 2018. Regarding the nationality of the people, 29.5% were by Central and South America people, 18.2% signed by Maghrebians and 11.6% signed by people from West African countries. (Observatori del treball i model productiu, 2018).

In Spain, there are 4.571.575 migrants mainly coming from outside European Union (61,11%), most of them are originally from Morocco, Rumanian and China. In 2017, the number of contracts registered within the public employment services was 21,501.303. 3,678,782 corresponded to foreign workers. 64.83% of the contracts were made with people from outside the European Union. (El Servicio Público de Empleo Estatal –SEPE, 2017).

During 2017, there were 711.314 foreigners living in Barcelona province. This number increased by 3.32% over the previous year. The total of contracts registered in 2017 were 451,272. The foreigners hired came from countries outside the European Union (TCNs) (76.44%).

In Catalonia, the job positions with larger numbers of TCNs are:

- 1- Waitress/Waiter
- 2- Manufacturing labourers
- 3- Cleaning Staff
- 4- Salesperson from shops and department stores
- 5- Domestic staff
- 6- Construction workers, builders
- 7- Kitchen assistant
- 8- Chef
- 9- Transporters of merchandise, unloader
- 10- Bricklayers

The positions with a higher rate regarding temporary employment are manufacturing labourers (97.35%), cleaning staff (92.62%) and transporters of merchandise, or unloaders (91.10%) (Observatorio del SEPE y SISPE 2011-2017)

In Catalonia, during the third semester of 2018 the three sectors that absorbed more TCNs were within the Agrarian system (74.3%), Domestic workers (50.3%) and Hospitality (31.2%). In general, those three sectors are characterised by employing candidates with few requirements in terms of qualification, so TCNs with low-level of education or without their diplomas recognised tend to apply for those positions. Furthermore, those sectors usually do not attract much job seekers due to temporary contracts, low wages and hard physical work hence, there is a high supply rather than demand.

B5.5 PROBLEMS & BARRIERS FOR HIRING

Following the OECD research (2018), **Third Country Nationals in Spain** are facing different obstacles on being employed. First, the barrier of legal issues. TCNs require to be in irregular administrative status in order to be employed. Another aspect that is affecting both migrants and employers is the lack of information related to the legal framework and conditions for employment. Sometimes, employers can lack of support in understanding the rules and regulations. That is why employers may prefer to hire alternative candidates instead of migrants because of their lack of understanding of the procedures. Another barrier is related to the recognition or homologation of their diplomas in the host country and at the same time, the high rate of TCN's with low-level education. Another major barrier is the limited language skills. In Spain the language courses are oversubscribed and waiting lists are long. Most of the times, companies use strategies, such as posting jobs online or recruitment through networks, and sometimes they do not reach TCN's.

In Spain, the sectors that recruit more TCNs are most of the times the ones with the worst employment conditions in terms of human capital, labour relations, working conditions and wage levels. However, those sectors do not represent half of the total employment in Spain, so it represents the "ethno-stratification" of the job market, where migrants are employed in the lowest

positions, not only because of a lack of qualifications but also because of discriminatory practices of employers and a high concentration of workers with the same nationality in the same job.

Usually, TCNs are forced to accept job positions that are rejected by Spanish workers, usually, those activities require unqualified manual jobs are risky and underpaid. The willingness of the TCNs workers to accept inferior working practices generates special discriminatory conditions for this group: the lack of a fixed wage scale, low-wages and longer working hours. (IOM, 2010)

B5.6 NEEDS OF THE EMPLOYERS IN TERMS OF SKILLS AND SUPPORT

Following Eurostat (2017) and OECD (2017), in Spain, during 2015, the majority of Spanish companies considered teamwork, customer service skills and technical, practical and job-specific skills to be the most important skills for business development. SEPE, Spain's national public employment service has started the process to start nationwide training programs to improve professional skills in line with technological change and digital transformation, thereby improving the performance and employability of adults. The call covers digital skills identified by Joint Sectoral Commissions. One of the pillars of the forthcoming national digital strategy (**Estrategia para una España inteligente**) is likely to be entitled 'Citizenship, Education and Digital Employment' and would focus on the need to improve digital skills, competences and ICT training of individuals in general and of people in the workforce (Ministry of Economy and Business, 2017). Moreover, in Spain there is a large shortage in some soft skills such as adaptability, co-operation, initiative, leadership and persistency.

In Catalonia, Pimec elaborated a research where 30.000 enterprises collaborated and whose activities comprised from commerce and tourism services to metal industries. Most of them highlight the current obstacle to hire employees due to the lack of existence on specific trainings. For example) within butchers or bakers professions. On another hand, the health and medical sector argues that the lack of professional personnel on their sector is due to brain drain effect. One of the Pimec's study conclusion is to go for **Dual training system**, as it will help approach the vocational training courses to the socio-economic reality of the labour market and at the same time respond to each demand of the different economic sectors.

B5.7 INCIDENTS OF RACISM, XENOPHOBIA RELATED TO TCN EMPLOYMENT

All racist incidents had been reported by *SOS Racisme Catalunya (2017-2018)*

1. A person originally from South America who is working as technician of Electric counters in Barcelona has experienced racist treat by one of their clients. While he was working, the client initiated a xenophobic discourse against newcomers, specially referring to South American community residing in Catalonia. The worker then, refused to continue the client's job and went directly to *SOS Racisme* to report the incident.

2. An old woman's caregiver was fired once she got pregnant. The old woman threatened her by both firing and reporting her to Immigration services if she continued with the pregnancy. The woman refused to provoke a miscarriage. She had no job contract nor a regular administrative status in

Spain. She received support from customer service and Complaints of SOS Racism in Catalonia, but she did not want to report the woman due to fear of being deported.

3. An asylum seeker, while waiting for his application to be proceeded, accepted to work in a warehouse building pallets. The time shift was around 10-12 hours a day and the income 10 euros per day. After a few days, he decided to quit and report his precariousness labour situation.

4. A Surgical Instrumentalist coming from South America started a new job in a Multinational. The first day after meeting the team she already noticed a hostile behaviour from one of the workers who had a good relationship with the managers. After suffering a large range of racist and sexist attitudes towards her, she decided to talk to the Human resources team but they refused to consider those accusations as moving or assault. After one week of speaking with the HR department and 1 year standing this situation, she got fired so she decided to report it to SOS Racisme

5. A taxi driver addressed to SOS racism after a xenophobic video went viral on the internet. The video was recorded by the assailant while he was in a taxi and begun to threaten and discriminate him and the Arab community.

B5.8 AGENCIES DEALING WITH TCN EMPLOYMENT INCIDENTS

1.- *SOS Racisme Catalunya (SAID)*

2.- *Projecte Igualtat i No Discriminació: Bayt-al-Thaqafa*

3.- *Barcelona Tower hall: Oficina para la No discriminación (OND)*

Those three agencies can easily be found on the internet. These agencies provide confidential help and support and are free of charge. The services are addressed to everyone no matter where they live or work.

B5.9 TRAINING OFFERS

- **Online course INEM:** *Interculturality within Early Childhood*. 110 hours, this course is addressed to teachers. The aim is to provide them with different educational tools so they can teach everyone equally and to train the students as responsible, dialoguing and tolerant citizens. This course is focused on the stage of Early Childhood Education, as a fundamental phase where the foundations for the rest of the educational period are placed. The course offers has obvious interest for all those who wish to progress professionally by applying the theoretical and practical concepts that will be studied in this training, which have an obvious application to the job.
- **Barcelona Tower Hall:** *Intercultural and Anti-rumours Course*. 20 hours (5 sessions of 4 hours). This course is the first step in an ongoing training-action proposal. It invites permanent reflection, team learning and the implementation of the tools and resources that are being acquired to disassemble the rumours and prejudices about cultural diversity, through anti-rumours actions. This proposal allows to get and exchange new knowledge and experiences, to respond to the needs and interests of the participants as they arise and to contribute on disassembling, individually and / or collectively, the rumours that are the germ of racist

attitudes, discriminatory practices and / or populist discourses that encourage fear and mistrust and make intercultural coexistence difficult.

- **Madrid Tower Hall: *Intercultural Mediation*.** 60 hours. Intercultural mediation as a methodology of social intervention that provides tools for the construction of coexistence, management of conflicts and communication. This course is focused to explore and contextualize the principles, theories and elements of the conflict using practical exercises with the intention of providing tools to develop mediating actions in educational, social, health and cultural spheres as well as strengthening coexistence and social inclusion.

B5.10 CONCLUSIONS

Access to employment is one of the most important factors in social and economic integration. In the case of Spain, **the economic crisis that occurred at the beginning of this decade had a very negative effect on employment** and the areas in which most jobs were lost were the socio-economic sectors, in which there had traditionally been a large proportion of migrant workers. However, in the last two years, **a positive trend and a slight recovery in employment have been observed, including among the immigrant population.** In spite of this, the new skills required by the labour market in a knowledge society emphasise the need for improving the qualifications of national and non-national workers. This need is greater among non-nationals since, otherwise, they could be at a disadvantage when entering the labour market, which could have a negative effect on their social integration.

The sectors with more TCNs workers employed correspond to the agrarian, domestic services and hospitality sectors. Coinciding with sectors, the different obstacles and barriers that TCNs are facing in order to be employed explain, why they usually have more opportunities to be hired within the agrarian, domestic service and hospitality sectors by the fact that, often, those areas are characterised by worst employment conditions such as temporary contract. In addition, in some cases, there is non-academic background needed, which allows TCNs that were not able to homologate their studies or do not have a formal education degree to apply for those positions.

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PART C: QUALITATIVE RESEARCH

C1. SCOPE

The **Qualitative Research** took place during a two-month period in the four MILE countries: Austria, Greece, Italy and Spain. In total, 40 employers (including two associations of employers) participated, replying in a variety of open-ended questions.

C2. SURVEY RESULTS PER COUNTRY

The following section presents the results of the qualitative survey per country.

C.2.1 AUSTRIA

NATIONAL RESEARCH IDENTITY

The identity of the qualitative research in Austria is as follows:

Date of assessment:	April-May 2019
Number of organizations involved:	10 (9 employers and one Association of employers)

The **sample** was composed mostly by Managers (40%) while a significant percentage included employees in other positions (not Human Resource Management). Most organisations that participated were operating for more than 20 years (70%) while 30% were rather new organisations with 5-10 years of operation. Most of them (70%) have dedicated HR staff. A large portion of the sample are private sector SMEs (45%) while a significant percentage (45%) are large sized public organisations with more than 250 employees. Public SMEs (11%) and large size private sector companies (11%) follow. The commercial sector of activities of the participating organisations is shared between Services (33%), Healthcare (22%), Gastronomy (11%), Energy/Mining (11%), Manufacturing (11%) and Personal services (11%).

NON-EU CITIZENS INCLUSION-HIRING

As far as **non-EU citizens'** inclusion and hiring is concerned, most of the respondents estimated the proportion of non-EU citizens' workforce from 0% up to 10% in their organisation, depending on its size. One employer who is working specially for and with migrants estimated that there are more than 50% of his employees with a migration history. Unfortunately, there is often no information if they had to give up their original citizenship to receive the Austrian passport, or if it was possible to keep both nationalities, as in many cases of migrants from previous immigration phases.

All the respondents emphasized that they describe their standardized recruitment procedure since they don't use special channels for recruiting non-EU citizens. One of the interviewed persons explained that they published their job offer in different languages before, since foreign language skills were a needed criterion.

In addition, about 70% of the questioned employers offer internships for all nationalities alike, since they rate internships as a useful tool for recruitment and regularly hire their previous interns.

None of the interview partners have special hiring policies regarding the diversity in the company. But almost all organizations have a mission statement or guidelines in which diversity is explicitly desired and required. This is also referred to in the job advertisements.

Only one interview partner is occasionally consulting the National labour market service (AMS) as a special institution for assistance in recruiting non-EU citizens.

As far as the main barriers for inclusion is concerned, all questioned job professions missing German **language skills** is rated as the most important barrier for hiring non-EU citizens. Directly followed by the lack of key qualifications. The lack of work experience is also a barrier, but as most respondents stressed out it's an equal barrier for all nationalities. Another big barrier is, next to other **bureaucratic hurdles**, the partially impossible verification of their foreign qualifications from outside the EU. The least important barrier is for most of the employers the **cultural integration** since they never faced any problems here.

The biggest issues in hiring non-EU citizens are the difficulties in the evaluation of their qualifications and concrete information about their work status. For example, if applicants are in possession of a tolerance with limited duration. Here a lot of possible employers hesitate because **a long-term stay seems not secured**.

The respondents agreed with using the same recruitment procedure for all applicants.

Most important is that the required qualifications must be fulfilled. 'Sometimes computer skills are not necessarily needed for a position as gardener' (translated quote). One respondent admitted that they casted Austrian citizens with worse German language skills - especially in written language - than applicants with migration background. Also, in this case the better qualification was chosen.

NON-EU CITIZENS' INCLUSION-EMPLOYING

Regarding the proportion of employed **non-EU citizens** is estimated from 0% up to 10% depending on the size of the organization. As smaller the organization, as better the respondents could provide information about the nationalities of their employees.

Often there is only information about the number of non-Austrian citizens available, but nearly none of the bigger organizations has numbers of TC's and their original or current citizenship.

Regarding differences in working styles only one respondent could refer to a difference between the first and second generation of immigrant workers. In his opinion the non-EU citizens of the first generation had even lower language skills. Today's migrants learn better/faster the language of their host society because there are better course offers and the need to speak the language became more significant what migrants are aware of.

Even if nobody can refer to any difference in working style between male and female non-EU citizens, a high number of the questioned organizations employ more male staff. Probably, so their conclusion, because the last incoming groups of non-EU migrants, who now received a permanent status, were mostly men.

The same counts for differences in working style between younger and older non-EU-citizens. All the respondents agree that it's not possible to generalize between large groups of individuals. The way of working differs only between individuals. So are some employees more focused or more reliable than others. Also, are different persons more or less resilient. All these characteristics do not depend on age or gender.

The **educational background** of the non-EU citizen employees was rated extremely divers. Some respondents described a catastrophic level regarding the general knowledge, or the ability to write or to read. Some rate the education as better than expected. After consideration, most of the respondents estimate the general educational background of non-EU citizens as different than in Austria depending on the social background or if people grew up in city's or in abandoned rural areas. The language skills of the already employed non-EU citizens are rated from "very good" to "sufficient to do the job".

Therefore, nearly 50% of the organizations assists with special trainings and mentoring programs for a supervised first working period. Support of the language training is also given in most of the cases, for example that employers have the possibility to visit their language class during working hours or that language classes are taken into account when creating the shift plan. The clinic of Innsbruck also offers living facilities if needed and available.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

10 out of 10 respondents hold skills like listening, verbal communication, reading, written communication, cooperation skills and job specific skills for necessary to be employed. Digital skills or multilingual verbal communication is only necessary towards specific positions. The same counts for analytical skills, that were no criteria to anyone. Much more important to employers seems nowadays, personality, open-mindedness or a friendly demeanour.

Many of the interviewees wanted to give an opinion only on specific / individual categories.

Occupation	Increase	Decrease
Management	4	0
Business, Finance and Administration	3	1
Natural and Applied Sciences	3	1
Art, Culture, Recreation and Sport	1	2
Sales and Services	3	1
Health	7	0

Social Sciences, Education, Government Services and Religion	0	3
Trades, Transport and Equipment Operators	6	0
Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	1	2
Occupations Unique to Processing, Manufacturing and Utilities	4	1

Regarding the category “other”, many of the questioned persons expect especially in Innsbruck and the area of Tyrol an increase of jobs in the field of tourism.

Most interviewed partners admit that discrimination exists inside parts of the Tyrolean society and probably inside local companies. But less than half of the respondents are aware of special incidents in this direction and consider the number of such incidents as decreasing. No one was able to give a concrete example of discrimination at the represented workplace. One participant still sees discrimination mainly against the external appearance for example women wearing a headscarf.

Even if none of the interview partners experienced a situation, where such an official support was needed or contacted, nearly half of the respondents knew about available offers. Such as the dispute arbitration service offered by the Ministry of Social Affairs (Schlichtungsstelle im Sozialministeriumservice - also for people with disabilities), ombud for equal treatment (Gleichbehandlungsanwaltschaft), ZARA, etc. One of the organizations is even member of the Klagverband, an NGO that works to enforce the rights of victims of discrimination.

Almost all participants in the survey consider cultural education offers in general to be very important.

Most take on this task internally by providing culture-specific information material or by occasionally providing appropriate training with external speakers or mediators. One organization was cooperating with the “Initiative Minorities” (Initiative Minderheiten) from Vienna.

NEEDS FOR POLICIES AND SUPPORT

Single respondents express regret on the duration of processing residence requests and the strict limitation of the red-white-red card (special residence permit in Austria, qualified workers from third countries can apply for) or in other words a too strictly limited access to the labour market.

Also, the demand for a clear communicated way to settle in Europe (best with an equal system for all European countries). As an example or suggestion the “American Green Card” was mentioned.

When it comes to educational policies, in particular the adult education offers in Austria classified as very weak by almost all representatives of the partner organizations.

Required is a stronger promotion of adult education in all areas, since the common understanding is that there must be the opportunity to deepen one’s education also outside the regular school age.

Almost all institutions were able to give examples of their own initiatives here. The Clinic of Innsbruck now uses independent measures to check medical qualifications.

Other employers present themselves specifically at job fairs together with partners as the local Employment Service (AMS). Companies offer trial weeks or special programs, as the program “Mentoring for migrants”, founded by the Tyrolean Chamber of Commerce (WKÖ). One organization even created an exhibition inside the city’s train station, to focus on the interplay of social work, cultural offer and migration/refugee themes.

C.2.2 GREECE

NATIONAL RESEARCH IDENTITY

The identity of the qualitative research in Greece is as follows:

Date of assessment:	April-May 2019
Number of organizations involved:	13

The interview was answered mostly by Managers (69%) while a significant percentage included employees at other positions (33%). Most organisations (46%) that participated were operating for more than 20 years, while 31% have 10-20 years of operation. All participating organisations were private sector SMEs (100%) with only 23% having dedicated HR staff. The percentage of respondents belonging to specific sectors was rather evenly shared with 15% belonging in the Agricultural, Trade or Tourism sector while an 8% in Gastronomy, Retail or Services sector. A 15% belongs to other sectors such as the Media and Pharmaceutical sector.

NON-EU CITIZENS’ INCLUSION- HIRING

In most organisations, the percentage of non-EU employees is about 10%-15% of the total workforce. A small number of respondents, mainly in the Agricultural sector, reported a percentage of up to 40%.

The most important channels that are used for recruiting such employees are referrals from colleagues, other employees or friends. This method is considered very important as it includes assessment in a previous job position. Very few are using other channels such as job advertisements in newspapers or the company web site/social media. Some of the respondents were critical on the efficiency and response time of other options offered.

Internship is not a method widely used in the organisations of the Greek sample, however there is an increased interest in using it if the proper regulations and support is established. The main consideration for some respondents is the cost effectiveness of the method. **Internship seems however to gain a foothold in newly established companies.**

The main hiring criteria include efficiency, responsibility, consistency and professionalism. These criteria have already been applied to a candidate since most of them have previous job experience and they were recommended for their new position.

The main barriers on the ability of the organisations to hire non-EU employees include language skills, insufficient support from national authorities as far as **legal issues** are concerned and **inexperience** in hiring non-EU citizens. **Since a significant number of non-EU migrants do not have the proper legal status, work eligibility is also an issue.** Furthermore, companies are concerned with the bureaucracy that is prohibiting non-EU citizens to get work permits.

In jobs that require some skills (e.g. tourism services) the lack of skills and general education can be a problem. In some, rather rare occasions of jobs demanding higher skills, the latter should be proved by the proper certificates.

Most organisations have not asked for third party help in hiring procedures. Some of them have expressed an interest to know how they get help, but the overall interest exhibited is rather low.

Employers would be encouraged to hire non-EU citizens if there could use a directory of resources and materials on how to hire. **Training grants for new employees could also help.** In some sectors, training is considered more valuable than in others (e.g. in the Services sector vs. the Agricultural sector). A link between the companies that offer employment opportunities and the Ministry responsible for Migration policies would be an asset in the hiring process. Furthermore, the companies themselves are interested in being informed, even having their HR personnel trained, on the processes needed to hire non-EU citizens.

The hiring procedures is usually based on a personal interview and recommendations from other employers. A short training period of 3-6 months is also used to take a final decision. If the job at hand requires some skills, then CVs are also used for evaluating potential candidates.

NON-EU CITIZENS' INCLUSION-EMPLOYING

Respondents report differences between **first and second generation non-EU citizen employees** with the latter being adapted to the Greek culture and having exceptional language skills.

No differences are reported in the working style of Male and Female employees. Some of the respondents employ only female employees and they are quite satisfied with their efficiency.

Younger employees are considered naturally more efficient in Agricultural jobs. Most of the employees in the Agricultural sector are unskilled workers. **Language skills**, being a barrier for hiring could also be a barrier in employing. Younger employees tend to learn faster the necessary skills. Mainly older employees lack basic skills and education. In some sectors, where knowledge of a second language is an advantage (Tourism sector), there is also difficulty in acquiring the skill.

The most frequent reason for non-EU citizens to be fired was reported as being low job performance. In regions outside Attica (where the capital is situated), employees in seasoned jobs often quit because the move to another city or to the capital.

Most respondents mentioned that they employ some kind of special policy to increase the efficiency of their employees, most frequently mentioning training, supervised work experience and retraining.

Other basic policies such as the provision of child caring, assistance to find housing or transportation are provided by a small minority of respondents.

The experience of employing non-EU citizens is described as mostly positive by most respondents without giving any further explanations.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

Most respondents pointed out that skills such as listening, cooperating with colleagues and having job-specific skills are the most important requirements of a job profile. In the Tourism sector, multilingual verbal communication is also considered an important asset.

Digital and analytical skills were not mentioned as requirements since **most vacancies refer to low-skilled workers**.

The interviewees expressed their opinion on which occupations will be in demand in the next three years:

Occupation	Increase	Decrease
Management	7	1
Business, Finance and Administration	7	2
Natural and Applied Sciences	1	4
Art, Culture, Recreation and Sport	1	4
Sales and Services	6	1
Health	7	1
Social Sciences, Education, Government Services and Religion	1	2
Trades, Transport and Equipment Operators	7	
Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	5	
Occupations Unique to Processing, Manufacturing and Utilities	4	1

Although it is expected that managerial position will be in demand it is considered hard for non-EU citizens to obtain them. Job positions in the Agricultural sector are expected to increase as well as jobs in the trades and transport sectors. Health services to the elderly are also expected to be in increased demand in the next five years.

NEEDS FOR POLICIES AND SUPPORT

Most of the respondents said that they are not aware of incidents of discrimination but they are aware of relevant agencies that can be contacted for reporting such incidents.

Cultural mediators were not used by the respondents so the performance of their methods could not be assessed. Most of them are not aware of the skills their personnel must develop in order to work in a multi-cultural environment. A minority stated patience, understanding and respect as key assets for working in a multicultural environment.

Key legislation areas that need to be addressed by new initiatives include:

- Legal procedures for non-EU citizens to acquire work permits and be declared as employees of small firms. Bureaucracy and response times need to be reduced significantly since SMEs have limited resources and cannot cope with the administrative and economic burden.

Needs for Educational policies:

- Fast language courses for non-EU citizens organized by regional authorities.
- Vocational programmes for adult migrants with rigorous training on targeted aspects that will help them to be included in the active workforce.
- Up skilling programmes that help migrants acquire job-specific skills (e.g. conflict management in Health services, basic financial skills, driving skills).
- Programmes that lead to some kind of certification acknowledged by the Government.

Needs for policy reforms:

- New policies are needed that will provide financial support and/or benefits (e.g. tax exemptions) to SMEs for hiring non-EU migrants.
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C.2.3 ITALY

NATIONAL RESEARCH IDENTITY

The identity of the qualitative research in Italy is as follows:

Date of assessment:	April-May 2019
Number of organizations involved:	7

The results of the **interviews with the companies in the city Milan** confirm overall those collected via the questionnaires to the employers and associations of employers.

First of all, in the case of the interviews, the group was made up by very small to medium organisations (with more than 150 employees), in the sectors of gastronomy and personal services, both young (a couple of years old) and active for more than 30 years. One of the interviewees is a small company managed by a migrant and where all employees are non-EU citizens, which can bring a useful insight for the survey.

NON-EU CITIZENS' INCLUSION-HIRING

All the companies employ non-EU citizens, and the **channels used to hire** them are, again, mainly related to referrals from colleagues, or friends and family – which one company consider more useful in terms of response times and as there is a sort of pre-evaluation of the candidate - as well as unsolicited applications. Some cooperatives also use the public employment centres in the city of Milan, which is good. Overall, these channels are considered satisfactory. Some of the companies also organise some internships/apprenticeship, again via the support of external institutions, such as the centres hosting refugees (SPRAR).

NON-EU CITIZENS' INCLUSION-EMPLOYING

Overall, the experiences in employing non-EU citizens is considered positive by all companies interviewed, with one stating that they encourage diversity in their organisation as it brings a mutual benefit. A couple of small organisations mention that they often prefer to hire migrant workers as they appear more motivated, autonomous and hardworking than their Italian colleagues; however, one company also states that usually non-EU citizens are also more open to accept lower salaries.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

The **profile of the employed migrant** is similar to that stated by the companies engaged in the questionnaires, i.e. young men with a basic educational background. Again, non-EU women seem to have better language skills.

NEEDS FOR POLICIES AND SUPPORT

In relation to **obstacles to hiring non-EU citizens**, again the issues related to the rules and procedures for the eligibility for work, to obtain or renew the visa, but also to find a house or a general practitioner, are considered the main barriers, also due to the fact that they are very complex and change very often. Two companies explicitly say that they know many competent migrants but cannot hire them as they are not eligible to work in Italy/do not have the right paperwork. Other barriers are language skills and the recognition of qualifications acquired abroad. One cooperative interestingly highlights that, as Italy is a “transit country” for migrants, that want to move to the north of Europe, there is a high turn-over in non-EU staff; also, they raise the aspect of religion, especially in case of heavy jobs in sectors like agriculture, where the observation of the Ramadan should be respected and treated carefully.

Against this background, in relation to the **support required to hire/employ non-EU citizens**, the companies mention the need to get more knowledge and skills about: the work eligibility of migrants

and the paperwork needed to hire a non-EU citizen, as well as resources and material in this area, possibly presented in a very simple way and all in one place, without having to jump from one source (website, etc.) to another; specific training for migrants; and organisations that can help them in the matching between demand and offer of labour by migrants. A couple of organisations also highlight the need for more investment in Italy for vocational and language training, as well as for cultural integration.

In relation to the **skills required to the non-EU citizens**, listening and verbal communication in Italian are again considered key, while all other skills (digital, etc.) are considered important for migrants and native employees alike.

Only one employer interviewed report an **incident** due to racism in the workplace, whereby a migrant employee was insulted due to his/her skin colour. However, none of the companies know the organisations they can contact in case of such incidents occurring. Similarly, nearly all of them do not seem to know or have used/use cultural mediators. However, it is good that some of them have been trying to train their staff in the area of multiculturalism and cooperative skills.

C.2.4 SPAIN

NATIONAL RESEARCH IDENTITY

The identity of the qualitative research in Spain is as follows:

Date of assessment:	April-May 2019
Number of organizations involved:	10 (9 employers and 1 Association of employers)

The interviews were answered mostly by Heads of HR departments Managers (60%) while a significant percentage included General Secretaries (30%). Most organisations (70%) that participated were operating for 10-20 years, while 20% were rather older organisations with more than 20 years of operation. A large portion of the sample were private sector SMEs (60%) and the remaining 40% were large size private sector companies. 50% of the respondents belonged to the several commercial sectors including Insurance Agencies, Legal Consultancy, Financial and Employment services. The remaining percentage was almost equally share to Services (20%), Transport/Logistics (10%), Cleaning/Maintenance (10%) and Gastronomy (10%).

NON-EU CITIZENS' INCLUSION-HIRING

Most of the respondents reveal the proportion of **Third Country Nationals' workforce** between 0% and 15%. However, one employer that is addressed to vulnerable people, affirms that 50% of his employees are migrant people. Another employer reveals that 30% of their workforce are also Non-EU citizens. This organization is mainly focused on cleaning and maintenance services. On the other

hand, there is an employer from a small family business that has been operating for more than 20 years on legal consultancy that reports to have no TCNs.

In general, respondents, agree that the **more useful recruiting channels** are referrals from colleagues, employees or friends, government funded employment services and company's website. None of the employers referred job advertisements in newspaper or magazines due to the digitalized world. Also, none has referred to recruiting from abroad - this can be explained by the bureaucracy and legal processes. A few respondents emphasized that one of the best recruitment channels is through NGOs and public entities because those entities know what the employer is looking for.

Concerning internship and/or apprenticeship programs for non-EU citizens specifically, there was no employer using or considering using this method. Except for two organizations that are not providing any internship programs, the rest gave the same answer, that all the formative and internship programs in the organization are offered to everyone, whether they are EU citizens or Non- EU citizens. They do not have any service for Non- EU citizens specifically.

Four out of 10 employers affirm to have hiring policies that encourage diversity in their companies; One of the companies affirmed that they foster job placements for migrants, promote their talent in the company network and then, they communicate the good practices to the partner companies and associates. Another employer, states having a policy that promotes the labour integration of vulnerable people, especially of those with any disability. *"We believe that having inclusive policies helps to spread among our company the inclusive mind-set among all our workers"* (Interviewed employer). Another employer explains that they apply different types of policies regarding disabilities and gender equality. Currently, around 5-6% of the workforce has a disability. The employer also mentioned that they are trying to promote having more male's employees because 80% of them are females. The last employer has an internal code of conduct and they are taking part of the **United Nations Global Compact** (integration, non-discrimination etc.).

The two barriers that almost all respondents found: **Language skills and Work eligibility of non-EU citizen candidates as the major obstacles**. Lack of qualifications and the difficulty to check references from employers in another country have been mentioned by 50% of the employers. Two employers from the cleaning and maintenance sector, referred to the obstacle of **cultural integration** as in some cases, male TCN do not accept a female command. This often causes the dismissal and a learnt prejudice for employers and other EU employees. Most of the respondents, mentioned the need of **support from public authorities** to companies in order to ease the different obstacles that companies face when willing to hire an extra communitarian citizen.

Suitable places to post to attract Non-EU citizens, are not considered a barrier by any of the employers interviewed, which means that some of them specifically look for migrant people.

Just three of the employer's interviews affirm to have approached other institutions (public, private or non-profit) for assistance in recruiting non-EU citizens. One of the employers, specifies that they do not just get assistance recruiting non-EU citizens but are helped to employ people at risk of exclusion.

Another company explained that they counted on the advice and support from public or social entities that mainly helped them on how to regulate **TCN administrative status**. Another employer

expressed his positive opinion for getting support from other institutions (public and NGO). Every time they needed to cover some vacant positions, the employer provided thee information of the role and the candidate profile and these entities dido a recruitment of the candidates that they considered more appropriate for the vacancies. After that, the company chose the best of them.

One of the respondents, mentioned that usually it is the other way around, social entities contact enterprises to find a position for their beneficiaries.

Regarding, the supports needed to encourage employers to hire non-EU citizens, in the first place, information on legal work status of non-EU citizen recruits (e.g. which processes are needed to hire them) was mentioned – a requisite that has been mentioned by all employers as an essential need. The second one is the need of a directory of resources and materials to hire non-EU citizens. Those answers show that even if the employers are willing to hire Non-EU citizens, the fact that they are not supported and do not understand how the legal process works, discourages them.

One of the employers argued that sometimes the lack of recognition of the academic studies can affect selection. Some of the ideas given by the interviewees are to have more information on types of work permits and legal information in general. Another company explained that it is important to raise awareness in the companies and to have more access to information.

When we asked them to describe which process they use for assessing the skills of the candidates, most of employers stated that they use individual interviews in order to assess the competences, some of the employers use psycho-technical tests or a test called “**predictive index**” to evaluate all candidate skills. Fewer employers mentioned that they use external public services from the Town Hall to access to candidates and afterwards the responsible of each department is in charge of conducting the skill assessment.

NON-EU CITIZENS' INCLUSION-EMPLOYING

Regarding the number of **non-EU citizens employed** by the interviewees, the number vary substantially. There are some that employ around 10 to 15 employers, another few between 20 to 40 employers, one employs 700 migrant people and there is one employer that hasn't got any.

Concerning, **differences** between working styles with first and second generation, just few employers have found some contrasts. While one employer thinks “*older generation have gone through more difficult situations to get to the new country and once they get a job they try to adjust as quick as possible to the new culture, in contrast, younger TCNs that have been raised in the host country, with less challenges, they become used to their life so they can turn a bit more conflictive.*” (Employer) Another employer, disagrees as he believes that the second generation has a better social and cultural integration and a better understanding of the work culture (i.e. Punctuality, the way to communicate, insights) a better knowledge and comprehension regarding communication and conduct code.

Most of the employers did not find any differences in working styles between male and female TCNs. However, the cleaning and maintenance organizations has stated that most of their TCN's workforce are mainly female, and few are male. Both have agreed that in particular occasions, males have shown disagreement having a woman as a supervisor.

Regarding differences between young and old generations, the main findings had been given by two employers, on one hand, one employer states that in some positions the candidate needs to be in good physical conditions, or with digital and technological skills.

The educational background of the non-EU citizen employees was rated by **three types of scenarios**. The first scenario, where TCN's are high qualified. The second scenario, where the employers do not know their educational background arguing that the hiring process has been externalized by other social entities and the last scenario where educational background is either inexistent or have basic education.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

All respondents agreed that listening, verbal communication, reading, written communication, cooperation skills and job specific skills as well as digital skills are the very important to be employed. In general, they also remark that depending on the job position those skills may vary. Some employers added other important skills to consider such as **adaptability**.

Occupation	Increase	Decrease
Management	6	1
Business, Finance and Administration	3	1
Natural and Applied Sciences	1	0
Art, Culture, Recreation and Sport	1	0
Sales and Services	3	1
Health	2	0
Social Sciences, Education, Government Services and Religion	3	1
Trades, Transport and Equipment Operators	2	1
Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	3	1
Occupations Unique to Processing, Manufacturing and Utilities	1	1

Many of the interviewees wanted to give an opinion only on specific / individual categories.

Four out of ten employers admit having experienced some particular situation of discrimination. The common discriminated situations have been regarding race and gender issues.

In general terms, they stated that Spain as a receiving country of migrant population is still far from knowing how to successfully integrate TCN in the labour market.

Culture mediators have been seen a really useful service by just one employer, the rest explained that they were not in need of having or contracting this resource and some of them did not know about this source.

One employer explained that sometime they had involved a TCN worker in order to be the mediator in specific situations.

NEEDS FOR POLICIES AND SUPPORT

The main ideas expressed by the employers regard bureaucracy issues - respondents agree that there is a need for more clarity regarding the steps to follow when contracting TCN and less bureaucracy, more agility and instantly is needed. Some of the employers cannot wait to cover the position more than one month, and those administrative issues usually can last over than 2 months. Another suggestion also shared by several respondents is about economical aids for employers when hiring. Finally, a few respondents have mentioned the need to raise awareness within employee and employers on the importance of integrating TCN in the labour Market.

When it comes to **educational policies**, all respondents have shared the same concern about the need of a change in study procedures. It has also been mentioned to include policies addressed to welcome/receiving centres with the objective of training and improving their **social abilities** and to give them support and orientation on **educational/formative opportunities**. A final observation concerns the idea to incorporate dual training on the enterprises.

None of the respondents shared good practices from their companies, however, they referred to other services for example):

- ACOL, is a SOC (Catalan Employment Service) program called “*Job & Training*” that serves to facilitate the hiring of migrant people. The contract has a duration of 12 months and allows migrants to access to work permit.
- A program called CEAR, another one called EDUVIC from Fundació Sant Joan de Déu or some companies like OPTIM that when they regularize an immigrant employee, they are able to retain them, as they are aware of the problems and they create efficient solutions.
- Fundació Surt/Ared and BCN active, they all have developed programs in order to help migrant people into the labour market by training them both in technical and social skills courses.

PART D. QUANTITATIVE RESEARCH

D1. SCOPE

The Quantitative research took place during a two-month period in the four MILE countries: Austria, Greece, Italy and Spain. In total, 131 organisations participated replying in a variety of questions. Six (6) of them were associations of employers, Employment Agencies or Trade Unions.

D2. SURVEY RESULTS PER COUNTRY

The following section present the results of the quantitative survey per country.

D.2.1 AUSTRIA

NATIONAL RESEARCH IDENTITY

Date of assessment:	April-May 2019
Number of organizations involved:	33 (including 1 Employment Agency)

Table 2: Description of the Austrian sample

The following figures depict the characteristics of the sample:

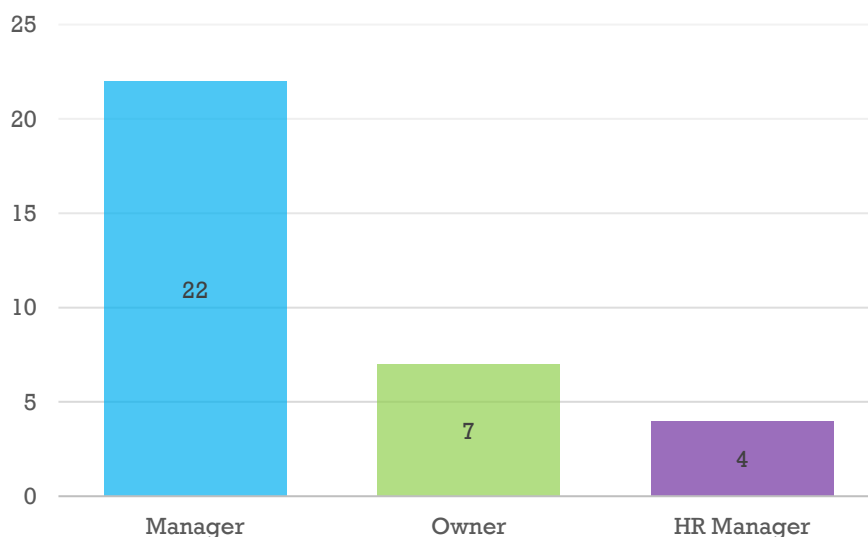


Figure 2: [Austrian Sample] Respondent Position within the Organization

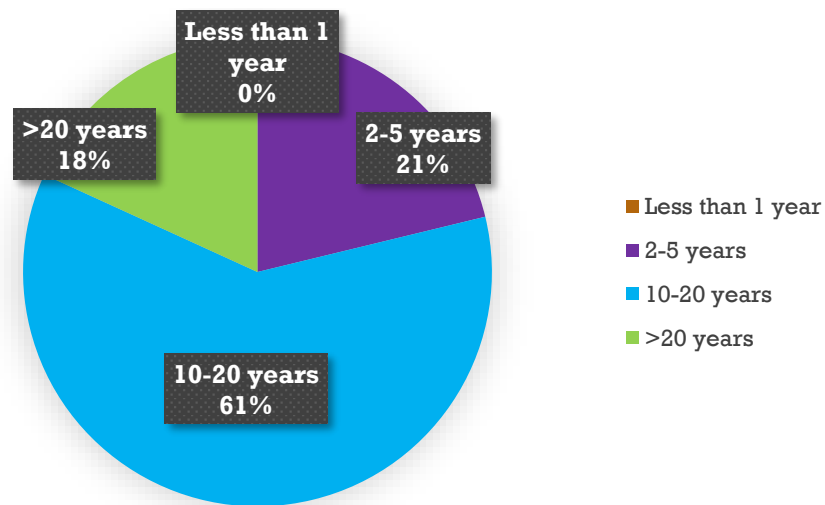


Figure 3: [Austrian Sample] Operating Years of the organisations that contributed to the survey

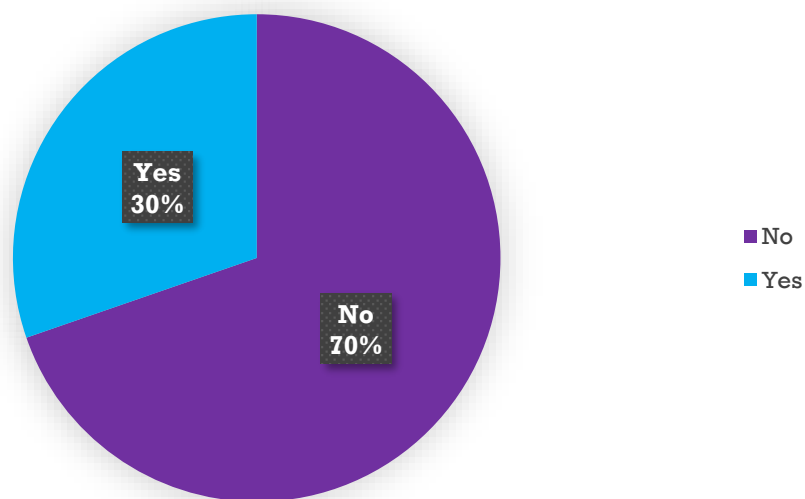


Figure 4: [Austrian Sample] Existence or not of dedicated HR staff within the organisation

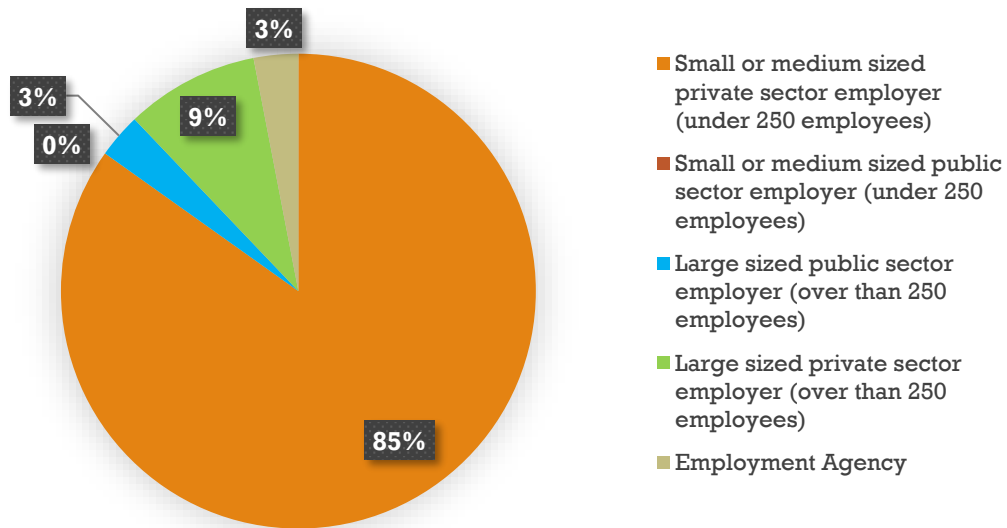


Figure 5: [Austrian Sample] Type of Stakeholder

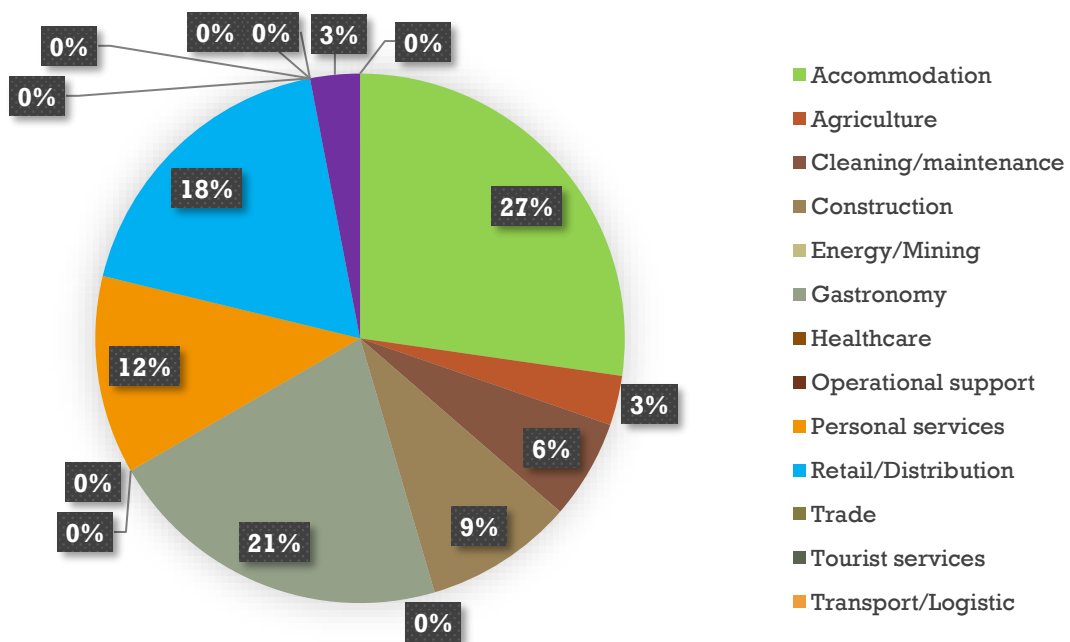


Figure 6: [Austrian Sample] Commercial sector of responding organisations

NON-EU CITIZENS' INCLUSION-HIRING

The following figures depict data concerning hiring conditions and needs for non-EU citizen inclusion in the labour market.

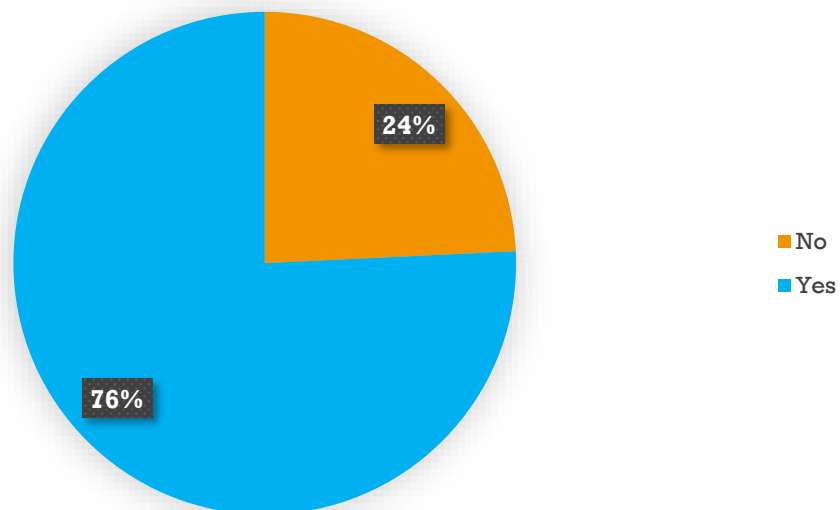


Figure 7: [Austrian Sample] Employment of non-EU citizens by organisations

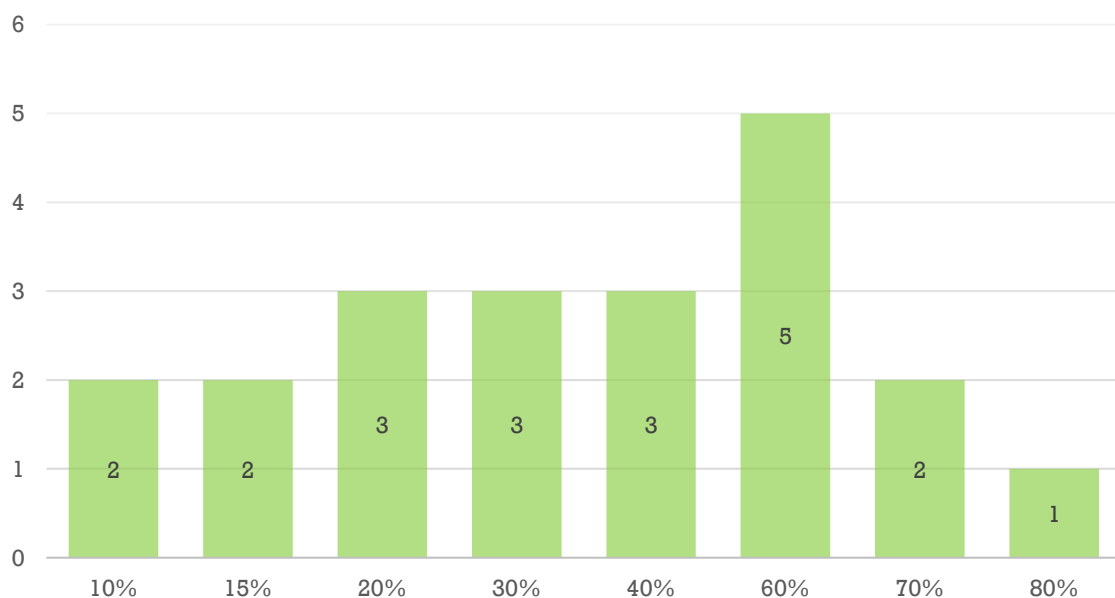


Figure 8: [Austrian Sample] Estimated workforce of non-EU citizens in the organisation

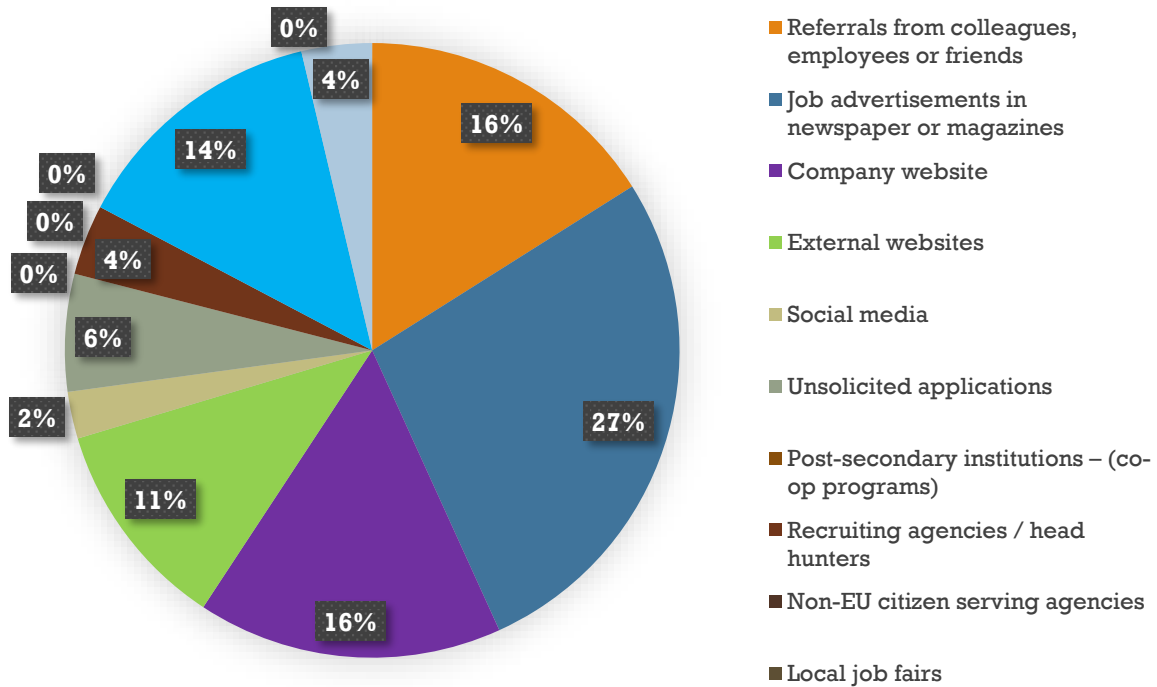


Figure 9: [Austrian Sample] Channels for recruiting non-EU citizens

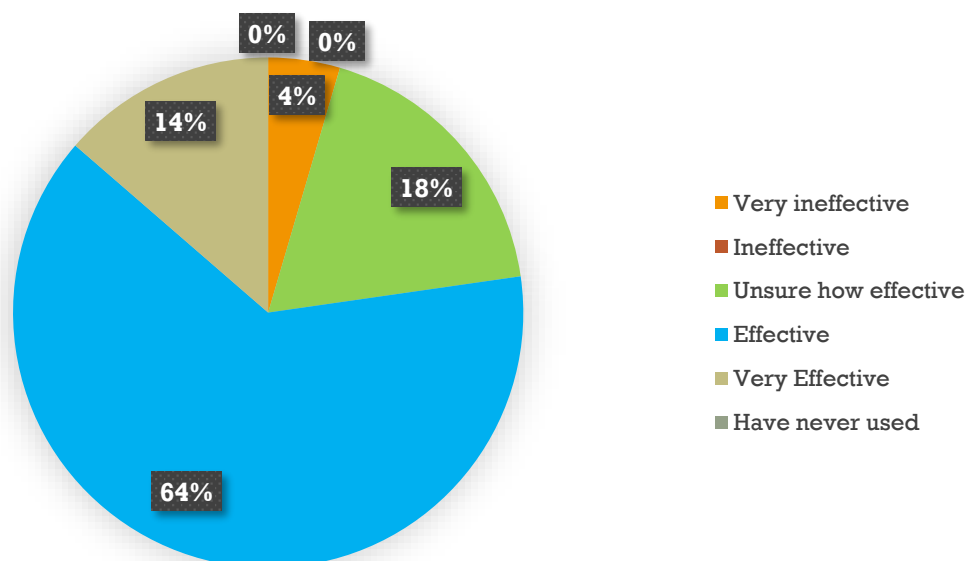


Figure 10: [Austrian Sample] Effectiveness of recruiting channels

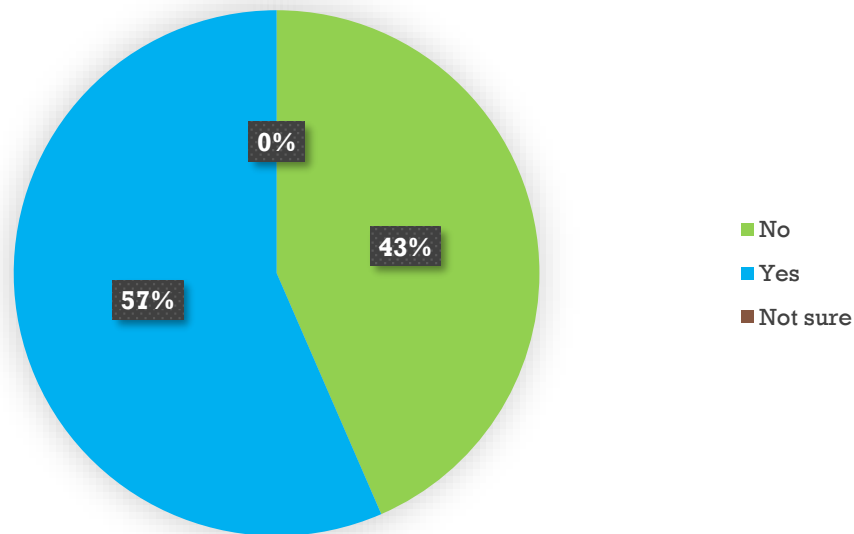


Figure 11: [Austrian Sample] Programs for non-EU citizens

Four respondents explained their offer of apprenticeships. The experiences made here were only partial successful because of a weak basic educational level and missing practical skills why candidates couldn't cope with the tasks.

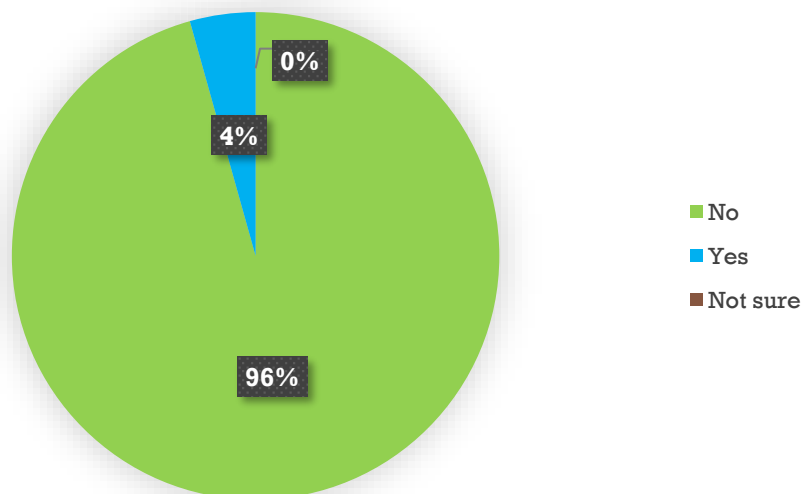


Figure 12: [Austrian Sample] Hiring policies encouraging diversity

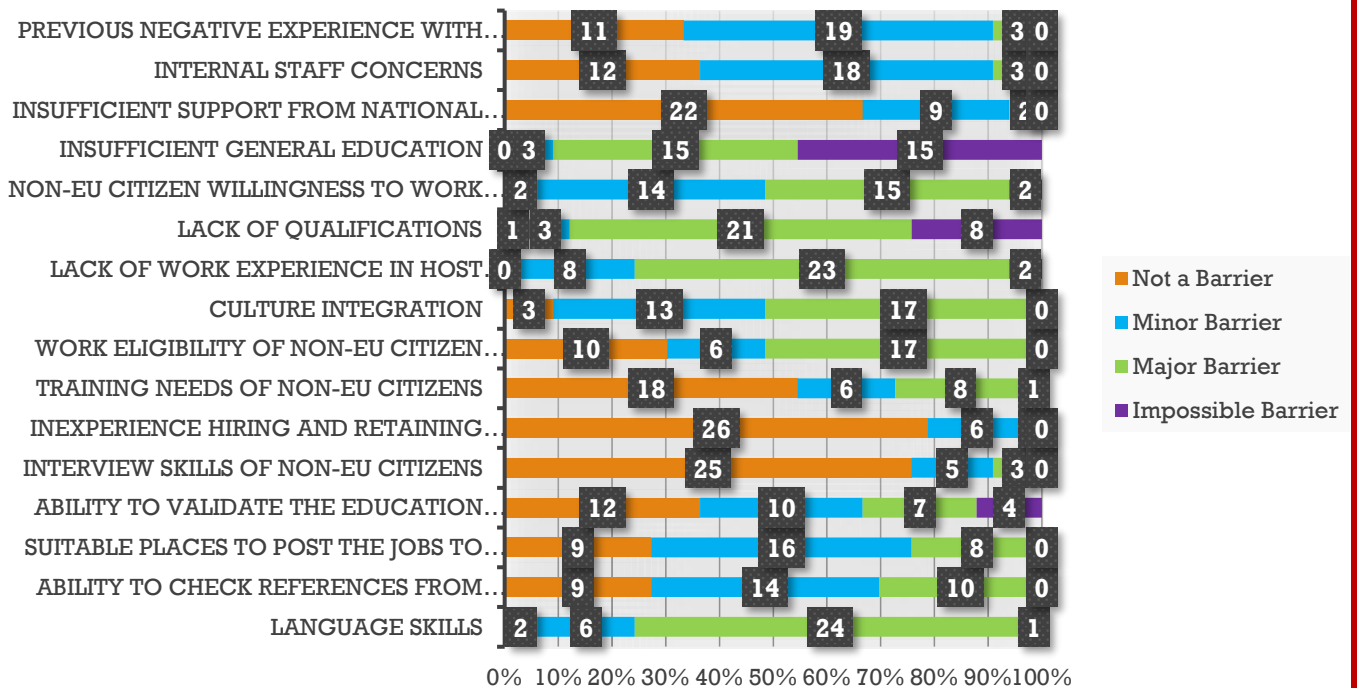


Figure 13: [Austrian Sample] Barriers on hiring non-EU citizens

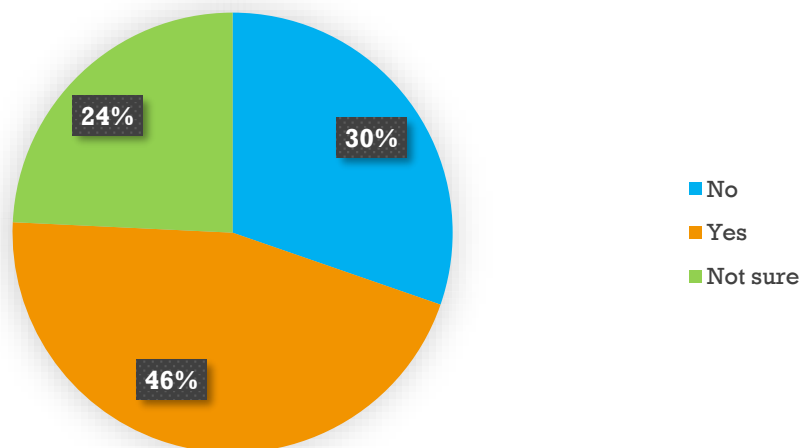


Figure 14: [Austrian Sample] Approach of other institutions for assistance

Less than half the respondents contacted other institutions which was mainly the public job agency.

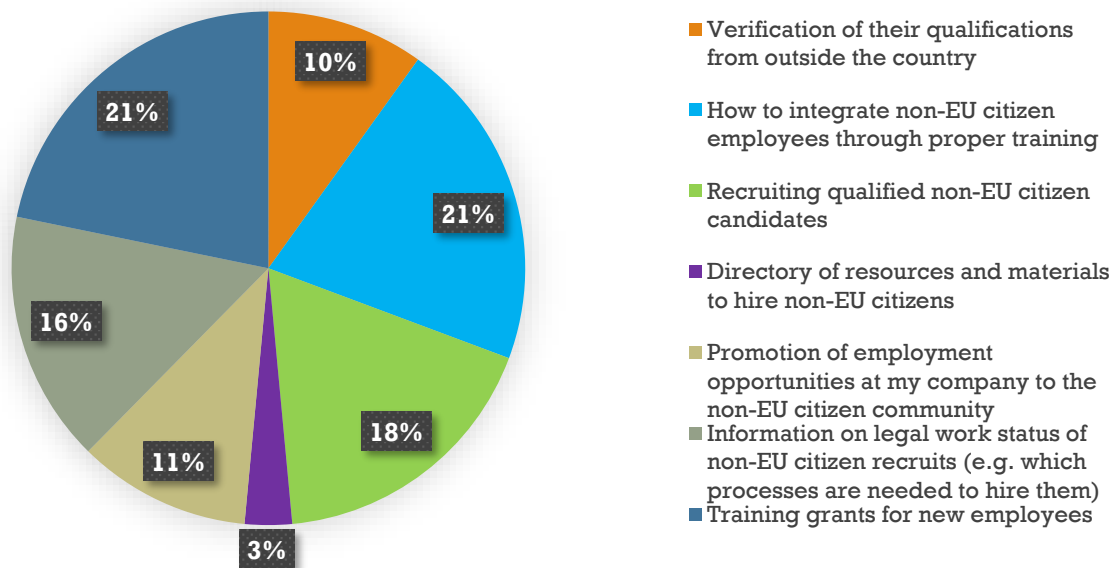


Figure 15: [Austrian Sample] Support for hiring non-EU citizens

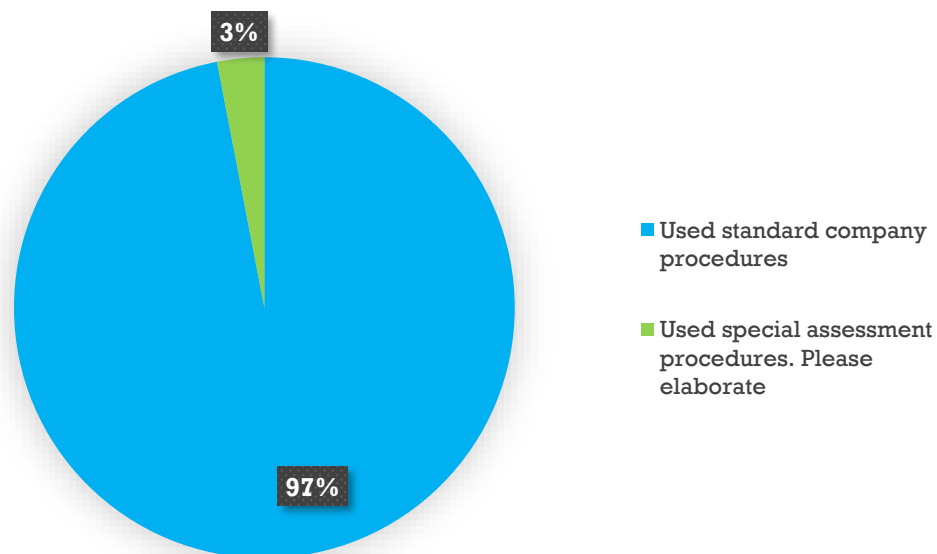


Figure 16: [Austrian Sample] Assessment procedures for new candidates

According to the employers the skills of the candidates are mainly judged by standard company assessment procedures.

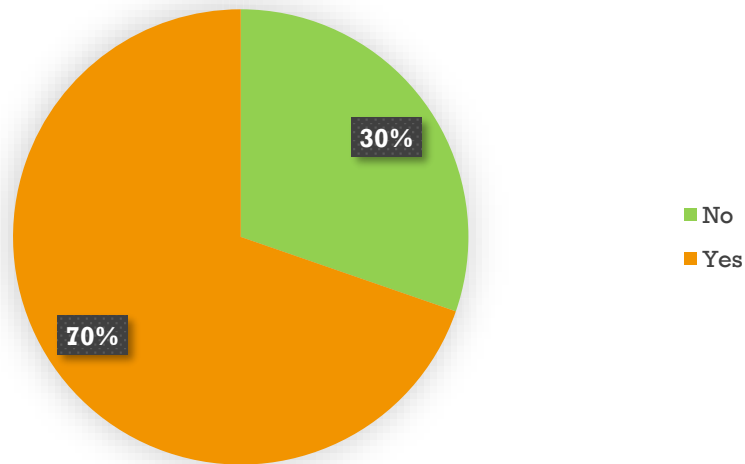


Figure 17: [Austrian Sample] Employment of non-EU citizens in percentage

NON-EU CITIZENS' INCLUSION-EMPLOYING

The following figures depict the demographics of non-EU employees within the organisations, their skills and the barriers to their employment.

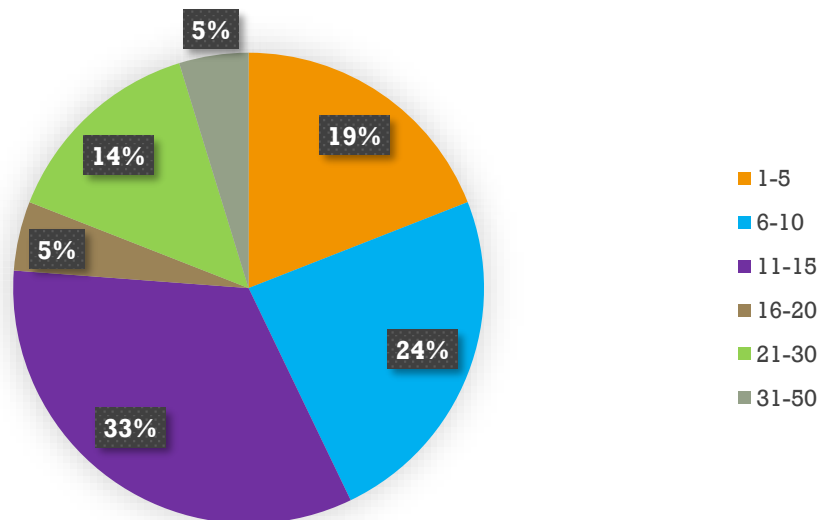


Figure 18: [Austrian Sample] non-EU employees inside organization

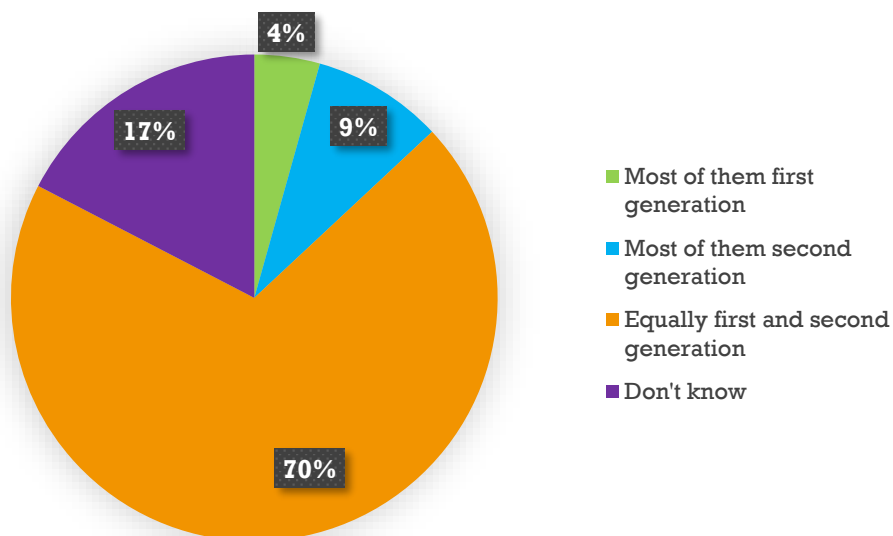


Figure 19: [Austrian Sample] First/second Generation of non-EU citizens within organisations

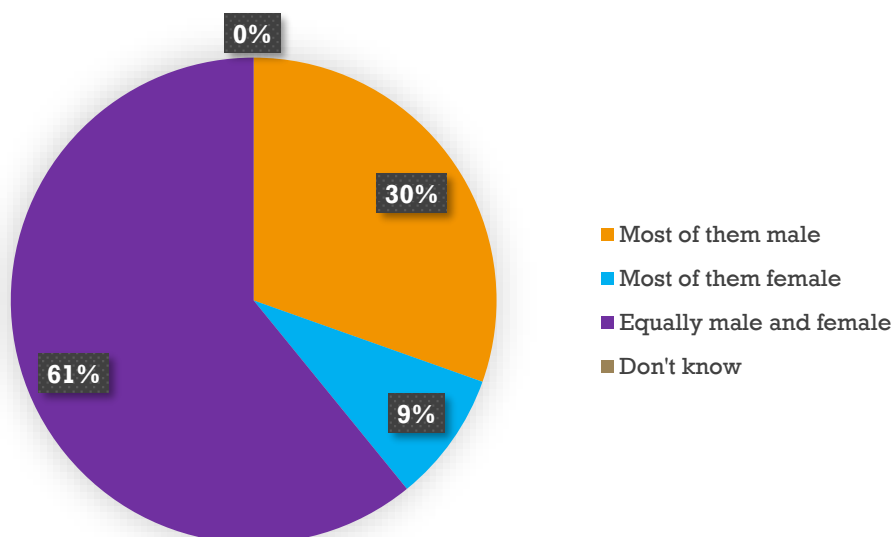


Figure 20: [Austrian Sample] Male/Female non-EU citizens within organisation

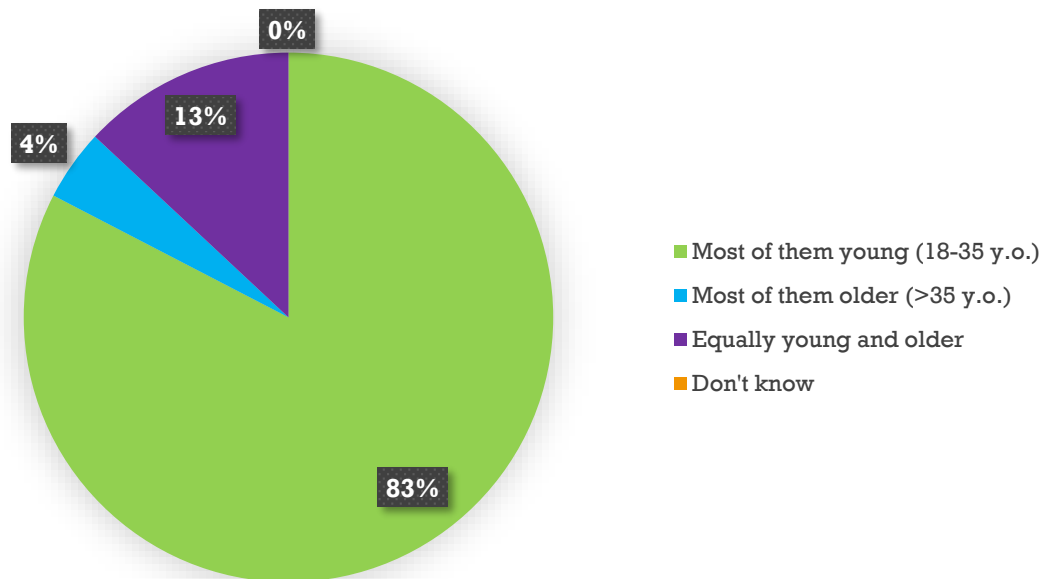


Figure 21: [Austrian Sample] Average age of non-EU citizens in the organisation

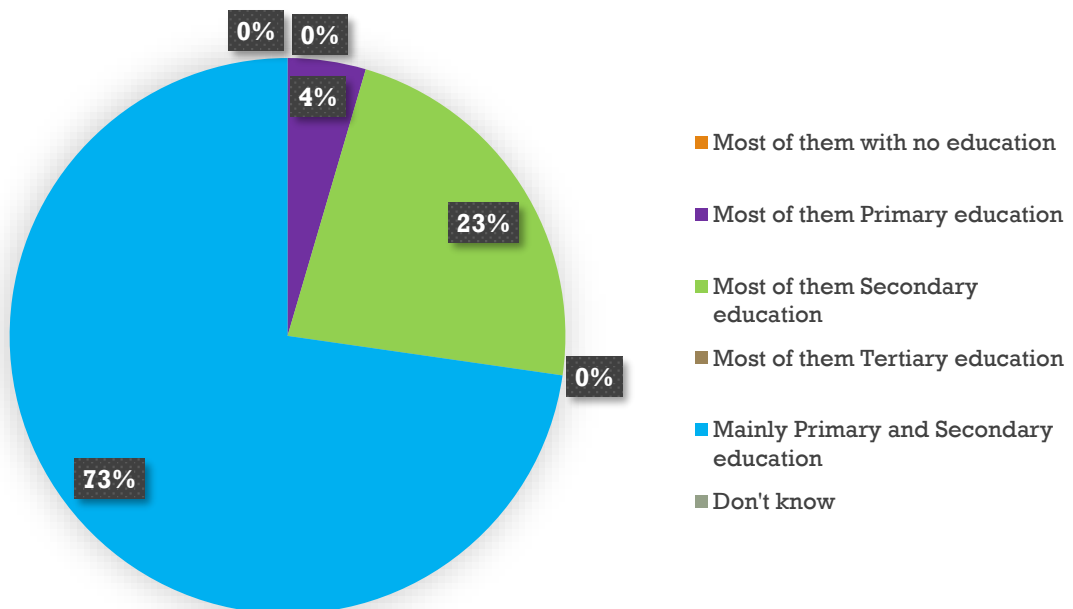


Figure 22: [Austrian Sample] Educational Background of non-EU citizens in the organisation

The following named positions non-EU citizens do cover in the respondents' organizations: educational staff, warehouseman, production staff, labourer, agricultural worker, cleaning, supporting staff, kitchen help, waiter, receptionist, cashier, office position, maid, seller, mason or painter.

After evaluating the answers, there are about 18% non-EU citizens working in between 1 and 3 years for the employer, abt. 27% work between 3 and 5 years, abt. 45% work 5 to 8 years, and around 9% are employed with their company for 8 years or more.

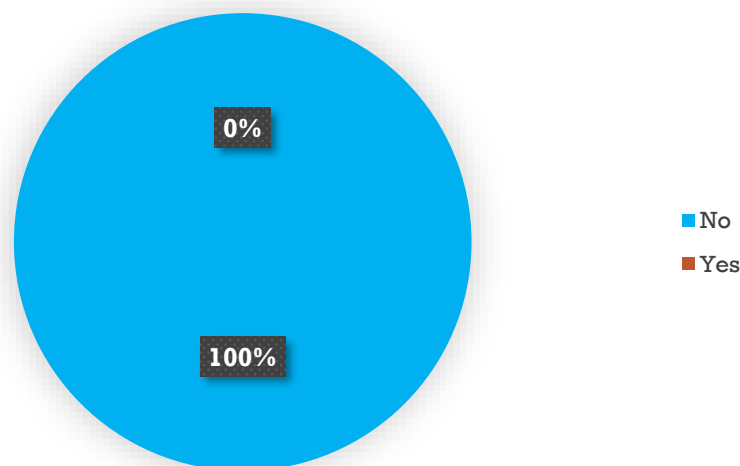


Figure 23: [Austrian Sample] Overqualified non-EU citizens

None of the questioned respondents could refer to any distinction between male and female non-EU citizens in terms of their educational background.

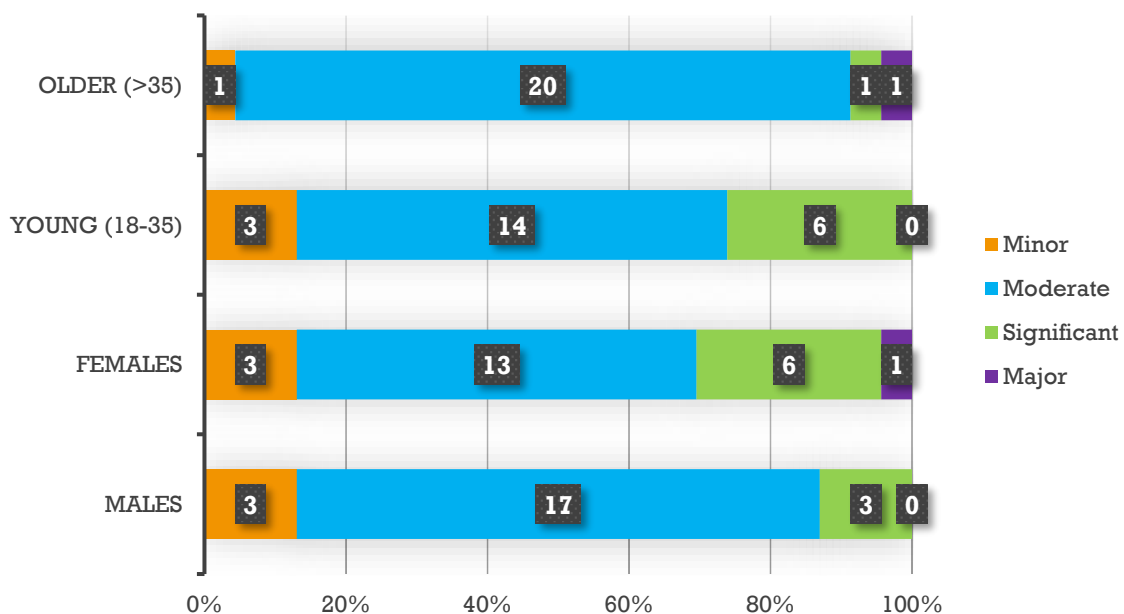


Figure 24: [Austrian Sample] language Skills of non-EU citizens

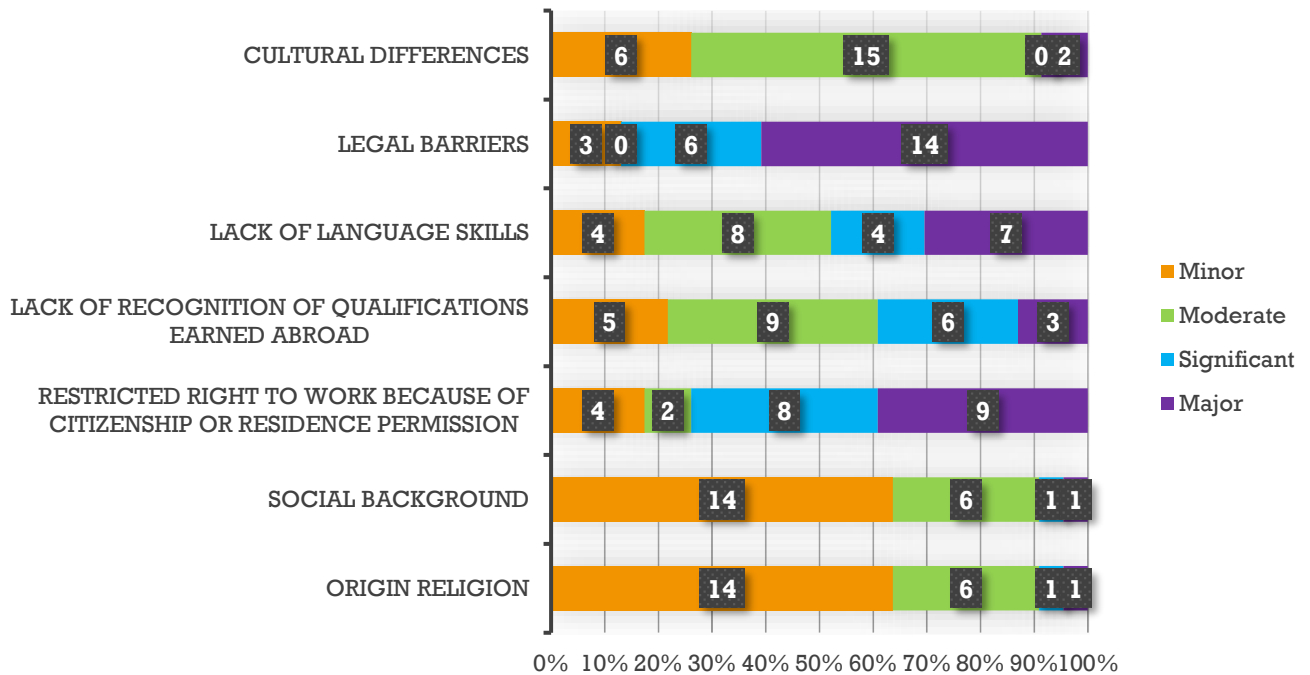


Figure 25: [Austrian Sample] work obstacles

As one additional reason to the above-mentioned work obstacles was the claim that there are nearly no willing persons available to take over certain jobs. Reasons can be wrong expectations regarding the salary or not enough interest in the offered field of activity.

Nearly all of the participants knew about non-EU citizen employees, who have left their job. In nearly half of the cases the reason for quitting is unknown. Other mentioned reasons are that employers took a new job offer or were moving away. Only in one case a non-EU citizen was fired because of not being able to cope with the requirements (without any connection to his/her migration background).

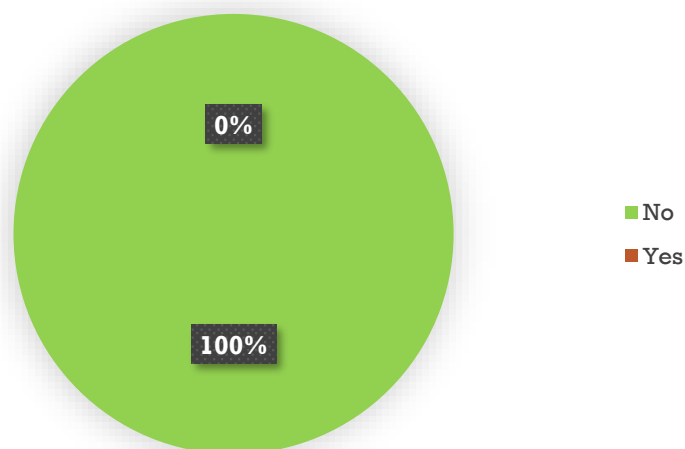


Figure 26: [Austrian Sample] Policies for non-EU employees

The clear majority rates the experience of employing non-EU citizens as good/ very good, based on the only requirement that the work has to be done satisfactorily. Only three of the respondents were unable to provide information.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

The following figures depict the significance of various skills for a successful non-EU citizen work profile.

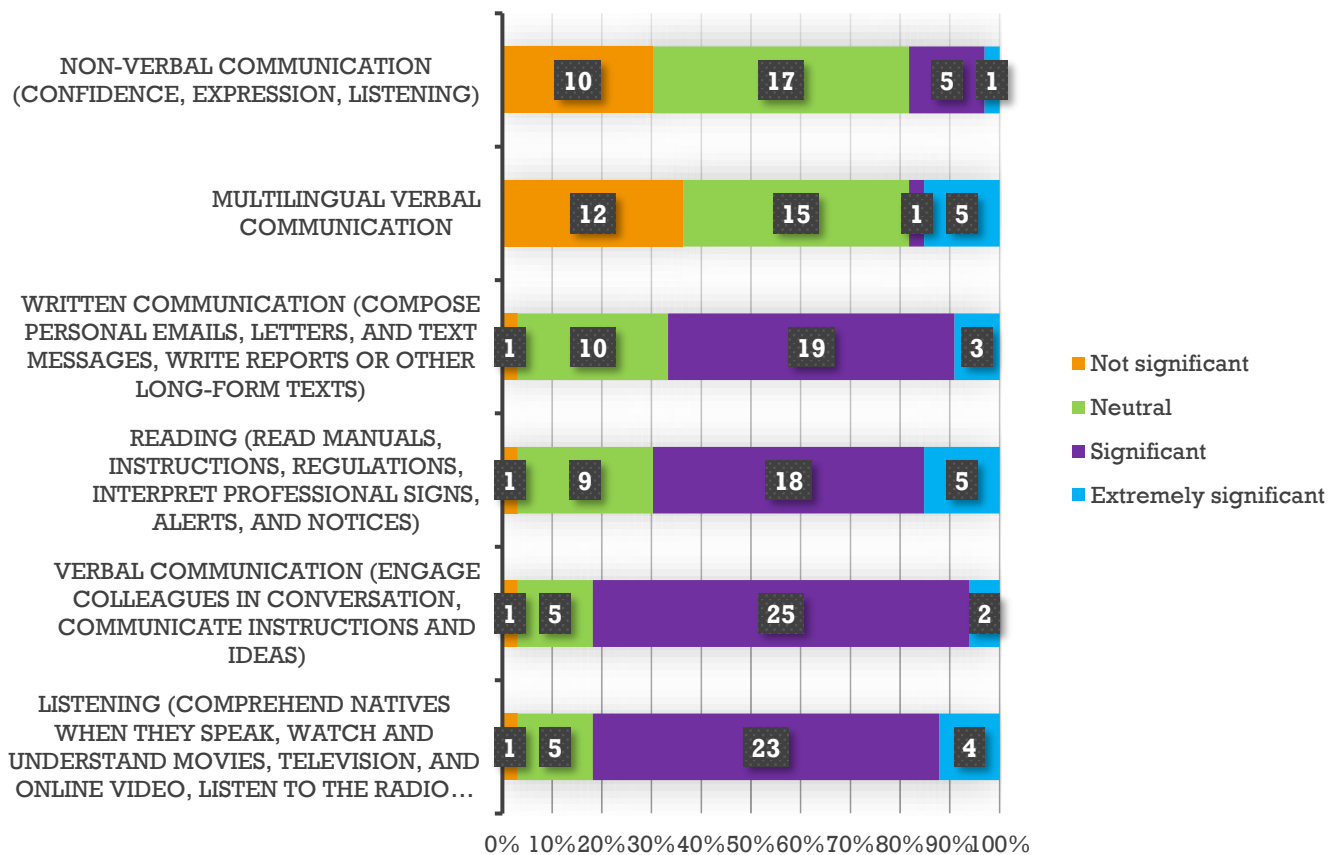


Figure 27: [Austrian Sample] Language and communication skills significance

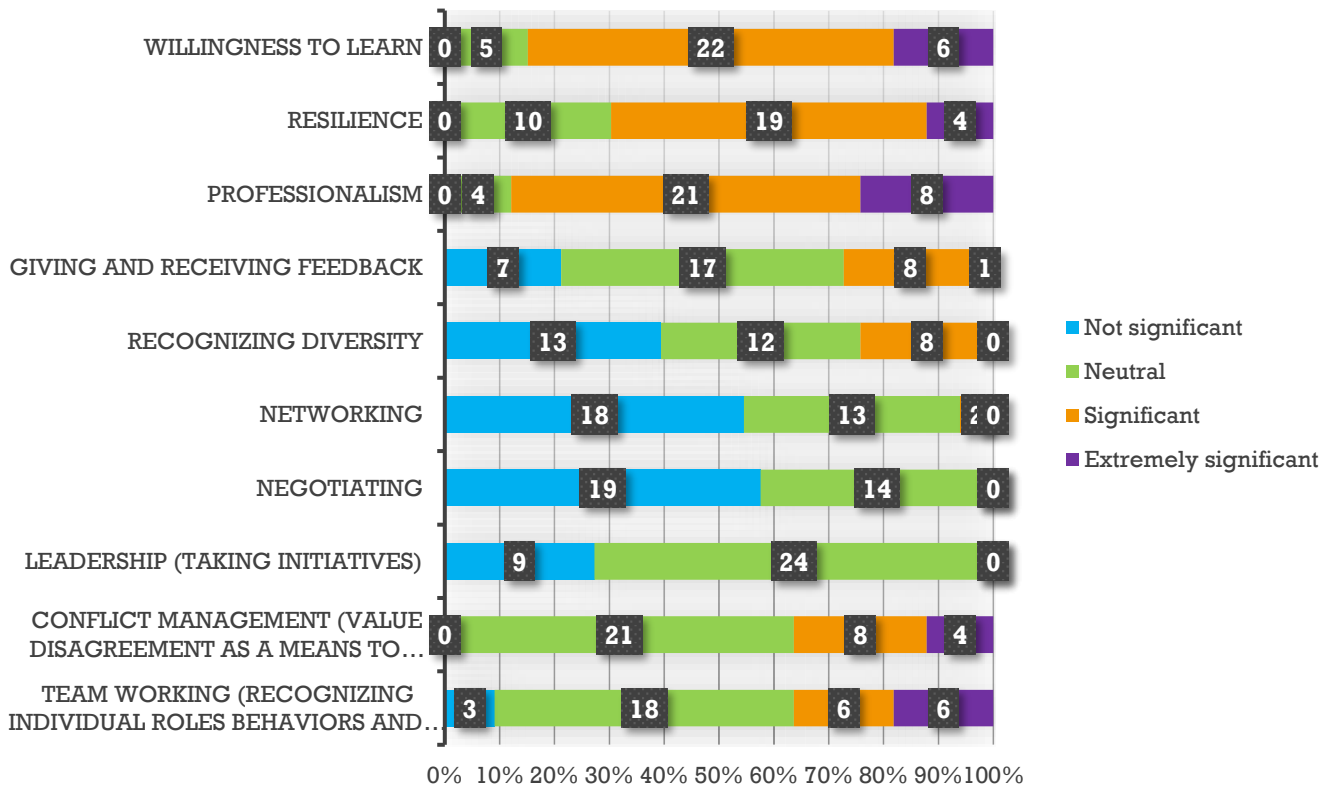


Figure 28: [Austrian Sample] Cooperation skills significance

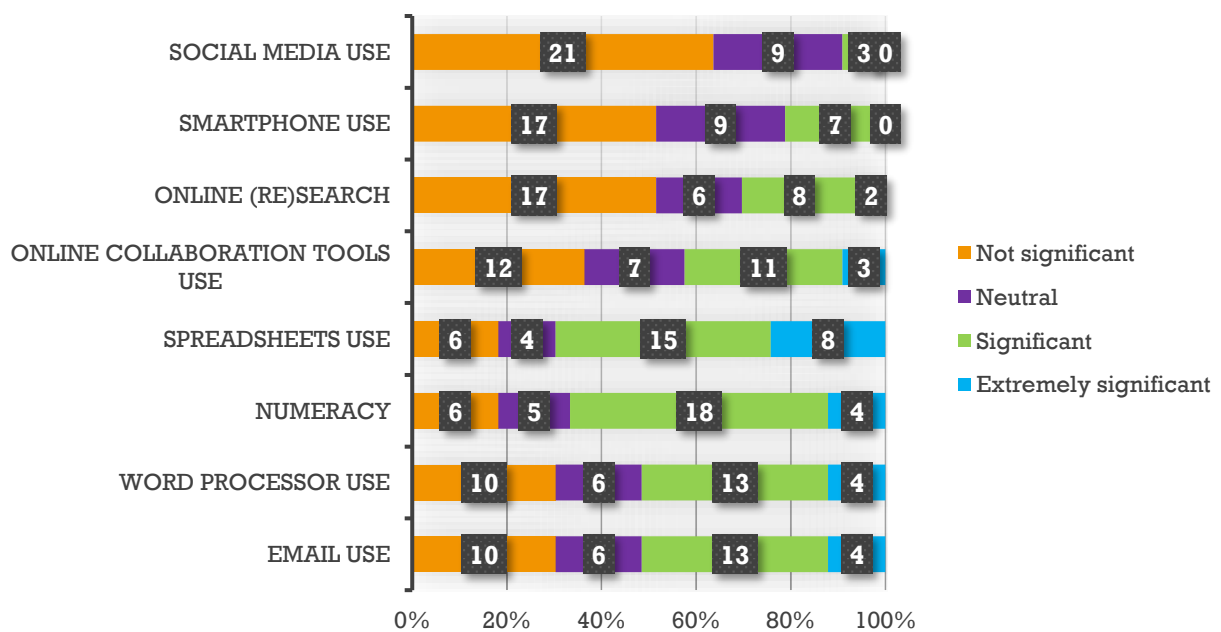


Figure 29: [Austrian Sample] Digital skills significance

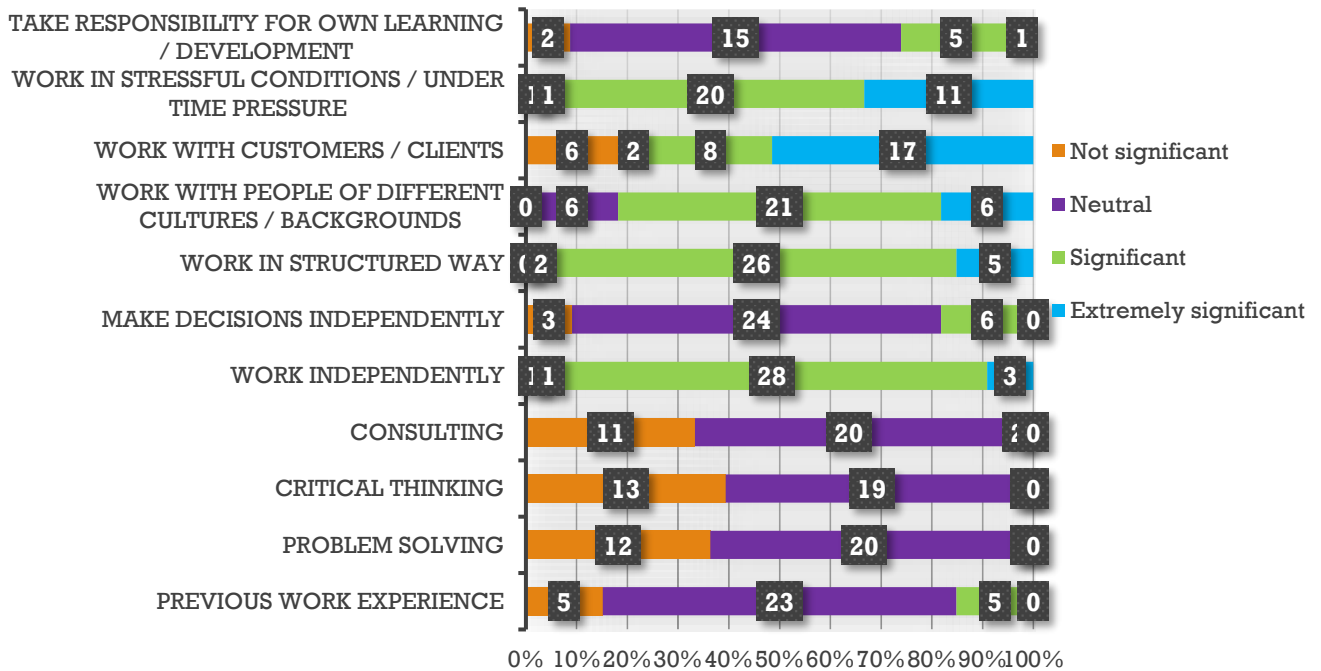


Figure 30: [Austrian Sample] job specific/analytical skills significance

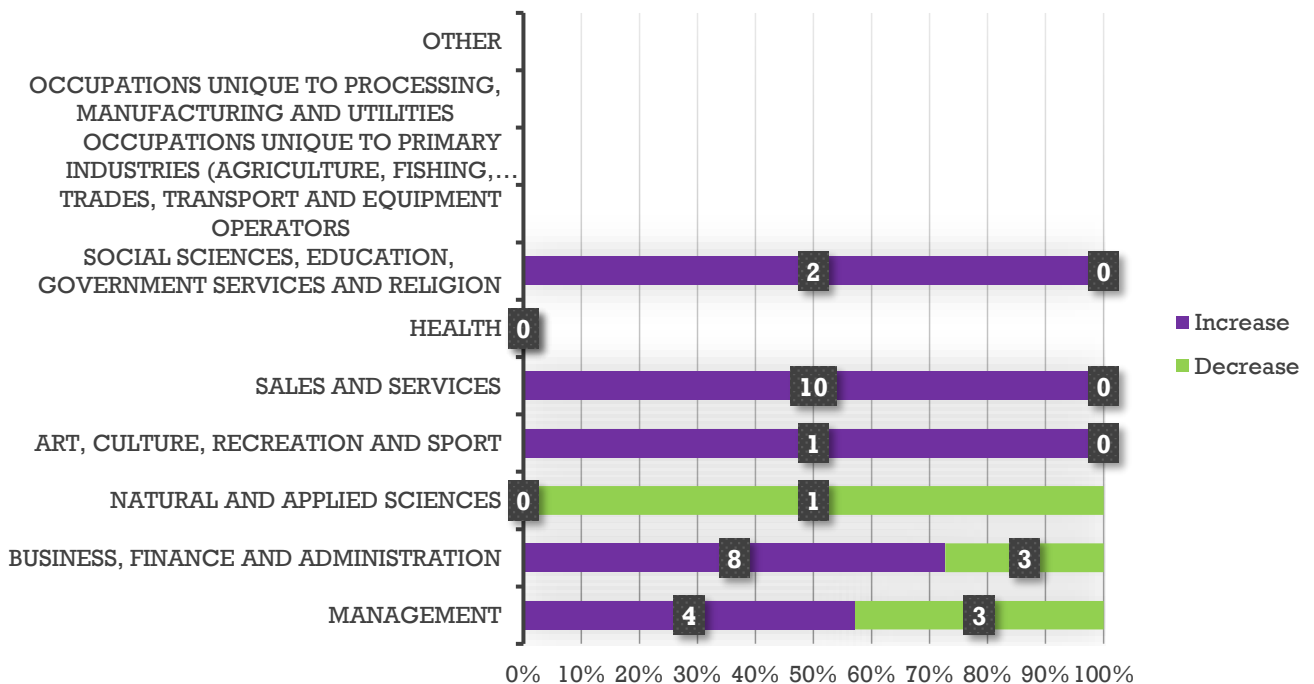


Figure 31: [Austrian Sample] Occupations likely to be reduced/increased within the next three years

NEEDS FOR POLICIES AND SUPPORT

The following figures depict the needs for new policies and other support for hiring and employing non-EU citizens.

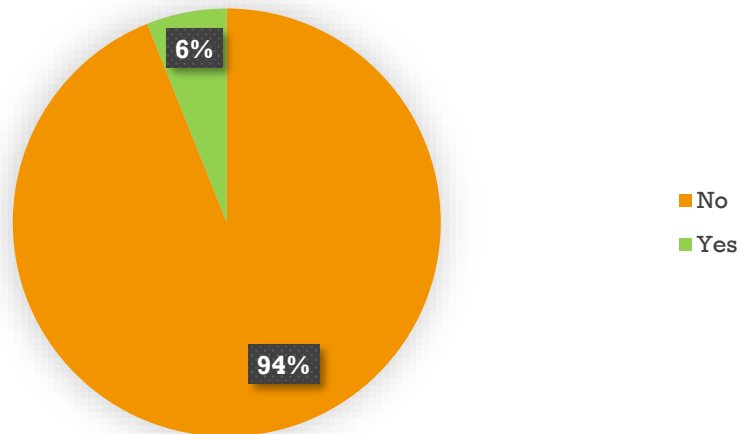


Figure 32: [Austrian Sample] Organisations reporting Discrimination, Racism and Xenophobia incidents

Only one respondent carried that out closer and referred to problems between employees among themselves.

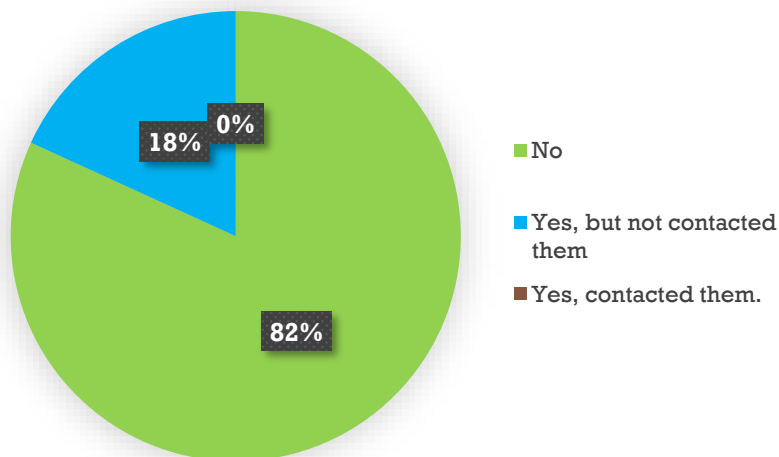


Figure 33: [Austrian Sample] Incidents of Discrimination or Racism

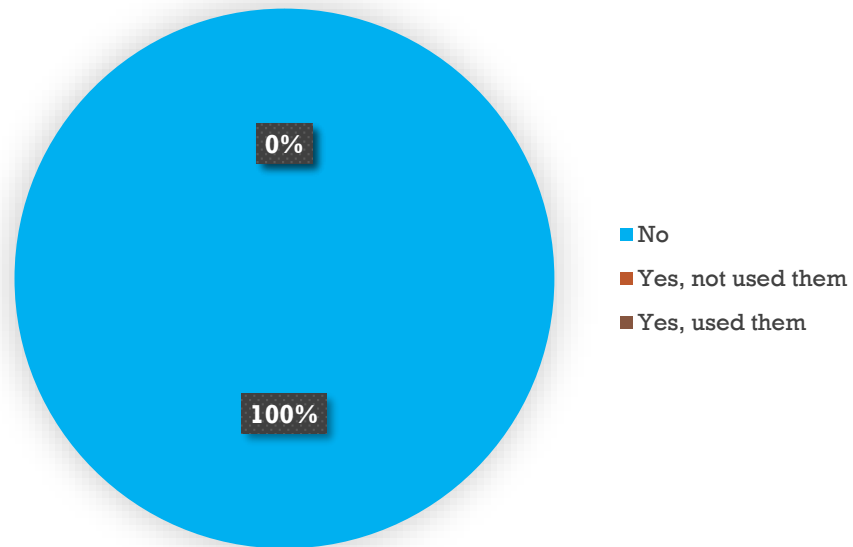


Figure 34: [Austrian Sample] Organisations that Use of Cultural Mediators

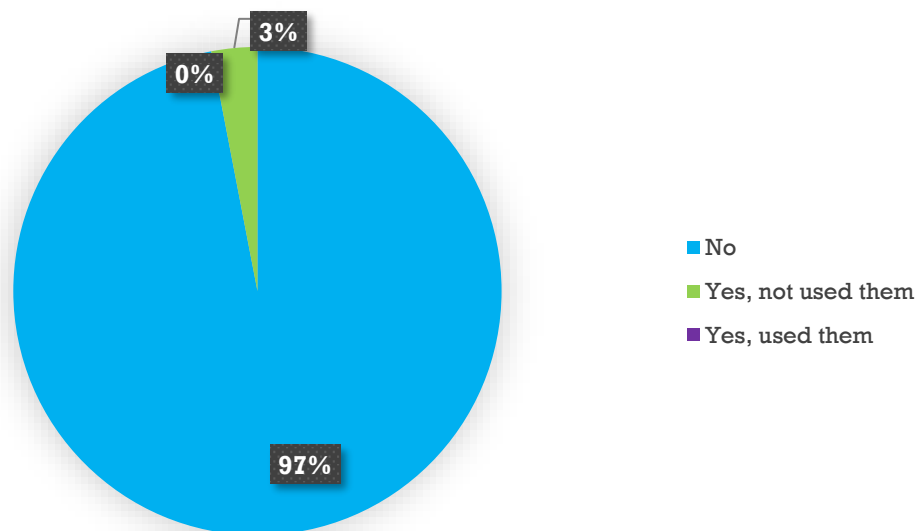


Figure 35: [Austrian Sample] Organisations that Use external consultants

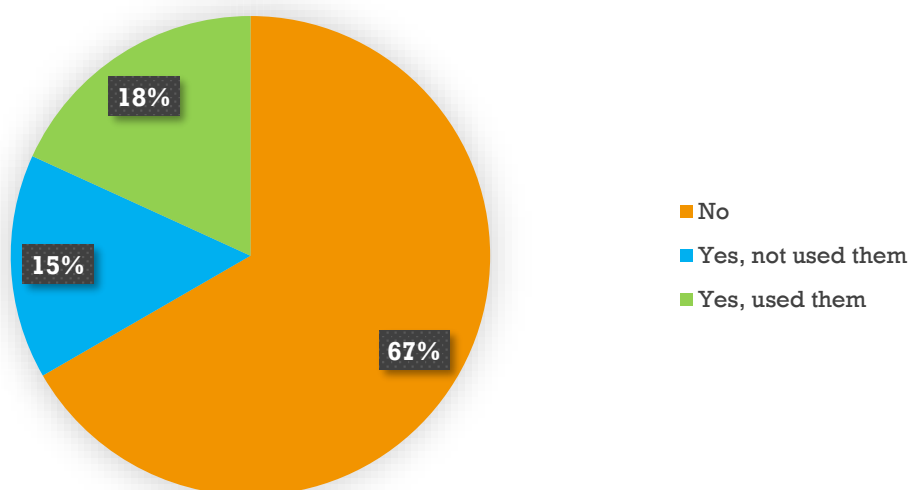


Figure 36: [Austrian Sample] Awareness of SKILLS NEEDED by personnel for operating in a multi-cultural environment

Only four respondents deepened their answer by describing, that it was not necessary yet or there was no opportunity to offer such a training. One employer offered language courses and special intercultural training at the workplace.

Over half of the respondents had no concrete answer to the question “Which area(s) of legislation pose a significant challenge to the recruitment of non-EU citizens?”. Two persons want more exact information about the conditions under which non-EU citizens can be hired. Another demand was the possibility to employ non-EU citizens in governmental agencies (which is not possible in Austria so far).

D.2.2 GREECE

NATIONAL RESEARCH IDENTITY

Date of assessment:	April-May 2019
Number of organizations involved:	33 (including 1 association of employers)

Table 3: Description of the Greek sample

The following figures depict the characteristics of the sample.

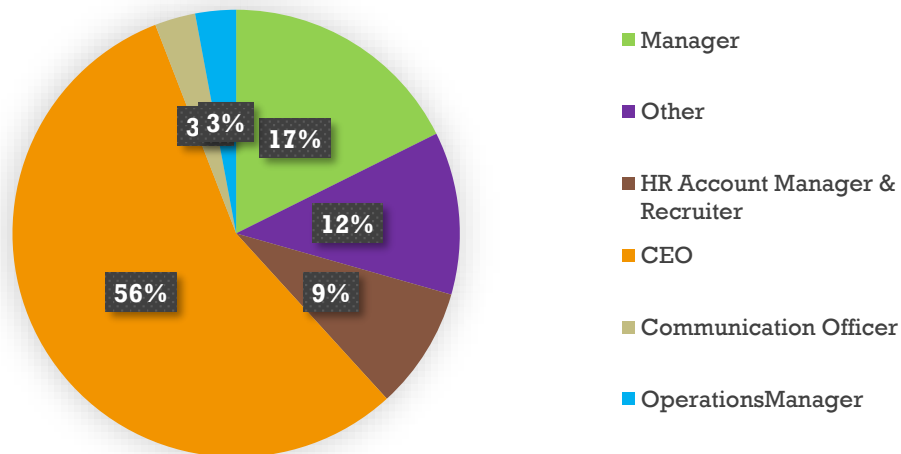


Figure 37. [Greek Sample] Respondent Position within the Organization

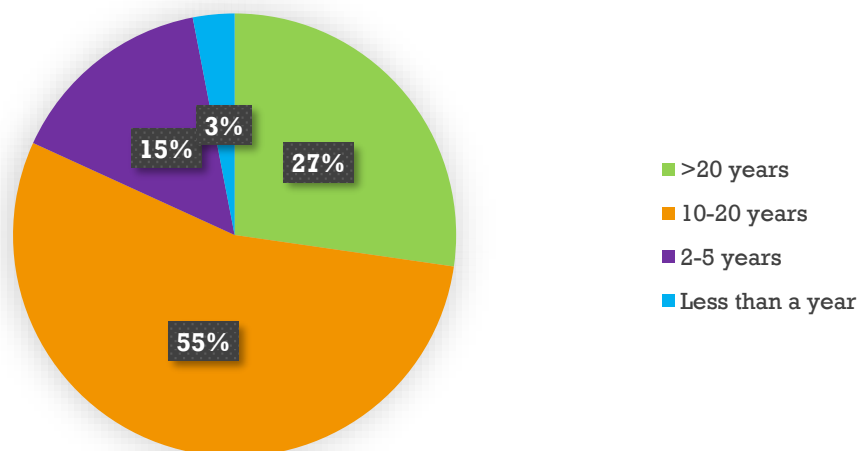


Figure 38. [Greek Sample] Operating Years of the organisations that contributed to the survey

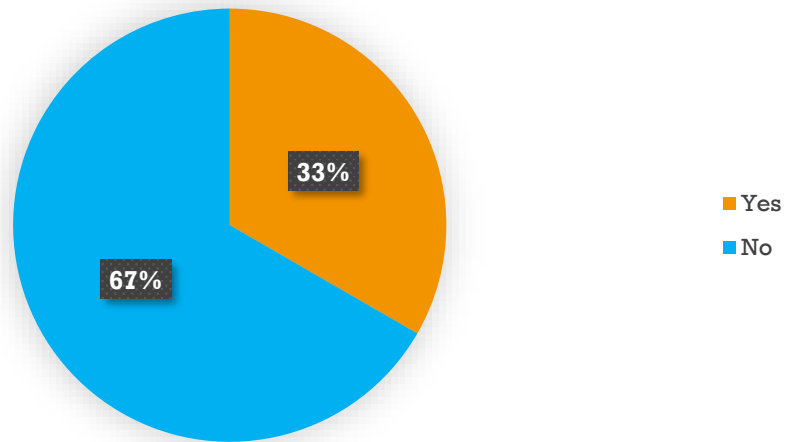


Figure 39: [Greek Sample] existence or not of dedicated HR staff within the organisation

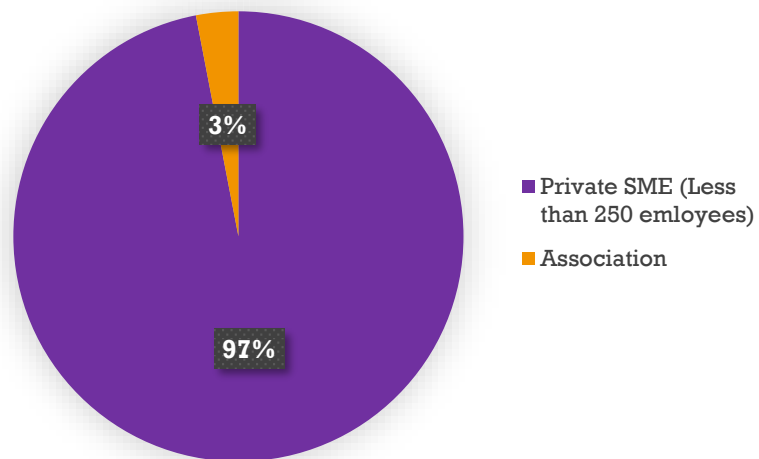


Figure 40: [Greek Sample] Type of Stakeholder

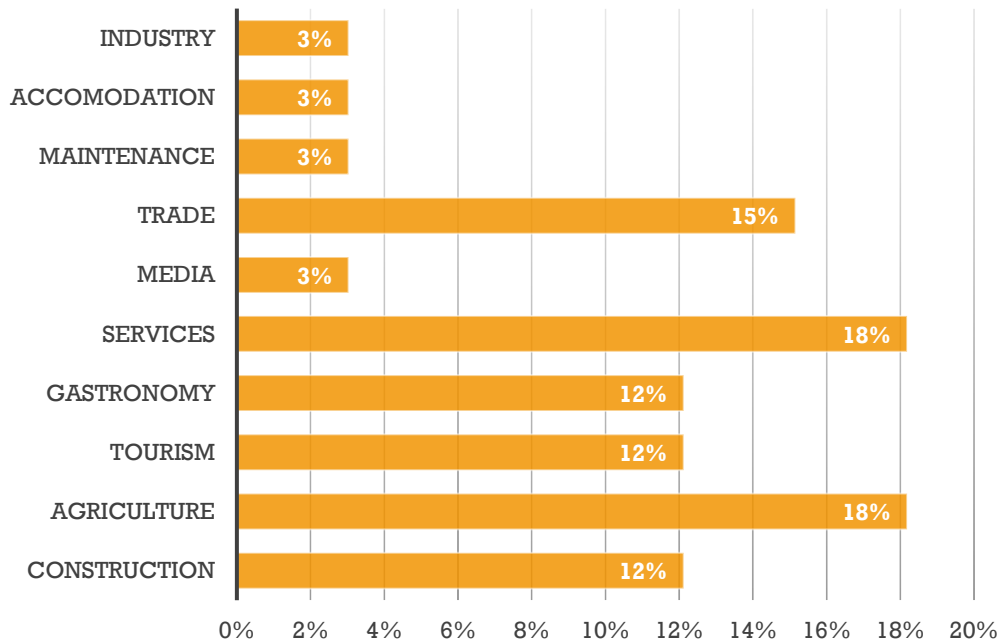


Figure 41: [Greek Sample] Commercial sector of responding organisations

NON-EU CITIZENS' INCLUSION - HIRING

The following figures depict data concerning hiring conditions and needs for non-EU citizen inclusion in the labour market.

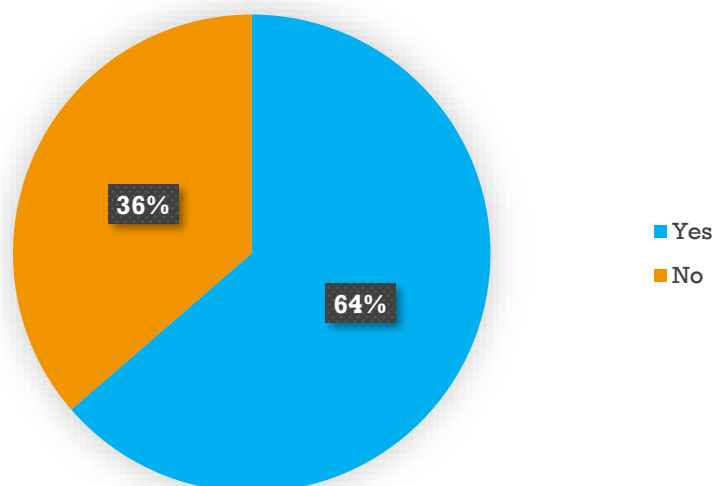


Figure 42: [Greek Sample] Employment of non-EU citizens by organisations

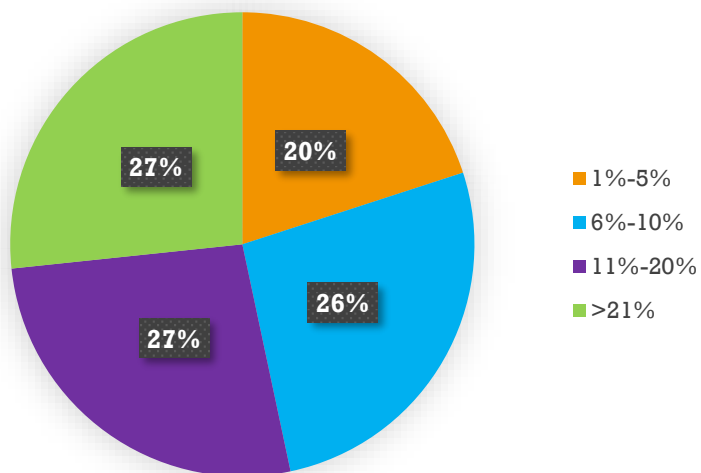


Figure 43: [Greek Sample] Estimated workforce (%) of non-EU citizens in the organisation

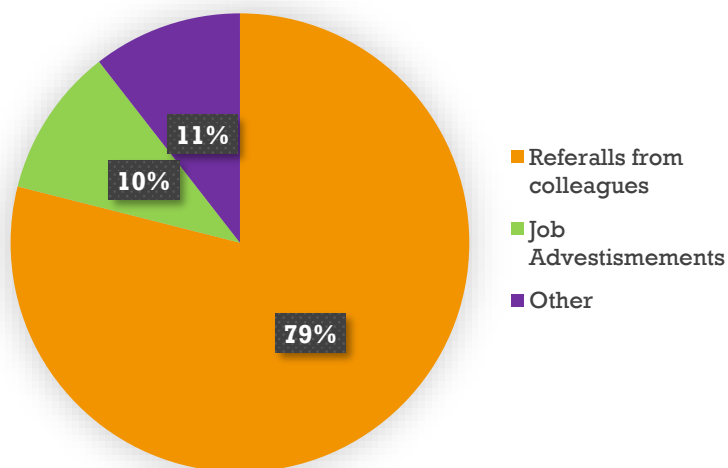


Figure 44: [Greek Sample] Channels for recruiting non-EU citizens

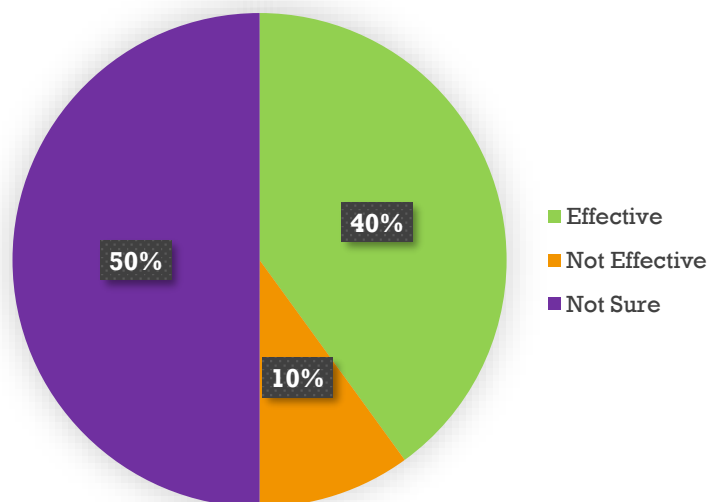


Figure 45:[Greek Sample] Effectiveness of recruiting channels

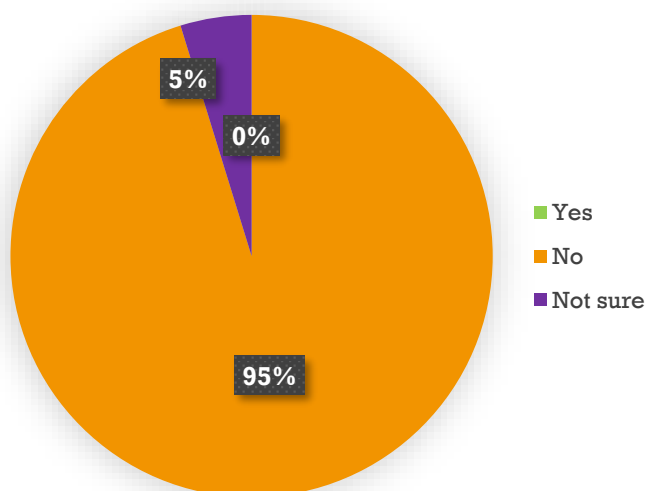


Figure 46: [Greek Sample] Programs for non-EU citizens

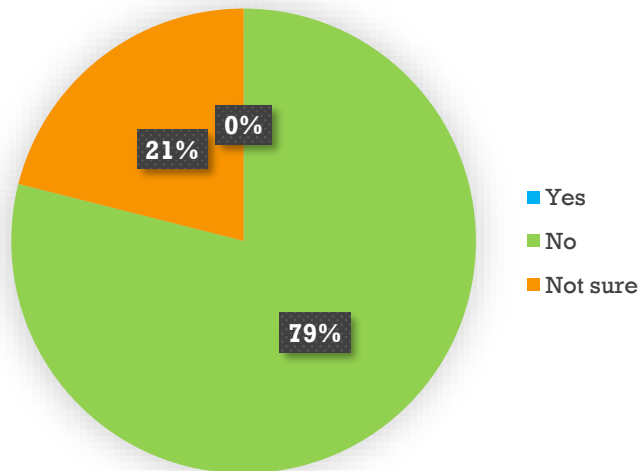


Figure 47: [Greek Sample] Hiring policies encouraging diversity

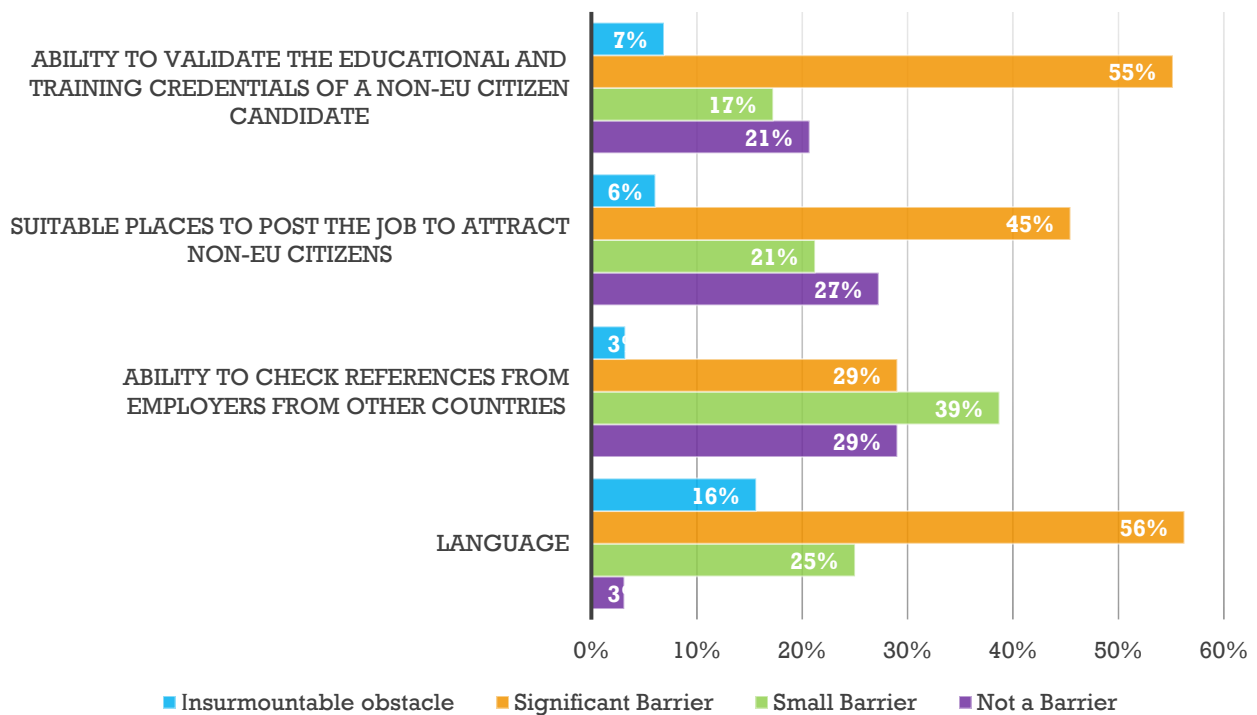


Figure 48: [Greek Sample] Barriers on hiring non-EU citizens (A)

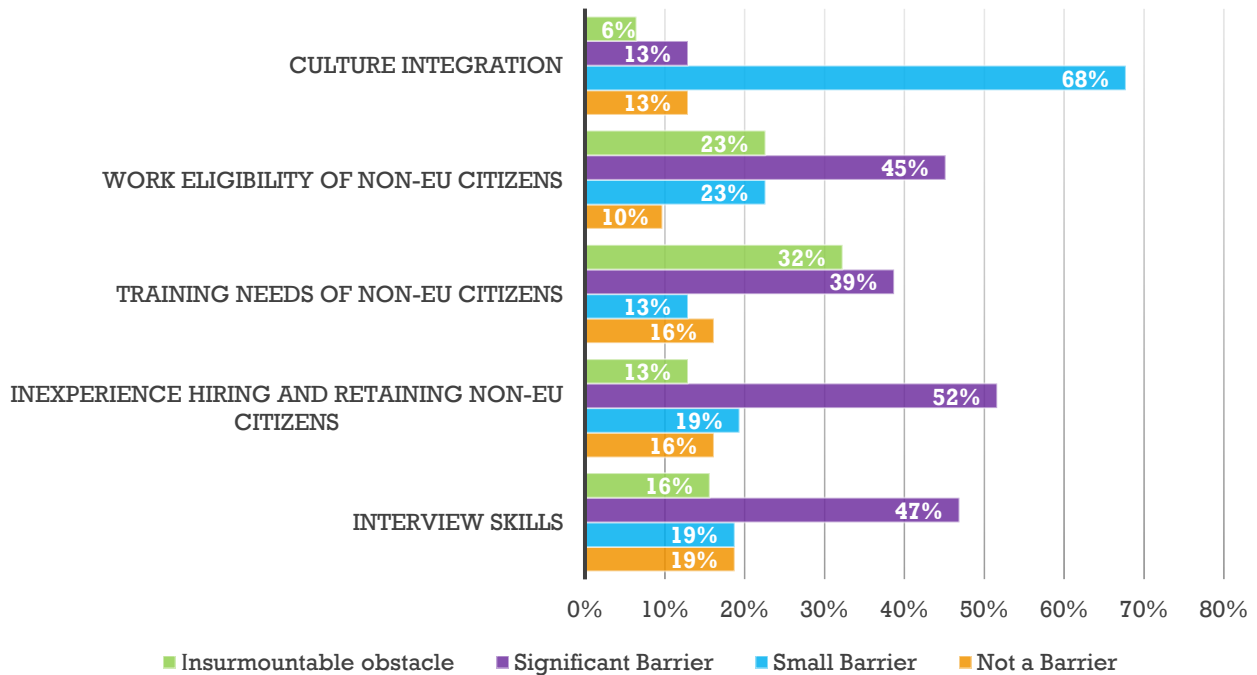


Figure 49: [Greek Sample] Barriers on hiring non-EU citizens (B)

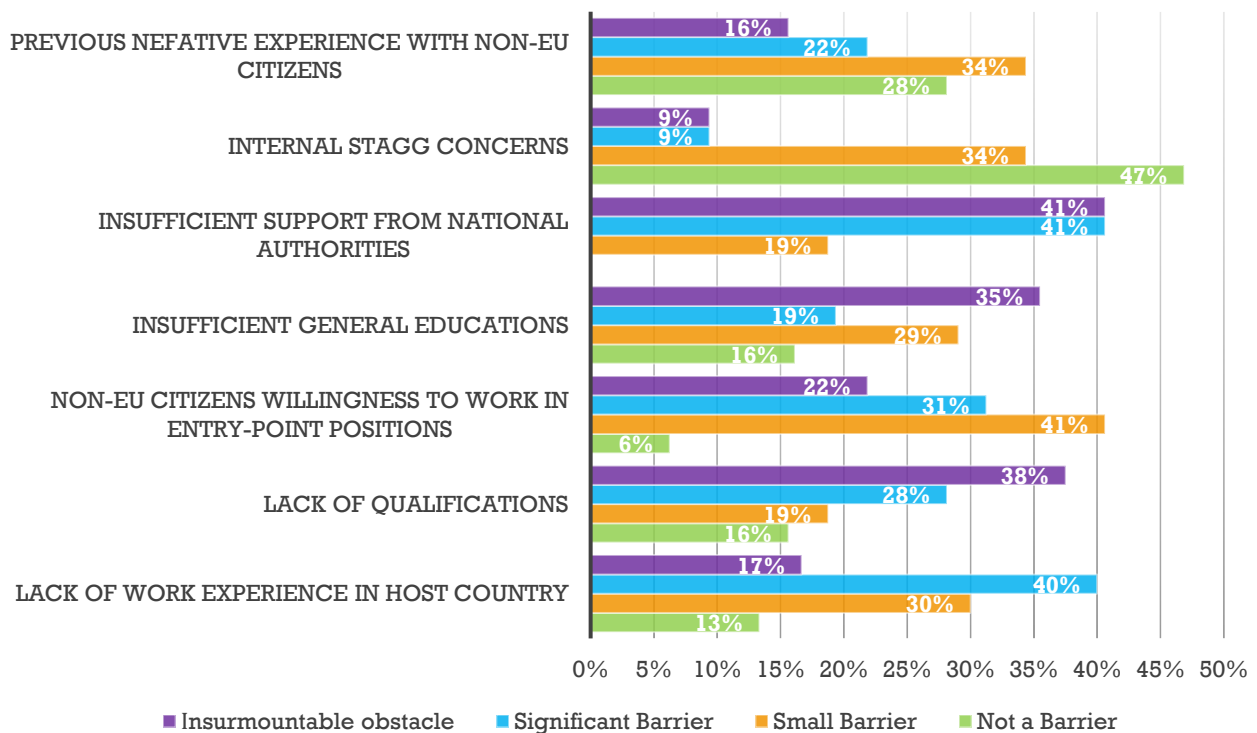


Figure 50: [Greek Sample] Barriers on hiring non-EU citizens (C)

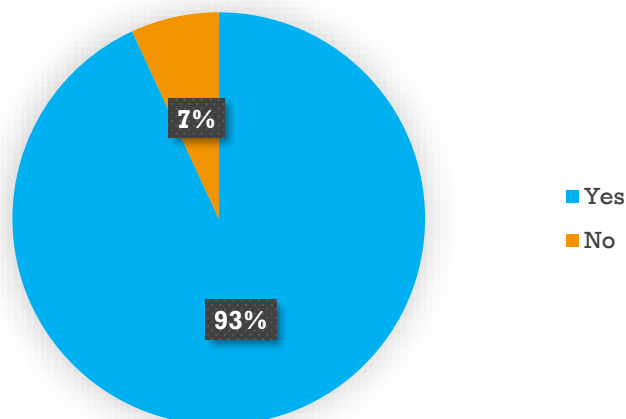


Figure 51: [Greek Sample] Organisations that asked for support for hiring non-EU citizens

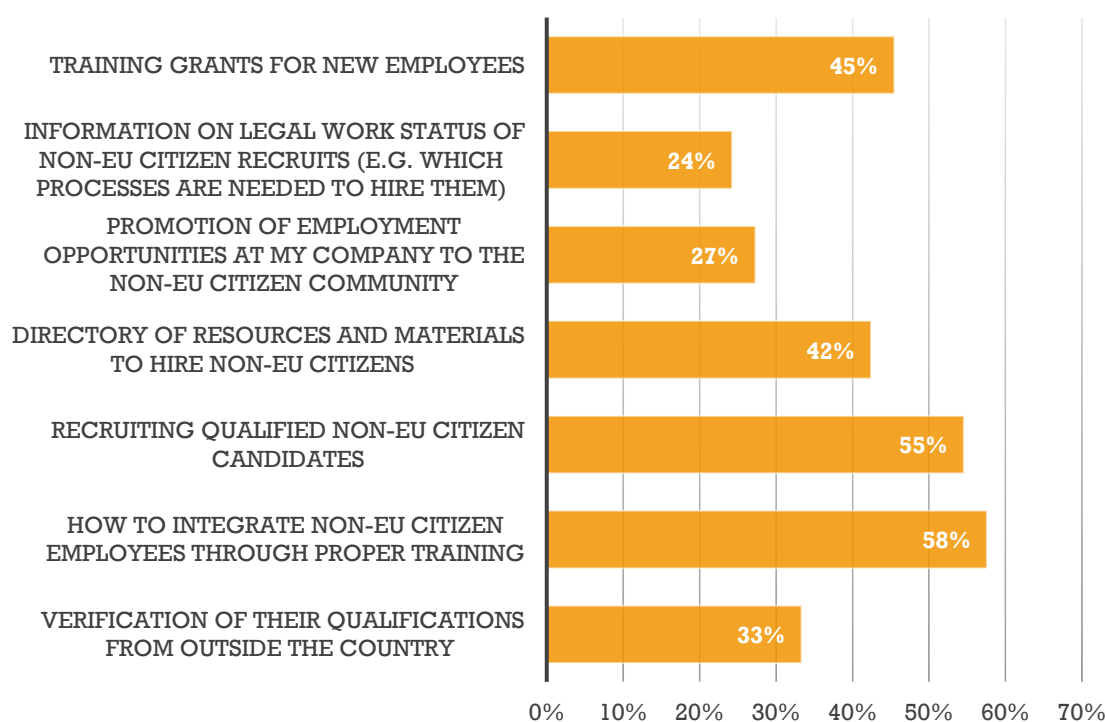


Figure 52: [Greek Sample] Support needed for hiring non-EU citizens

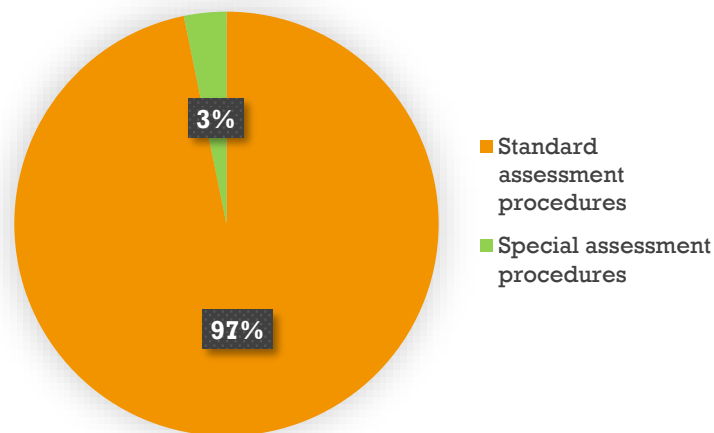


Figure 53: [Greek Sample] Assessment procedures for new candidates

NON-EU CITIZENS' INCLUSION-EMPLOYING

The following figures depict the demographics of non-EU employees within the organisations, their skills and the barriers to their employment.

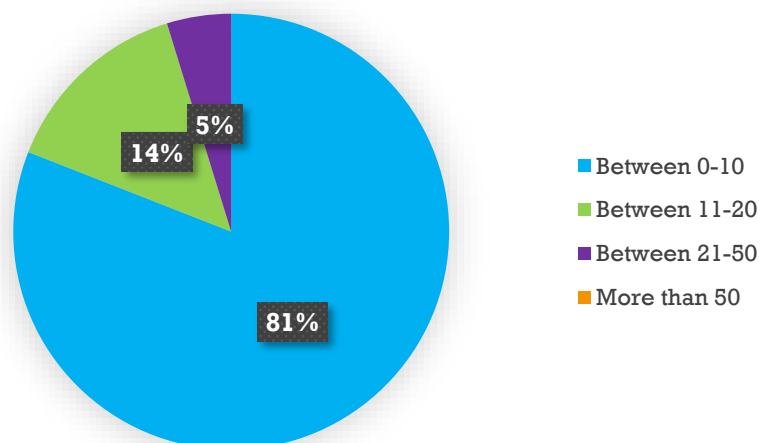


Figure 54: [Greek Sample] non-EU employees inside organization

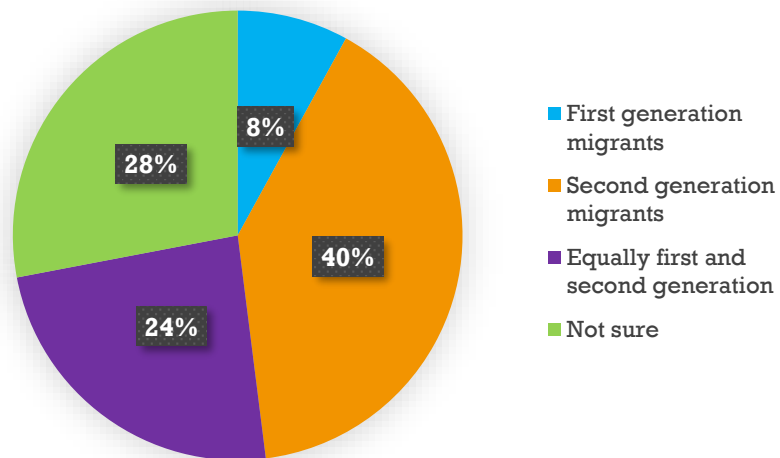


Figure 55: [Greek Sample] First/second Generation of non-EU citizens within organisation

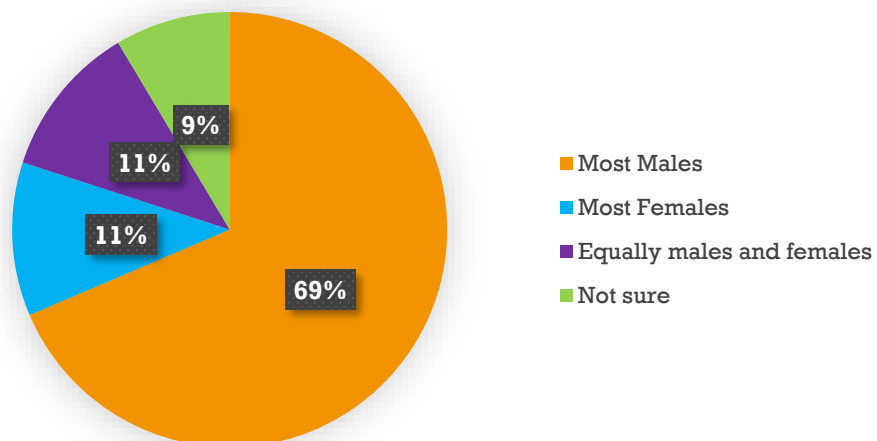


Figure 56: [Greek Sample] Male/Female non-EU citizens within organisation

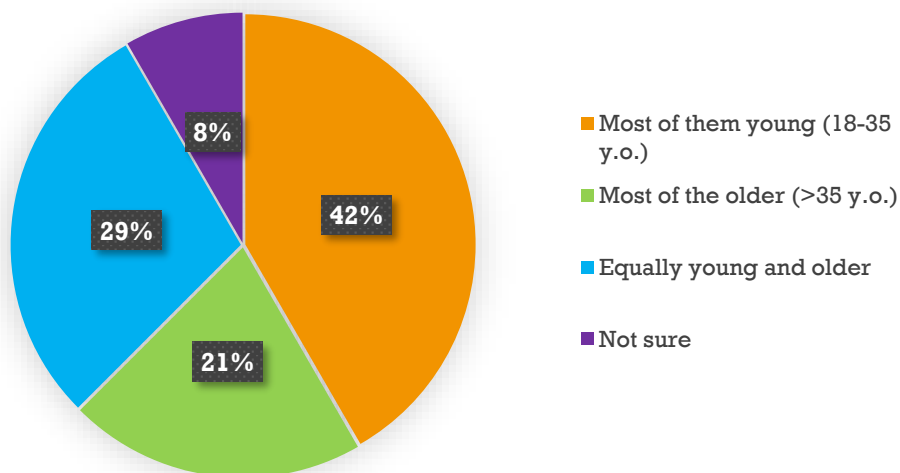


Figure 57: [Greek Sample] Average age of non-EU citizens in the organisation

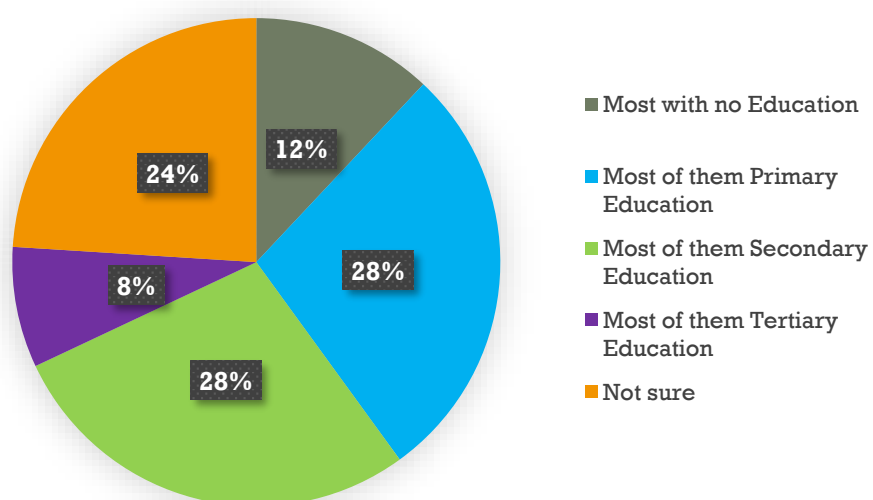


Figure 58: [Greek Sample] Educational Background of non-EU citizens in the organisation

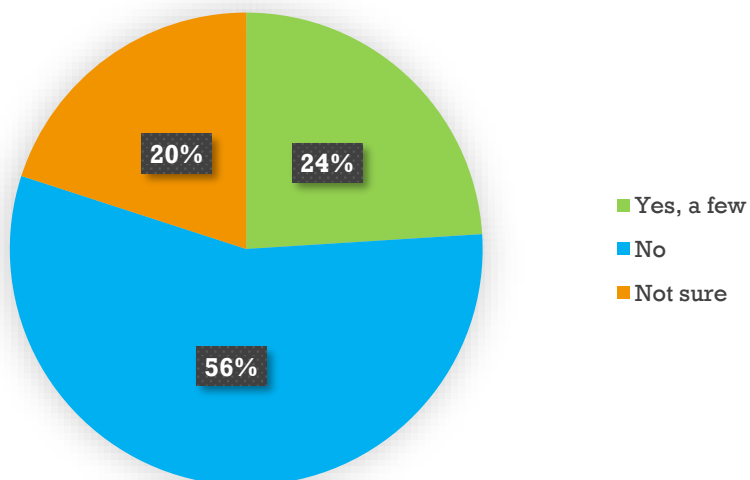


Figure 59: [Greek Sample] Overqualified non-EU citizens

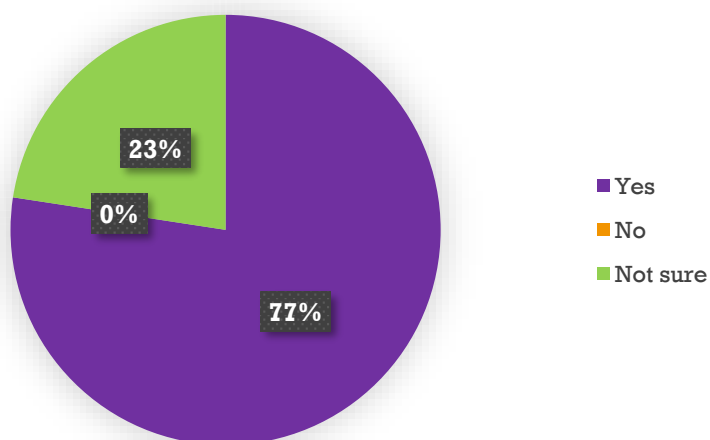


Figure 60: [Greek Sample] Awareness on discrimination between male and females employees from non-EU countries

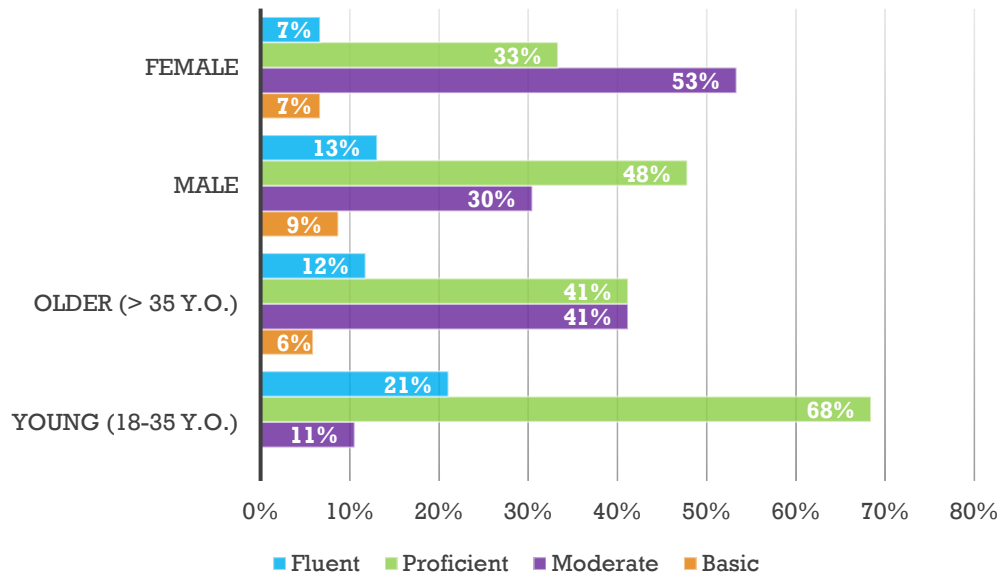


Figure 61: [Greek Sample] language Skills of non-EU citizens

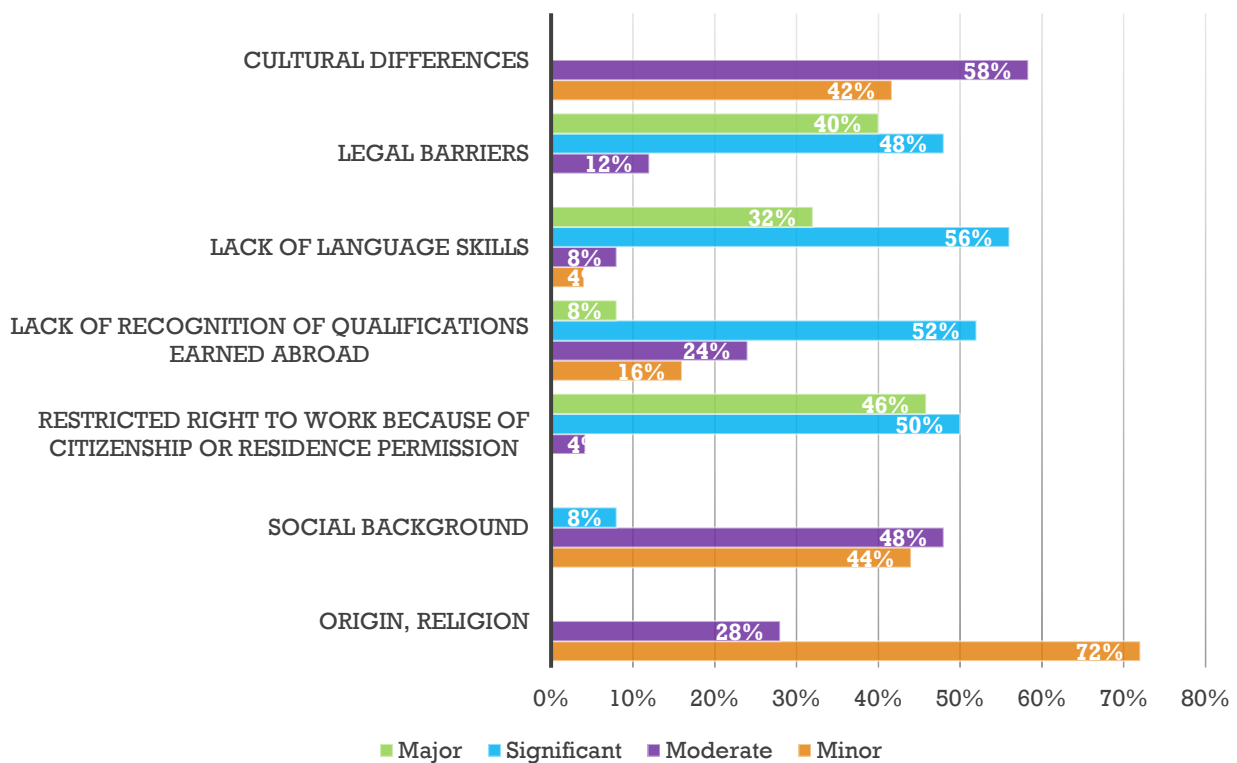


Figure 62: [Greek Sample] work obstacles

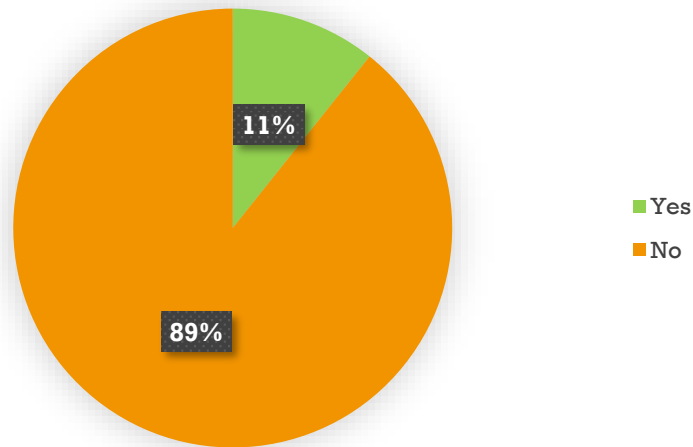


Figure 63: [Greek Sample] Existence of Organisational policies for non-EU employees

Few organisations have special programmes for non-EU employees. These programmes include food services, training/mentoring programmes, help for finding accommodation and child care services.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

The following figures depict the significance of various skills for a successful non-EU citizen work profile.

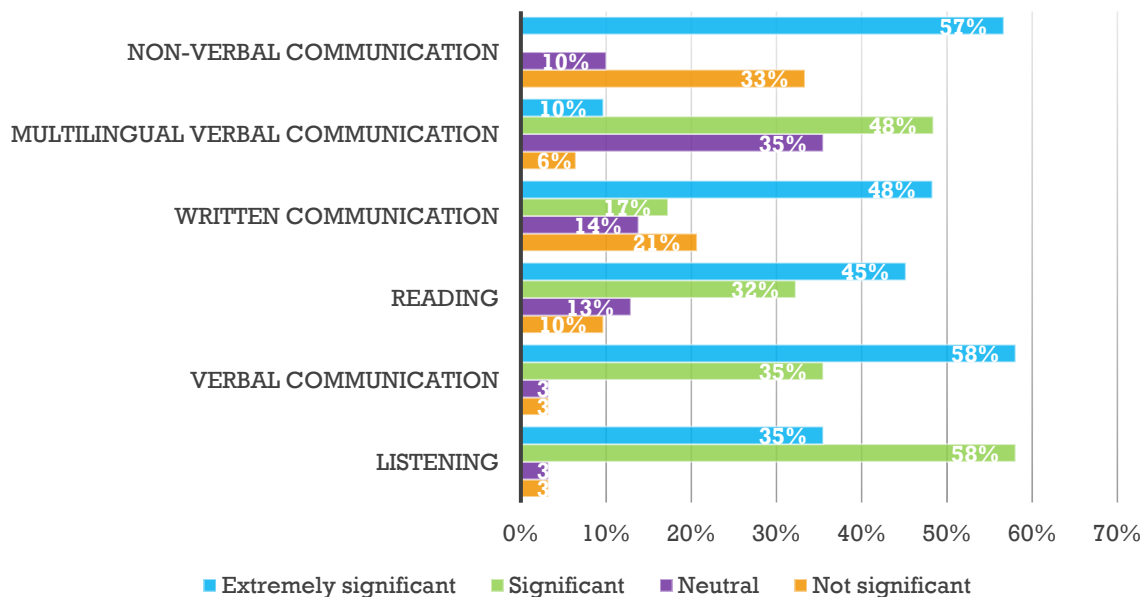


Figure 64: [Greek Sample] Language and communication skills significance

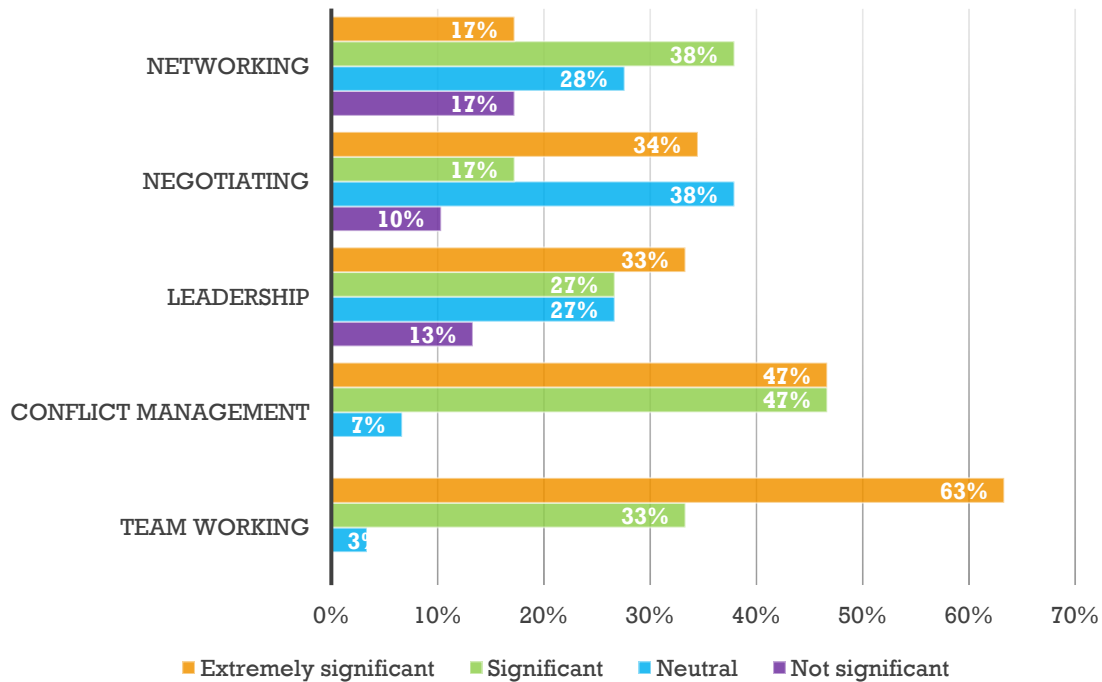


Figure 65: [Greek Sample] Cooperation skills significance (A)

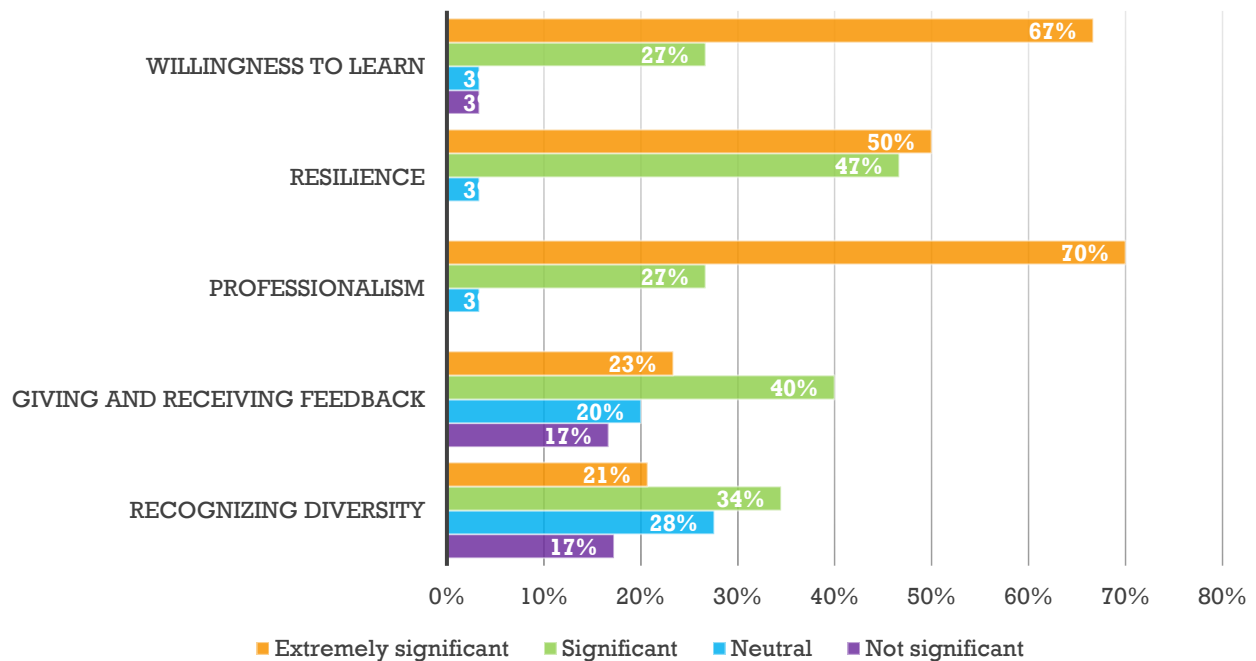


Figure 66: [Greek Sample] Cooperation skills significance (B)

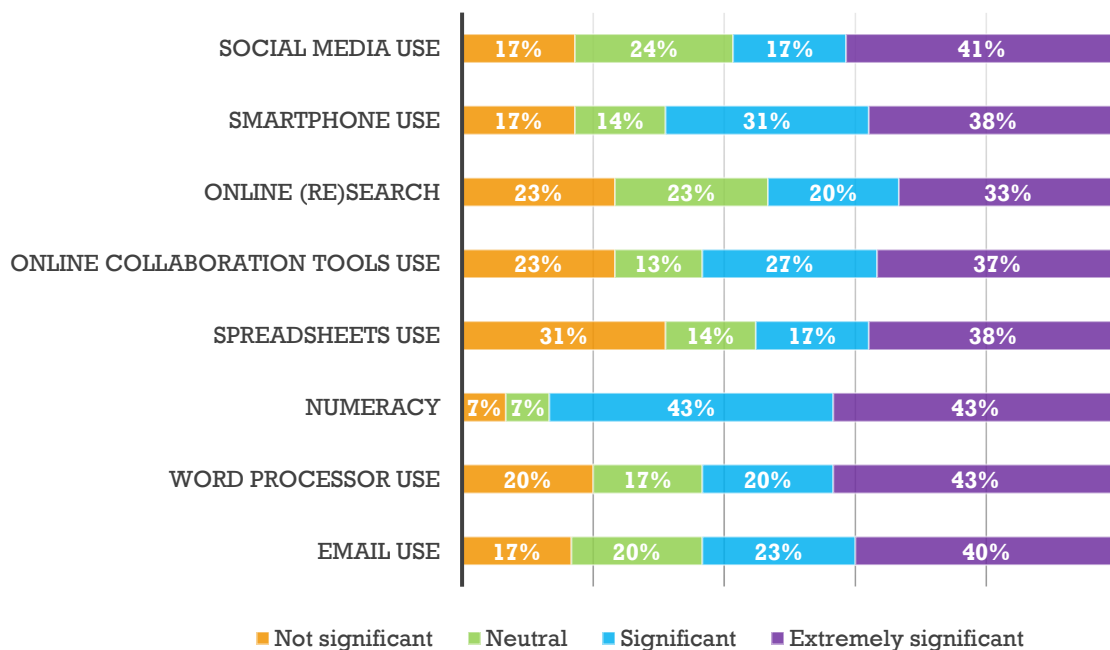


Figure 67: [Greek Sample] Digital skills significance

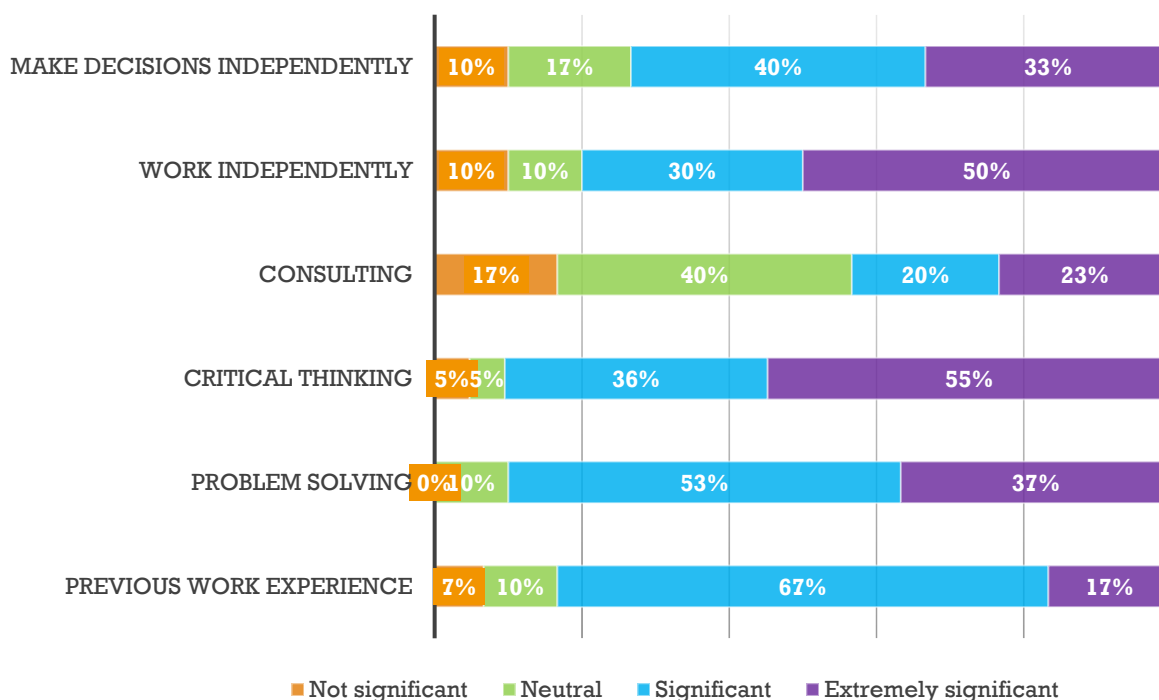


Figure 68: [Greek Sample] job specific/analytical skills significance (A)

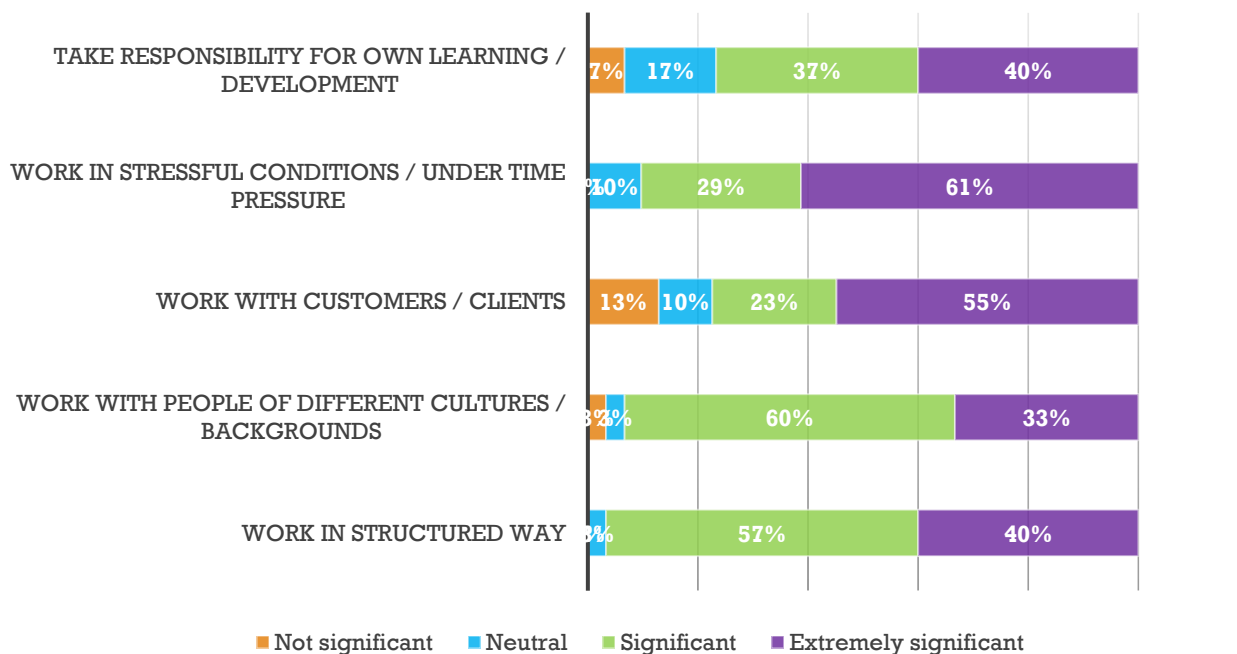


Figure 69: [Greek Sample] job specific/analytical skills significance (B)

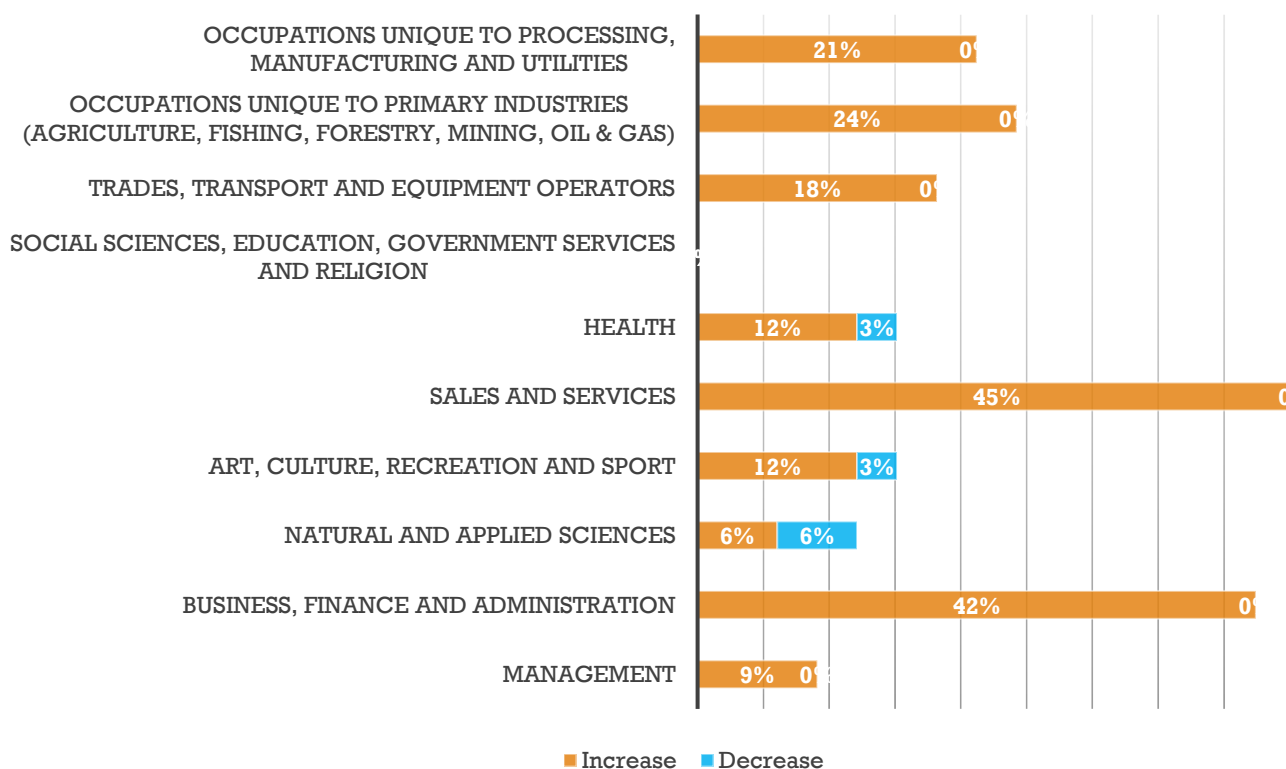


Figure 70: [Greek Sample] Occupations likely to be reduced/increased within the next three years

NEEDS FOR POLICIES AND SUPPORT

The following figures depict the needs for new policies and other support for hiring and employing non-EU citizens.

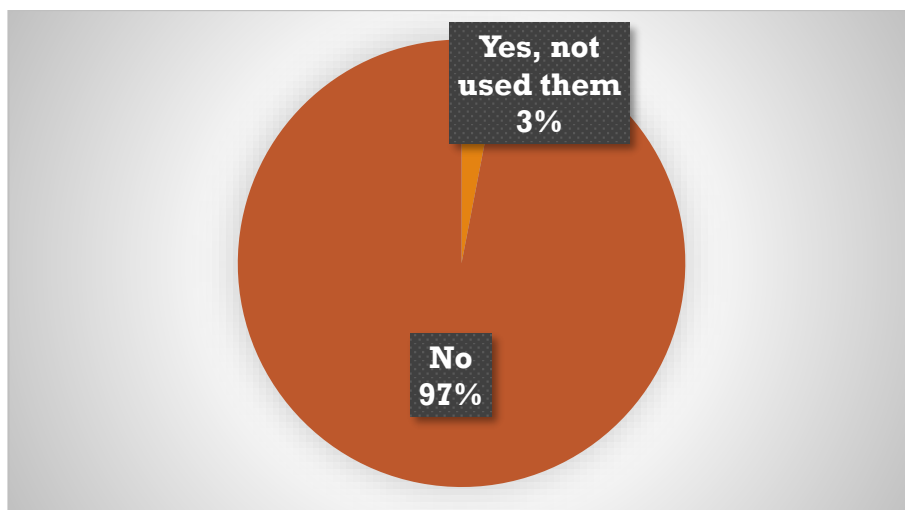


Figure 71. [Greek Sample] Organisations reporting Discrimination, Racism and Xenophobia incidents

Very few Greek organisations reported awareness about discrimination, racism and xenophobia incidents at work. The few incidents reported concerned racism among employees from non-EU countries.

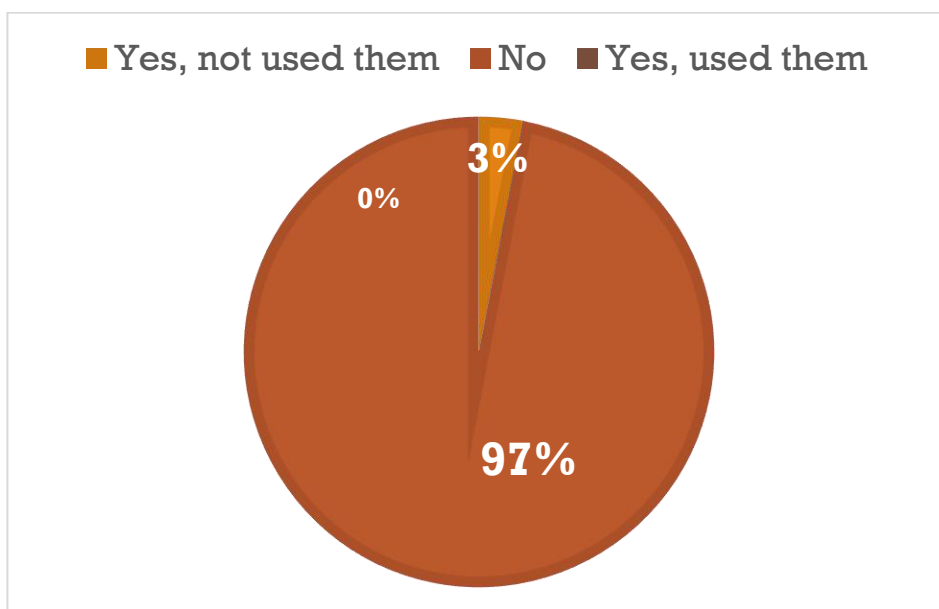


Figure 72. [Greek Sample] Reporting of discrimination, Racism and Xenophobia incidents to authorities

Very few incidents were reported to authorities or organisations that deal with discrimination and racist incidents.

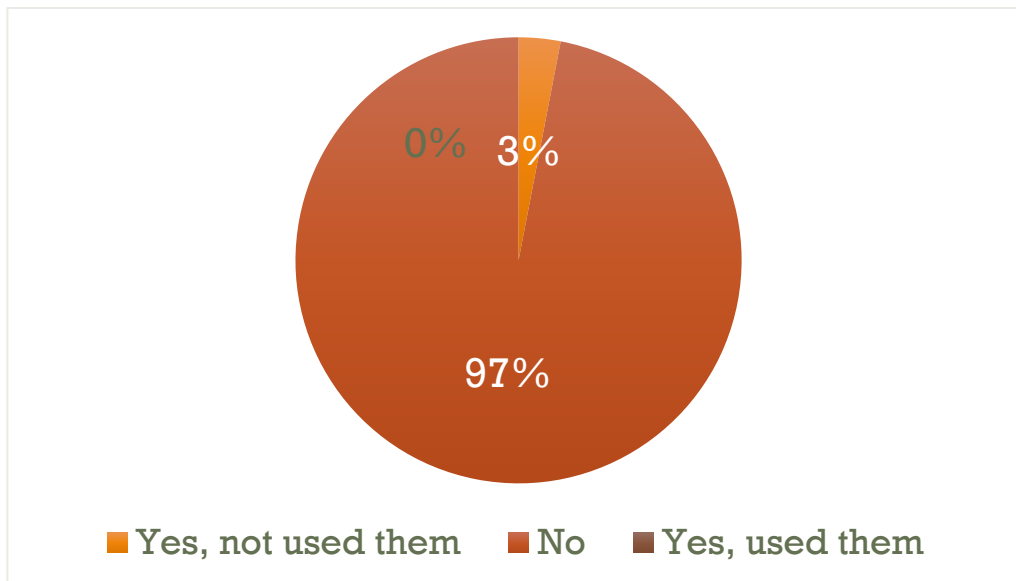


Figure 73. [Greek Sample] Organisations that use Cultural Mediators

The use of cultural mediators (or even awareness of what they do) is very limited.

Only 1 respondent reported that he was aware of a racist incident that occurred between different non-EU employees at work. One respondent was aware of agencies that provide support when such incidents take place, but he did not make contact. One respondent is aware of cultural mediation / external consulting services but again he has never used their services.

According to the Greek respondents, the following legal changes should take place in order for employers to gain more support in hiring non-EU employees:

- More flexible legislation for TCNs to acquire work permits
- More working rights for TCNs (e.g. better insurance benefits) so they may have an increased interest in staying at the job and learn it.
- Tax cuts for SMEs that employ TCNs
- Less bureaucracy when an SME needs to employ a TCN.

As far as policy reforms are concerned, the following needs were expressed:

- National or regional services should be available for helping SMEs hire TCNs.
- Permit acquisition and TCN employment related transactions should be supported by e-government systems.
- Policies that clearly indicate the rights of TCNs within the EU.
- Services for finding skilled TCNs for specific job positions.
- More motives should be given to SMEs so as to hire and employ TCNs. Besides economic motives, education and training should be provided by regional authorities,

As far as educational policies are concerned, the following needs were expressed:



- Programmes for the fast learning of the Greek language are imperative. It would also help for TCNs to learn job specific terms besides basic Greek grammar and syntax.
- Programmes for upskilling the digital competences.
- Lifelong learning programmes for TCNs could help them stay in touch with their job specifications and needs.

D.2.3 ITALY

NATIONAL RESEARCH IDENTITY

Date of assessment:	April-May 2019
Number of organizations involved:	36 (including 3 associations of employers and 1 trade union)

Table 4: Description of the Italian sample

The sample includes two very important regional association of employers, regional chapters of the related national associations, one in the industry sector and the other one in the personal and social services/logistics sector. The other two are one local association of employers and one national trade union in the agriculture sector. As their answer are consistent with those provided by the individual companies engaged in the survey, their answers were not included in the figures but processed separately. In this way, in the very few cases when their answers add something else compared to the single companies' answers, this is included in the comments to the questions. The following figures depict the characteristics of the sample.

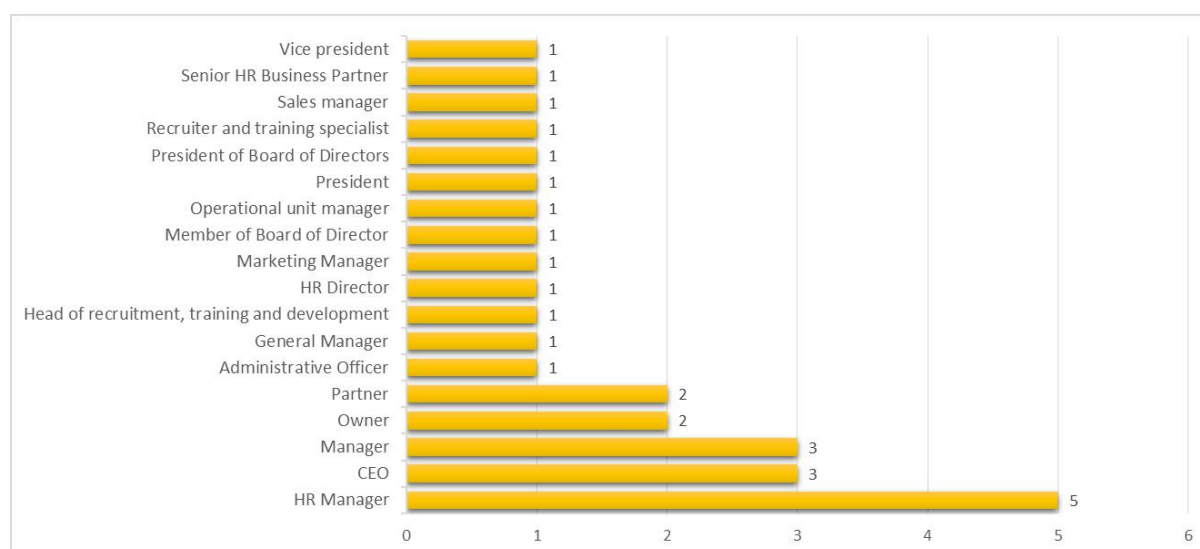


Figure 74. [Italian Sample] Respondent Position within the Organization

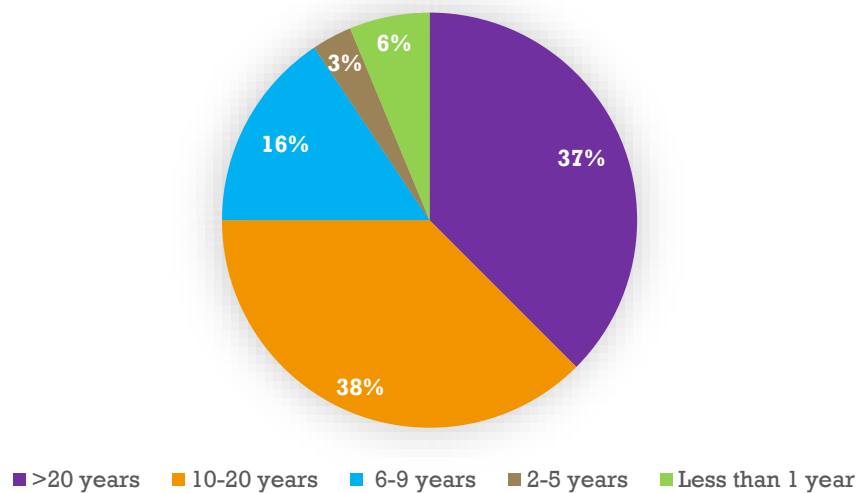


Figure 75. [Italian Sample] Operating Years of the organisations that contributed to the survey

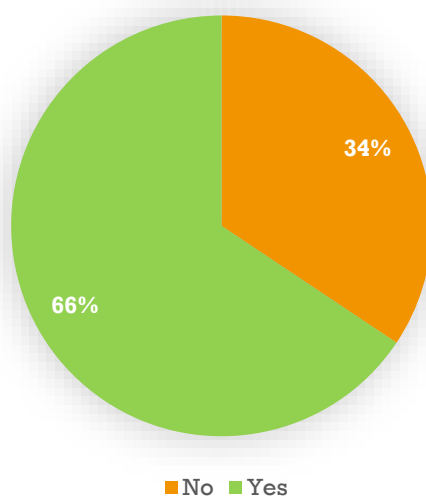


Figure 76: [Italian Sample] existence or not of dedicated HR staff within the organisation

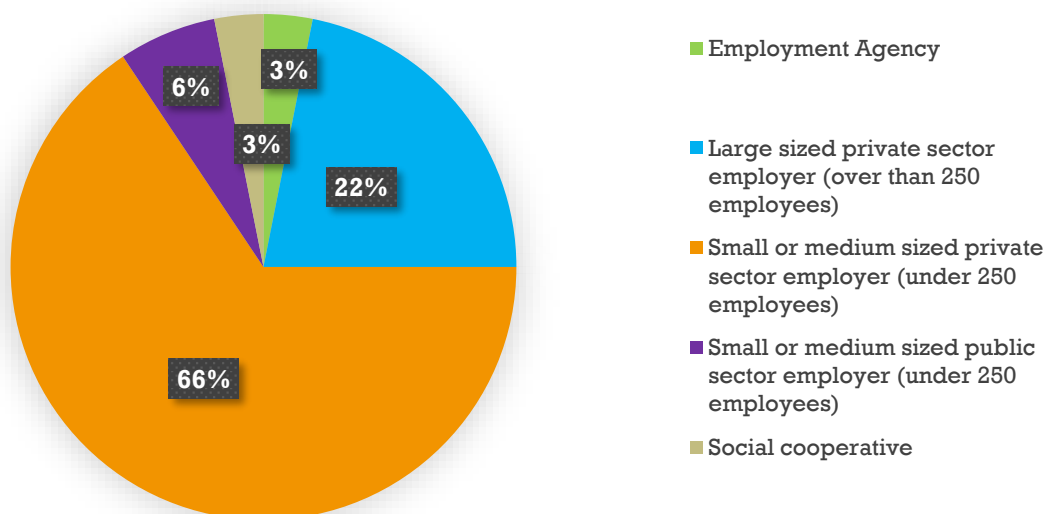


Figure 77: [Italian Sample] Type of Stakeholder

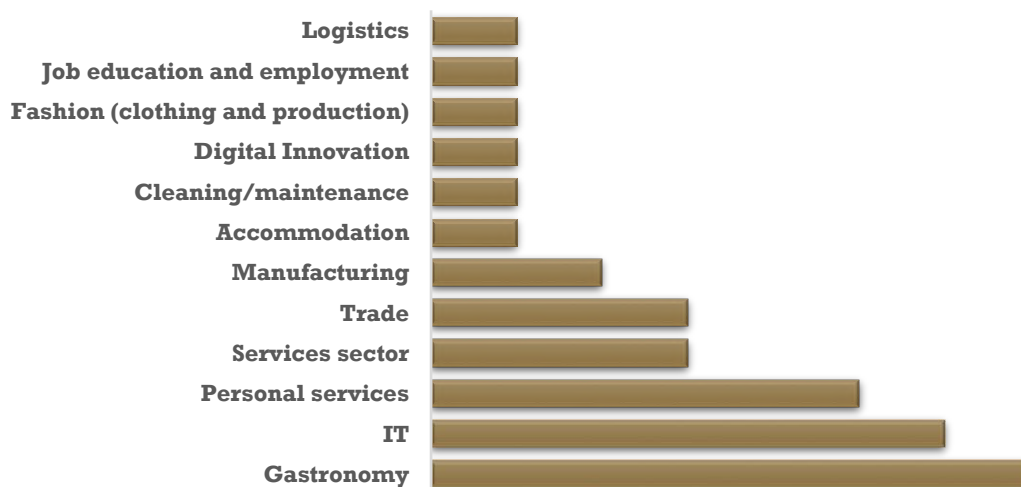


Figure 78: [Italian Sample] Commercial sector of responding organisations

NON-EU CITIZENS' INCLUSION - HIRING

The following figures depict data concerning hiring conditions and needs for non-EU citizen inclusion in the labour market.

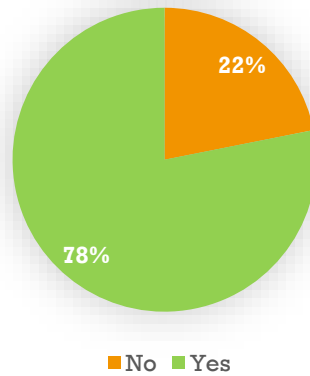


Figure 79: [Italian Sample] Employment of non-EU citizens by organisations

Max	Media	Min
65,00%	22%	1,50%

Figure 80: [Italian Sample] Estimated workforce of non-EU citizens in the organisation

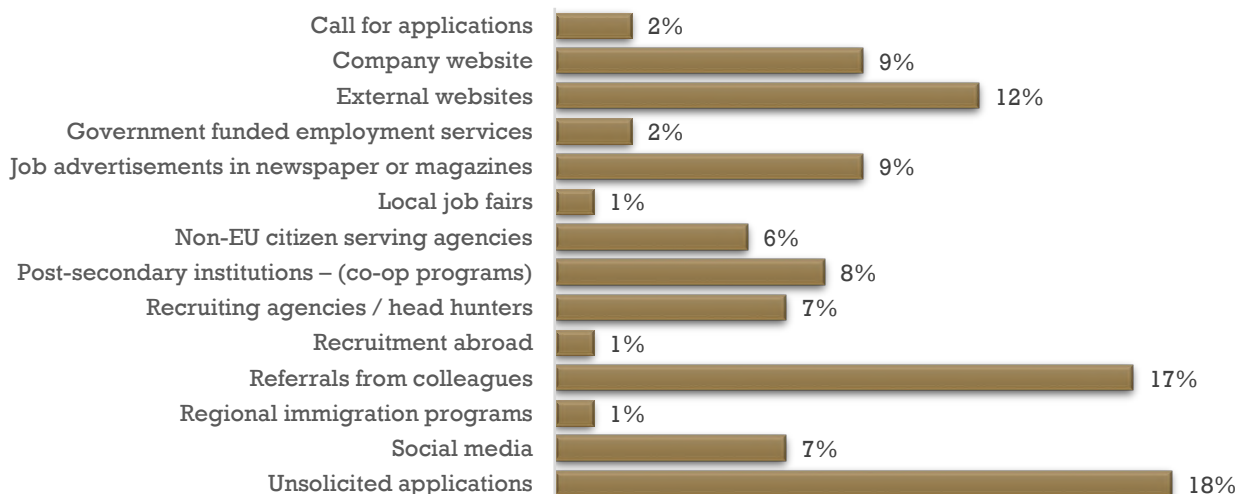


Figure 81: [Italian Sample] Channels for recruiting non-EU citizens

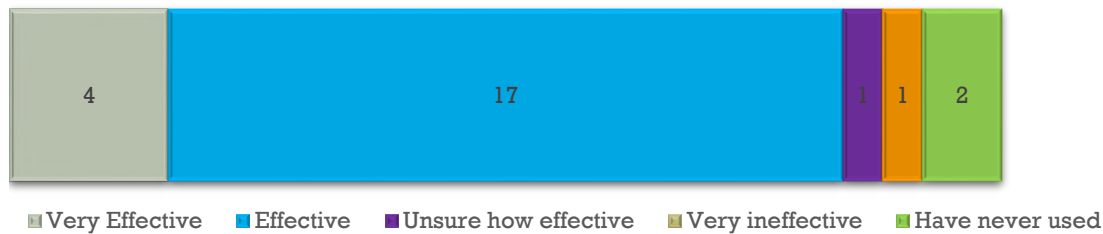


Figure 82: [Italian Sample] Effectiveness of recruiting channels

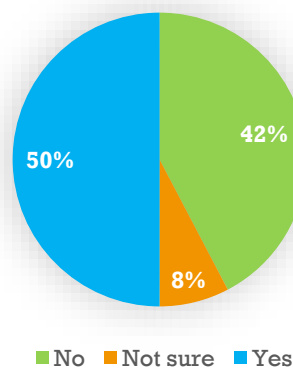


Figure 83: [Italian Sample] Programs for non-EU citizens

The employers who have had experience of or are currently developing internships and/or apprenticeships for migrants – mainly small and medium sized enterprises and mainly working in IT and personal services - did/do so only within the framework of programmes and/or grants promoted by public institutions, such as the Municipality of Milan and the National Agency for Active Employment Policies, in collaboration with organisations/centres hosting refugees and asylum seekers (part of the SPRAR National System for the Protection of Refugees and Asylum Seekers), or with the support of organisations working in the field of training and work placement, as is the case with EMIT, partner in the project MILE, which organises traineeships in Italian companies for non-EU citizens living outside the EU.

The regional association of employers in the industry sector is also part of the programme promoted by EMIT and they disseminated it among their associated companies. One IT company also mentioned a collaboration with a foreign University, which sent some of their students for an internship as part of their curriculum. Those employers who expressed an evaluation of this experience, have considered it quite positive. One highlighted difficulties with red tape and paperwork, and but would like to try again, with more support from an external organisation.

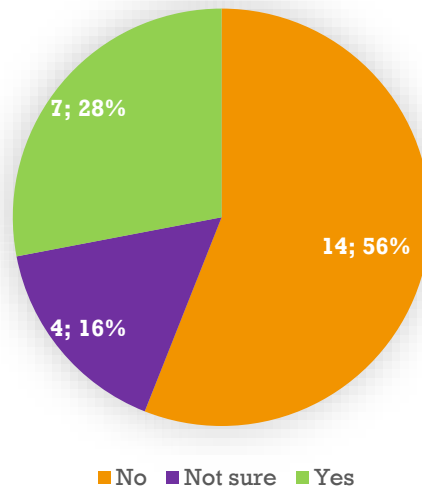


Figure 84: [Italian Sample] Hiring policies encouraging diversity

Of the few employers that replied positively to this question, only one, an IT small/medium sized company active for more than 20 years, has an actual and specific company policy on inclusion and multiculturalism. In another case, a long standing small/medium sized fashion company, as the company's working language is English, they believe this helps in reducing barriers among the employees coming from different backgrounds. Finally, another enterprise, a large company working in the personal services sector, takes part in projects that favour the inclusion of non-EU citizens. The regional association of employers in the personal and social services/logistics mentioned two of their associates who take particular attention in respecting the religious holidays of their non-EU employees.

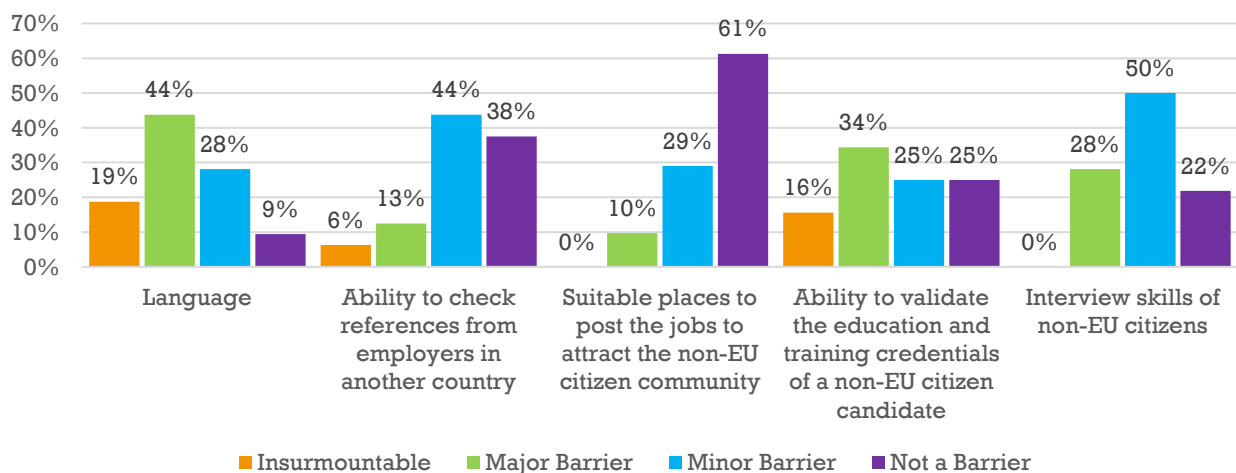


Figure 85: [Italian Sample] Barriers on hiring non-EU citizens (A)

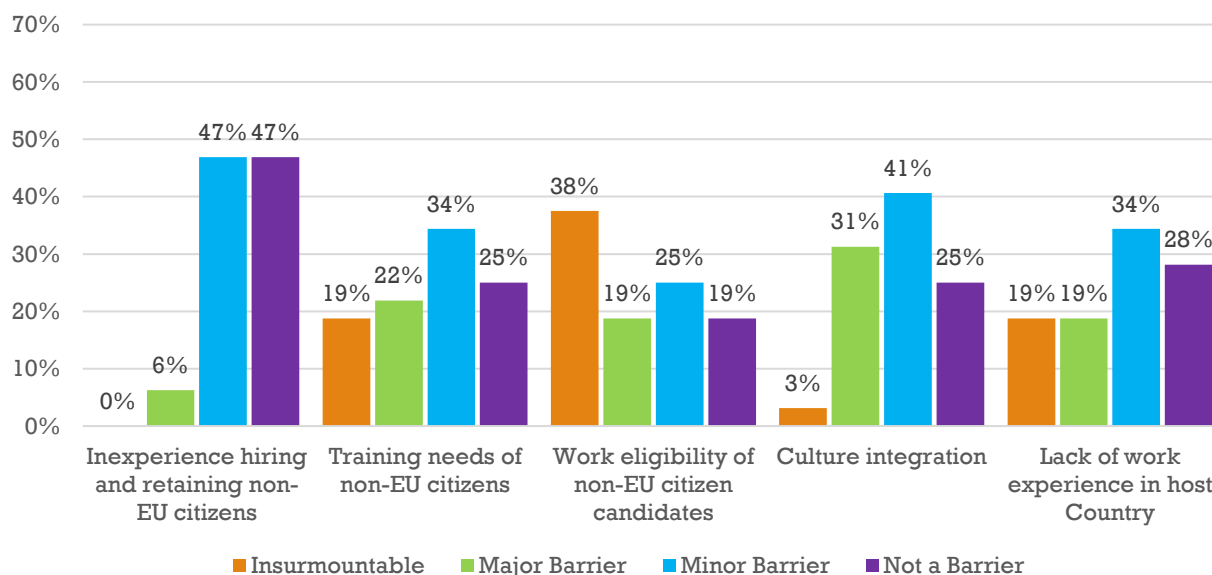


Figure 86: [Italian Sample] Barriers on hiring non-EU citizens (B)

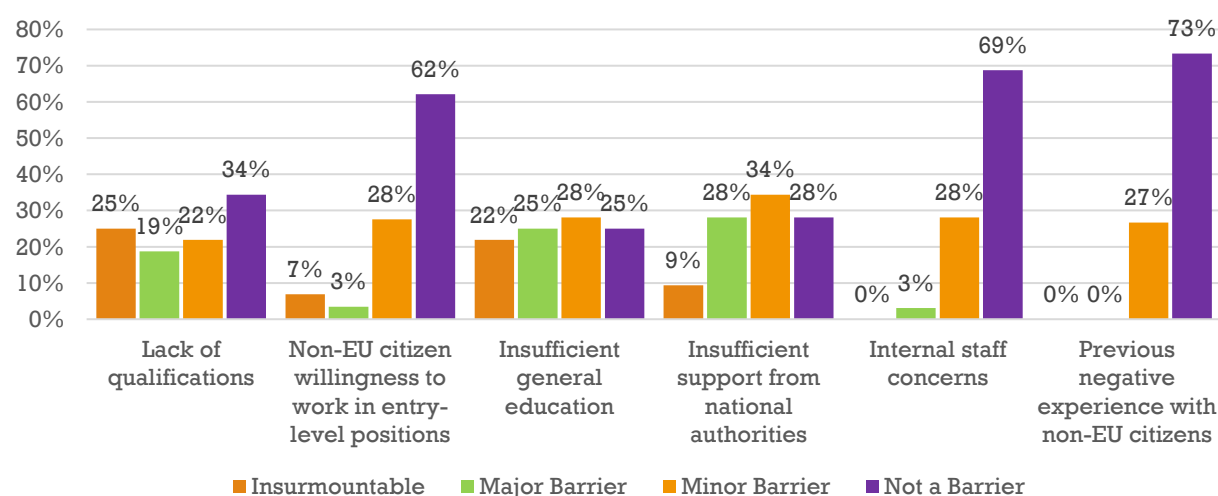


Figure 87: [Italian Sample] Barriers on hiring non-EU citizens (C)

The very few employers who provided additional comments on this question mainly insisted on some of the barriers already mentioned in the list, to stress their importance, such as in the case of issues related to migrants' residence, visas, etc. One small/medium size company highlighted that "Religion and cultures which have restrictions against women" is a significant barrier for them.

Just like for internships and/or apprenticeships (see question B5), most companies who answered positive to this question mention that they referred to institution like centres hosting refugees and asylum seekers, EMIT and not-for-profit organisations working with migrants (such as ACLI National Association of the Christina Workers' Associations) for support and assistance.

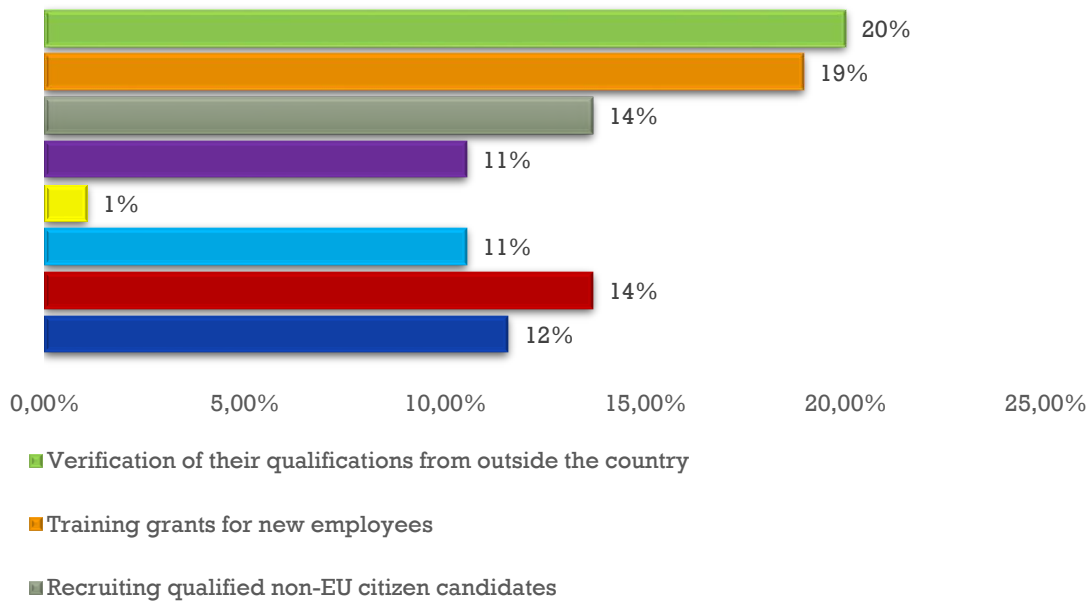


Figure 88: [Italian Sample] Support needed for hiring non-EU citizens

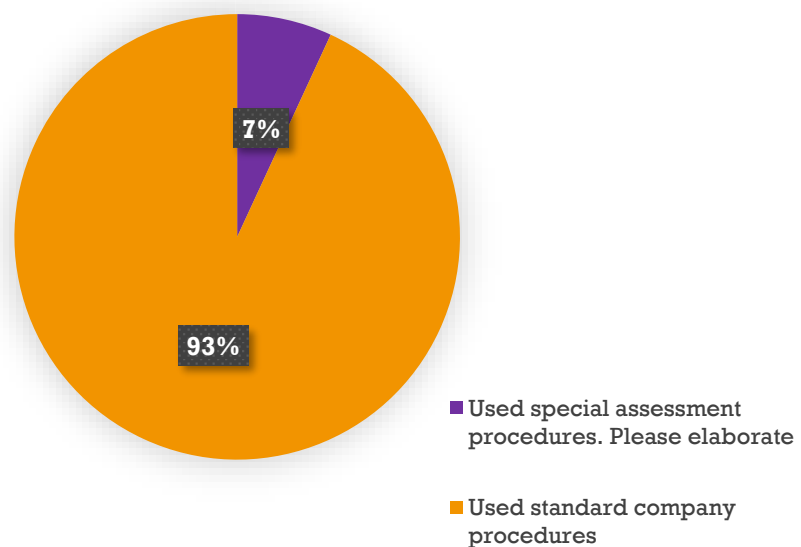


Figure 89: [Italian Sample] Assessment procedures for new candidates

In the first case, the employer, supported by EMIT in recruiting an intern, carried out the job interview together with EMIT. In the other case, the company tested the language level of the migrant candidate as well as his/her practical skills for tasks that require a theoretical knowledge of the job.

NON-EU CITIZENS' INCLUSION-EMPLOYING

The following figures depict the demographics of non-EU employees within the organisations, their skills and the barriers to their employment.

Out of the 20 companies who managed to identify the number of migrants employed in their organisations, the situation is as follow:

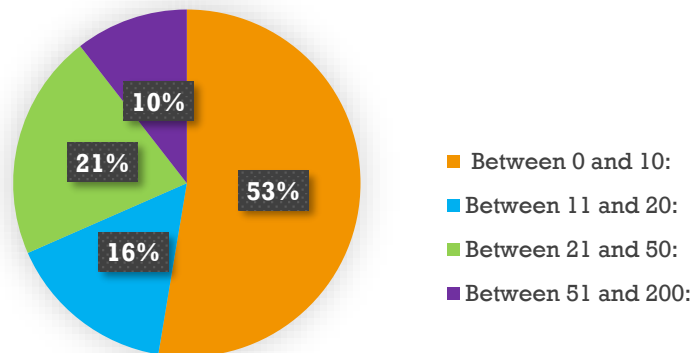


Figure 90: [Italian Sample] non-EU employees inside organization

One large size company working in logistics (mentioned in questions C13, E7 and E9) currently employ 700 non-EU citizens.

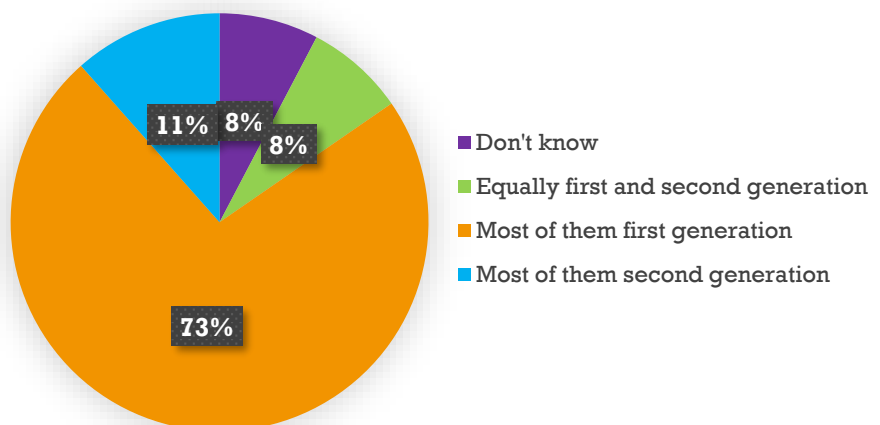


Figure 91: [Italian Sample] First/second Generation of non-EU citizens within organisation

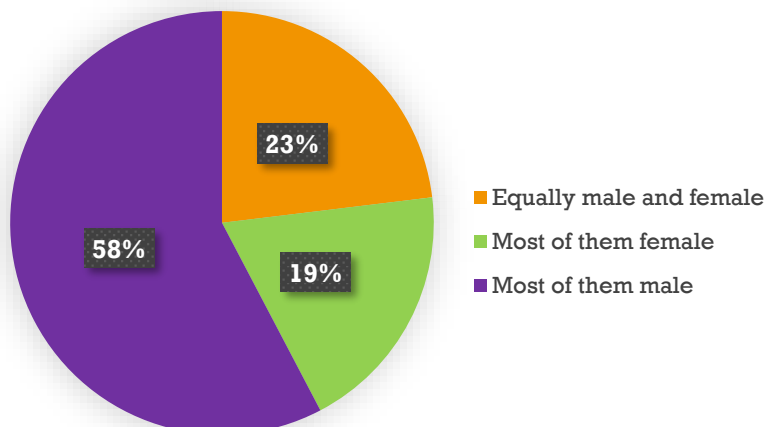


Figure 92: [Italian Sample] Male/Female non-EU citizens within organisation

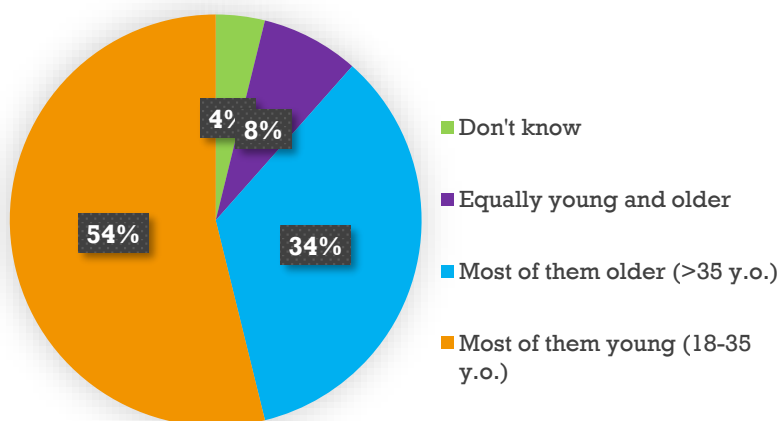


Figure 93: [Italian Sample] Average age of non-EU citizens in the organisation

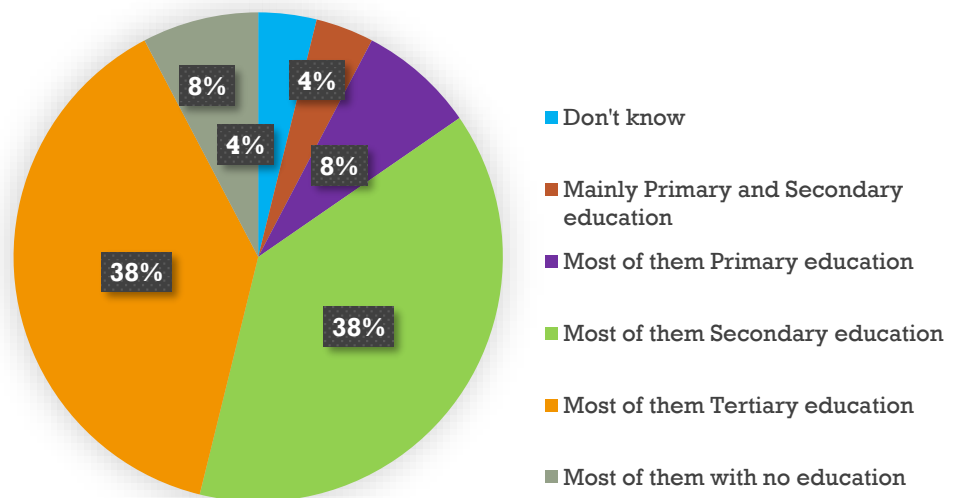


Figure 94: [Italian Sample] Educational Background of non-EU citizens in the organisation

Given the participation to the survey of many companies working in the IT sector and personal/social services, the positions migrants usually cover are: on one hand, positions such as developer/programmer/software development/hardware administrator; on the other hand, positions such as healthcare worker/caregiver/nurses, as well as jobs in the kitchen (waiter, busboy). There are also a couple of cultural mediator employed. In the majority of cases, non-EU employees have been working for the organization for under 10 years. A couple of companies wanted to highlight that when they hire an employee, including a migrant, he/she is hired with a permanent contract (in Italy a permanent contract straight away is very difficult to obtain for a worker, who for the most part has temporary/short term contract).

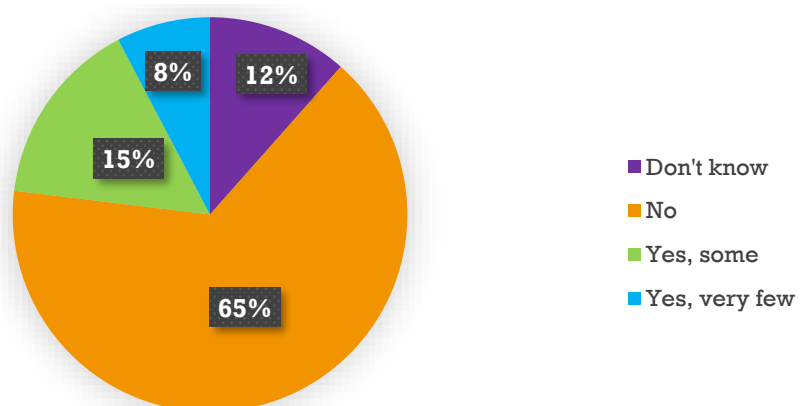


Figure 95: [Italian Sample] Overqualified non-EU citizens

Nearly all answers report that there is no difference between men and women. Only one (a social cooperative) responded that “usually foreigners have a degree (2 years’ study), Italians a bachelor (4 years’ study)”.

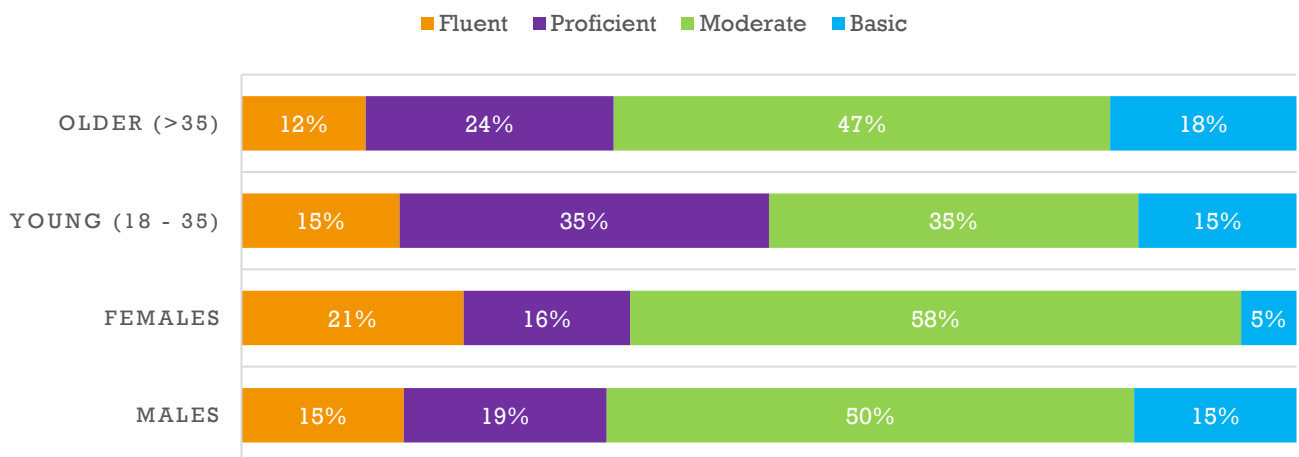


Figure 96: [Italian Sample] language Skills of non-EU citizens

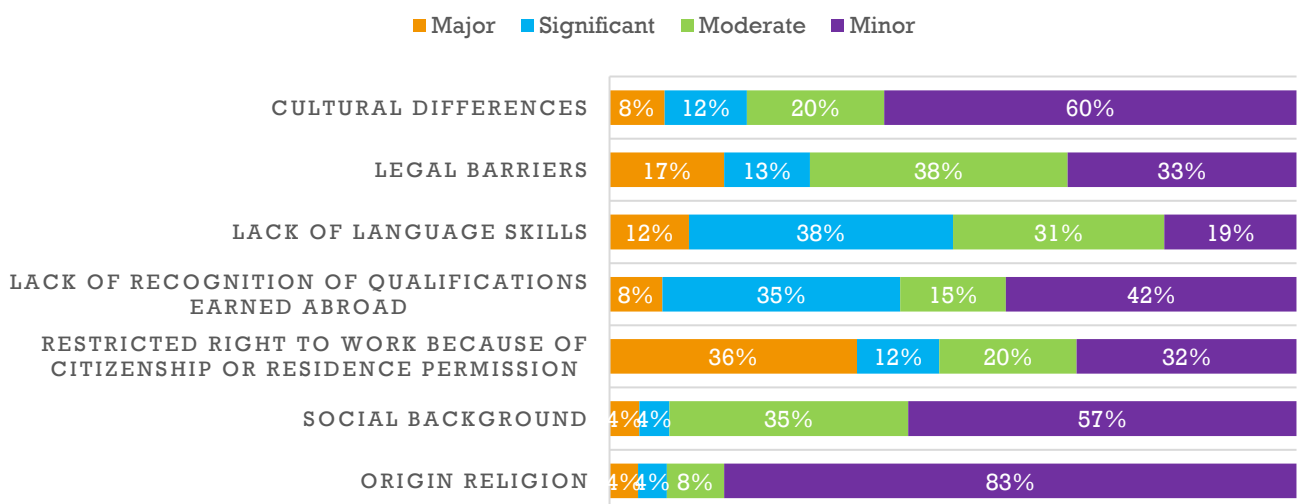


Figure 97: [Italian Sample] work obstacles

The very few answers provided intended to highlight the significance for them of some of the barriers already listed, including gender discrimination, which, interesting enough, has been stressed by a

different company (working in the gastronomy sector) compared to the one who raised this issue in section B8. The regional association of employers in the personal and social services/logistics mentioned that in some of their associates, some non-EU partners of the company, have quit their job to create their own micro-enterprise.

Most of the non-EU citizens who quite their job, did so because they found another job opportunity, which might be good. In the case of a couple of companies, the migrant went back to his/her native country, while in other cases, some companies mentioned “personal reason”, and in one, the willingness to return to study. The large company working in logistics mentioned in questions C1, E7 and E9, fired one non-UE employee due to his/her many absences from work.

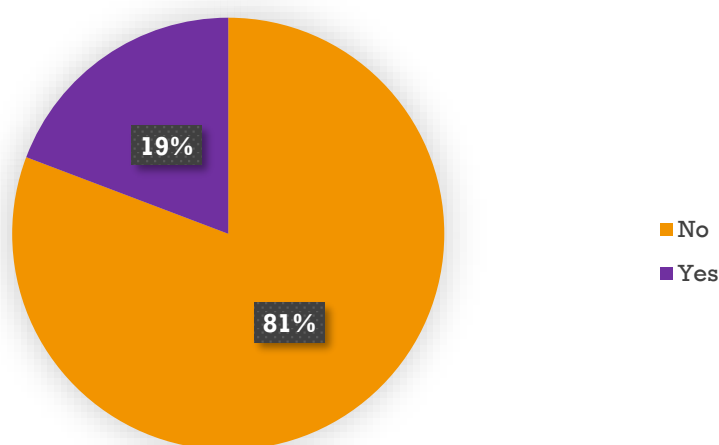


Figure 98: [Italian Sample] Policies for non-EU employees

No other special policy was mentioned by the companies, apart from one company who wanted to stress that the Italian language training they provide to non-EU employees, refer not only to language for the job, but to learning Italian for the daily life also.

Answers to the question of ‘How do you assess your overall experience in employing non-EU citizens’ vary from “positive” to “extremely positive/excellent”, for those who had employed/employ non-EU citizens. The presence of employees coming from a different culture has been considered a “benefit” for one company (a social cooperative), and most company who replied stated that they value “multiculturalism” and “diversity”, which are even considered by one employer (a small/medium sized long standing IT company) as a “necessity” in a global world. In the majority of cases the non-EU workers integrated well and the company makes no difference between native and migrant employees. In another case, a large size company working in the personal services sector, the company said that the community also know that they are employing migrants. The hotel mentioned in question E1, however, brings her personal difficult experience, whereby the only non-EU employee she had, quit abruptly his/her job, which mainly served him to bring his family to Italy (family reunification).

NON-EU CITIZEN INCLUSION-JOB PROFILE

The following figures depict the significance of various skills for a successful non-EU citizen work profile.

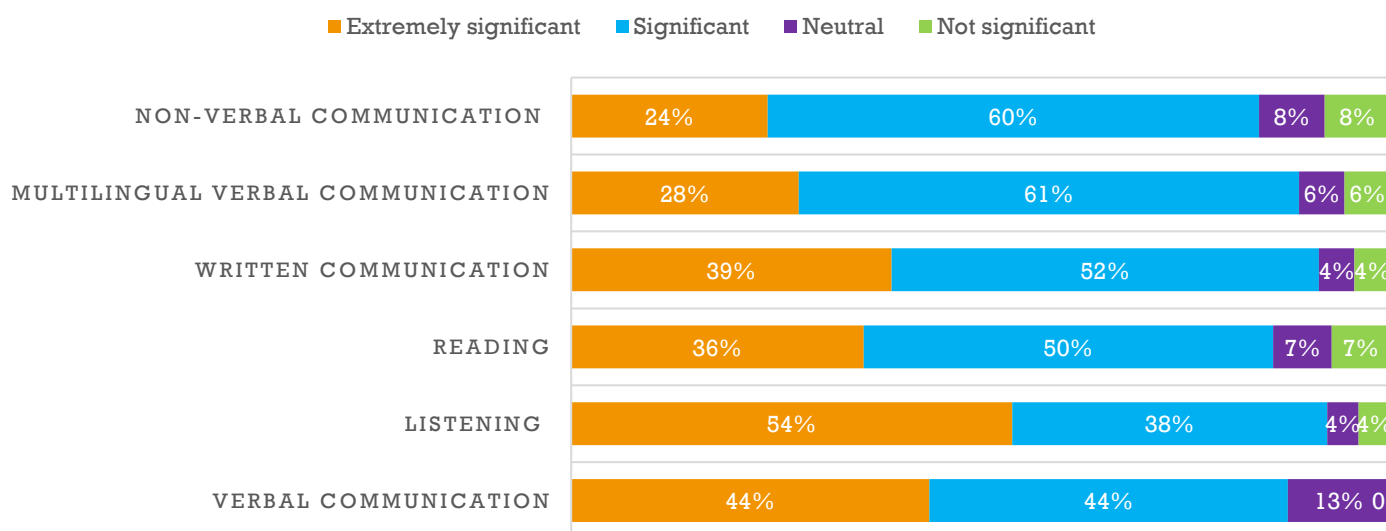


Figure 99: [Italian Sample] Language and communication skills significance

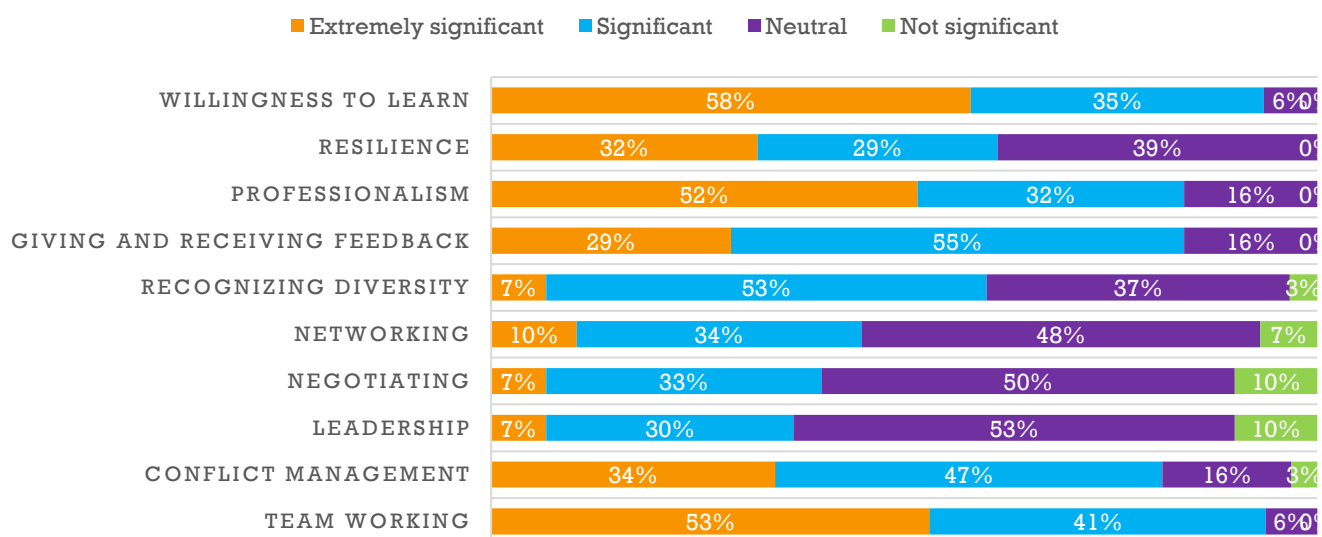


Figure 100: [Italian Sample] Cooperation skills significance

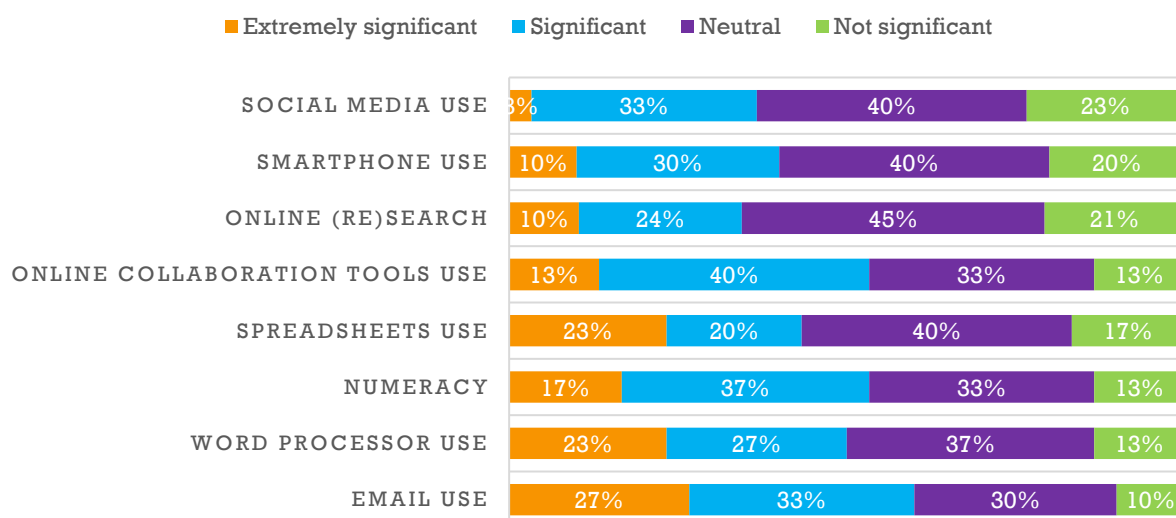


Figure 101: [Italian Sample] Digital skills significance

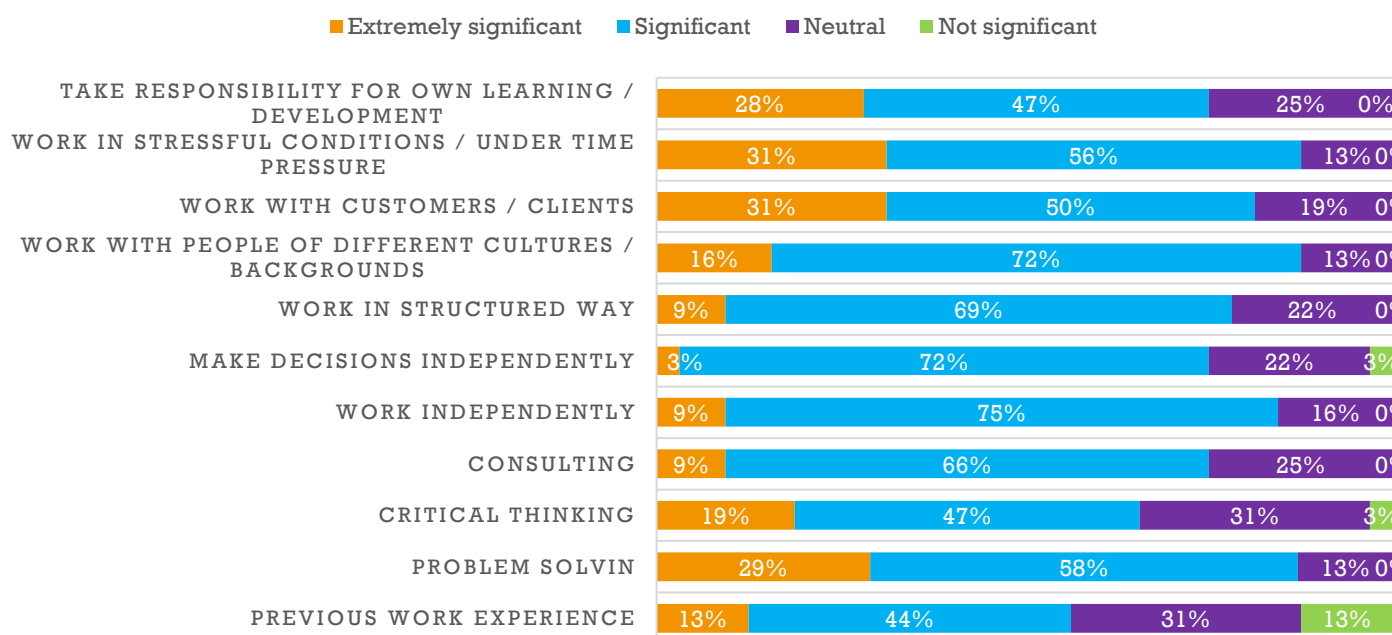


Figure 102: [Italian Sample] job specific/analytical skills significance

The fashion company mentioned in questions B6 and D2 stressed that the non-EU citizen would have a very good knowledge of the English language. The only other respondent mentioned the “knowledge of the local language and culture”.

The regional association of employers in the personal and social services/logistics highlights that non-EU citizens also need to have basic notions of legal rights and civic education, and they are working to spread this among their associates.

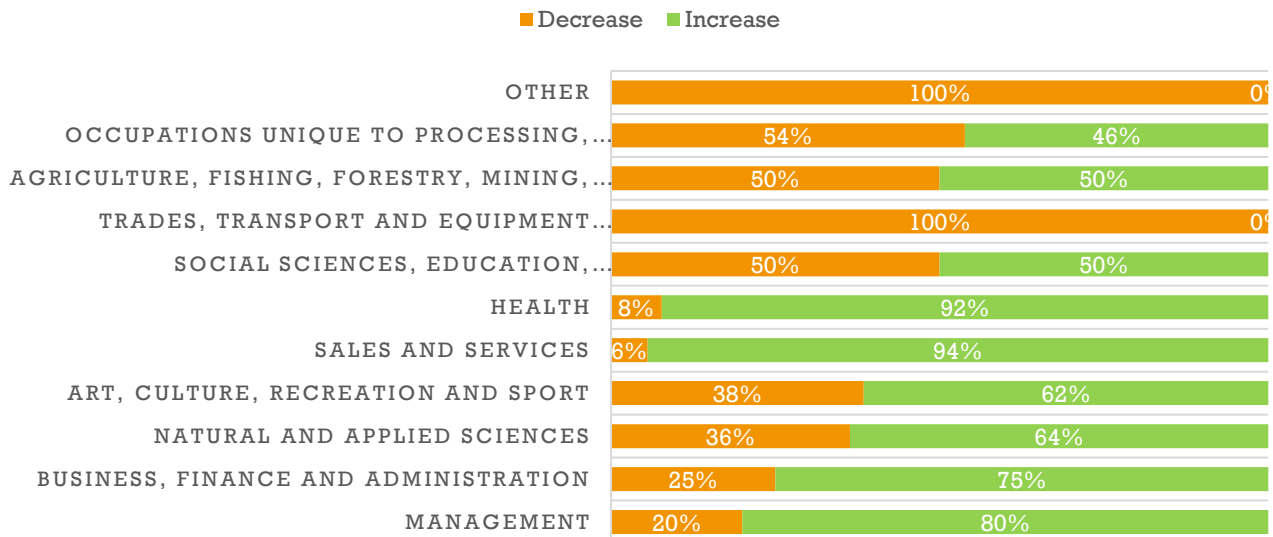


Figure 103: [Italian Sample] Occupations likely to be reduced/increased within the next three years

NEEDS FOR POLICIES AND SUPPORT

The following figures depict the needs for new policies and other support for hiring and employing non-EU citizens.

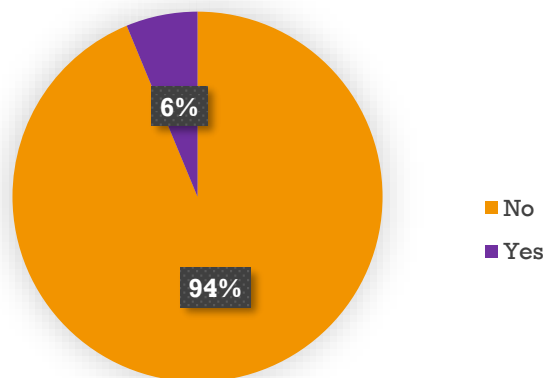


Figure 104: [Italian Sample] Organisations reporting Discrimination, Racism and Xenophobia incidents

Two companies mentioned:

- gender discrimination stated by the same company mentioned in question C12.
- the owner of an hotel, an Italian lady with a background in Chinese studies and past experiences in China, had a Chinese business partner and some Chinese students helping her out in her hotel: these received some insults by a guest and were not “trusted” by the guests. She mentions that in Italy, there is still a stereotype about Chinese people being

"dirty" and "second-rate quality producers" and in the end, her hotel was also associated to these characteristics.

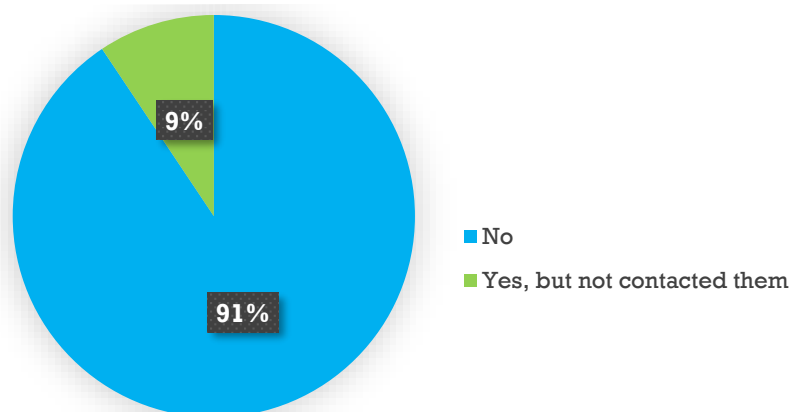


Figure 105: [Italian Sample] Awareness of incidents of Discrimination or Racism

Even those very few companies who know such agencies, but did not contacted them, did not say why they did not contact them or which agency they know.

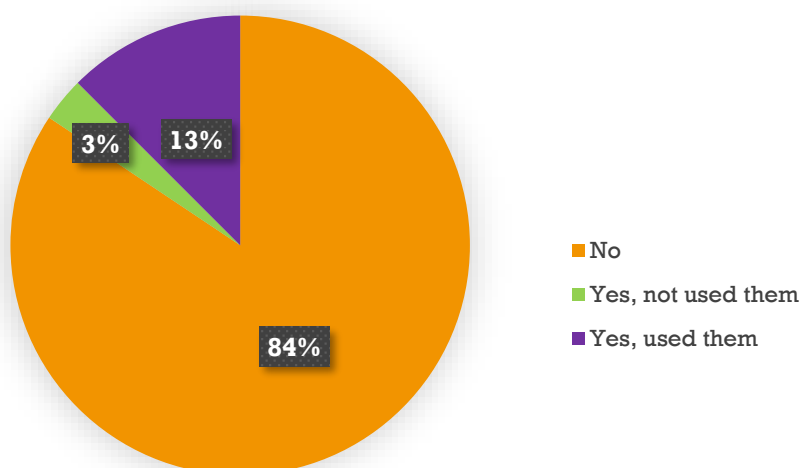


Figure 106: [Italian Sample] Organisations that Use of Cultural Mediators

All of those few companies who employ(ed)/use(ed) cultural mediators, feel satisfied with their performance/job.

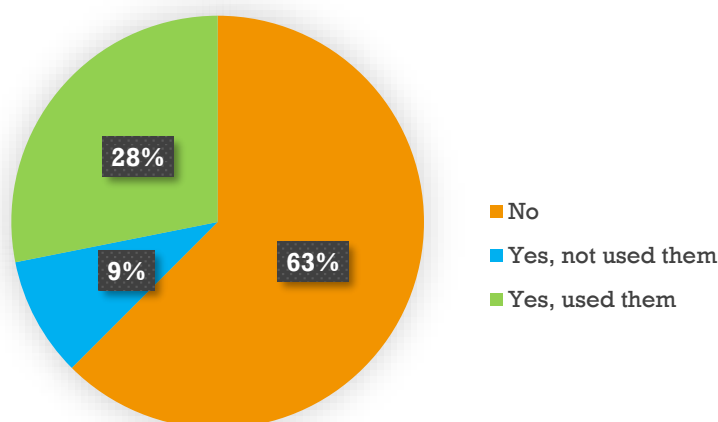


Figure 107: [Italian Sample] Organisations that Use external consultants

All of those few companies who employ(ed)/use(ed) consultants on cultural and legal issues, feel satisfied with their performance/job.

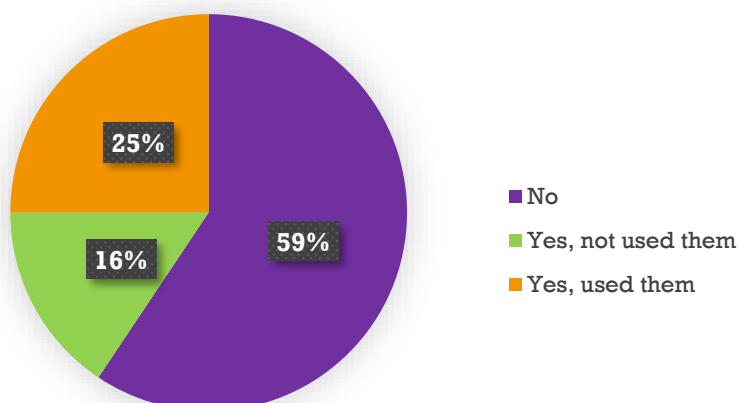


Figure 108: [Italian Sample] Awareness of skill needed by personnel for operating in a multi-cultural environment

Those companies who replied that they know about the skills needed and the training offers in this field, but they did not use these, said that in their case, the integration of the employee(s) was quite natural and happened without any difficulty. Those companies who did use those training opportunities, mentioned in general some meetings and contacts with “experts” on these topics, some “training courses” they used, with one, a large company working in the personal services, mentioning a collaboration with a University in Milan on the topic of **intercultural pedagogy**.

Another employer, a small/medium size IT company, has carried out some **training on contextual intelligence, empathic communication and feedback**. The regional association of employers in the personal and social services/logistics is promoting among their associates a specific training on conflict prevention, using public vocational and training funds for companies. The regional association of employers in the industry section have included in their training offer for their associate, a module on hiring and employing non-EU citizens.

Legislation issues was one of the questions of the survey which received more answers (22 out of the 32 companies engaged in the survey), even by those who did not employ/are not employing non-EU citizens. This clearly reflects the difficulties that employers in Italy are facing in the field of integration of migrants in the labour market. One of the main issues for companies refers to the **rules and procedures in force obtain or renew a visa and residence permit**, which prove to be very difficult and time-consuming for both non-EU citizens and for companies to understand and process. One company, a small/medium size enterprise working in the trade sector, mentioned that it is difficult as well to convert a student visa into a work visa, and so it might be difficult to hire migrants once they have completed an internship at the company. Other significant challenges in legislation that are mentioned are the difficult system for the recognition of qualifications acquired abroad. A couple of social cooperatives mentioned that the whole national reception system of migrants should be restructured, showing much pessimism and frustration.

Compared to the 22 companies who replied to the question, only 5 tried and suggest some ideas to change policies, so that it becomes easier for companies to hire and employ non-EU citizens.

One small/medium company working in trade, as well as the regional association of employers in the industry sector, suggested that the whole **“quota” system** – by which each year the Italian government sets the quota of migrants that may enter Italy to work – should be abandoned. The large company working in logistics, stated that it should be the duty of the employment office to carefully verify that the non-EU candidates have all the documents in order and are fully eligible to work, before suggesting them to the employer. Two companies simply mentioned that the procedures to obtain/renew the residence status, should be made easier and less time-consuming.

Regarding any change or reform of educational policies, 6 companies provided suggestions, nearly all of them being the same companies who already replied to previous relevant questions. However, nearly all companies, did not actually provide suggestions related to the education system in Italy, but rather to education in general. One company spoke about **internal training policies** (the need to have a tutor), other two employers about the general education of the migrants (non-EU citizens should learn about the cultures, etc. of their host country and, in order to work, they should have a recognized level of education and be fluent in the Italian language). One company as well as the regional association of employers in the industry sector - suggested agreements between Universities, likely meaning, between origin and host countries Universities. An IT small/medium company mentioned that Universities in Italy should focus more on **teaching adequately the Italian language**. Again here, pessimism and frustration among companies shows, with one employer stating that in Italy there are no policies to help and support young people and thus there cannot be adequate policies for non-EU citizens either.

In relation to the development of innovative initiatives and/or good practices that could serve as a model for other organizations (such as skills assessment or job coaching), 6 companies replied to

this question. However, a couple of companies referred to “job coaching/tutoring” in general, which seem to apply to all (new) employees. Another company mentioned the organisation of job placements. An interesting experience is carried by the large company working in logistics, who fosters the sharing of their experiences by workers from other parts of the world, who have already gained work experience, so to let everyone else know about their own history, their country and traditions. This helped the company to develop a multicultural environment.

In relation to employer or local/regional government or NGO initiatives that may be considered to be examples of good practices to facilitate the integration of refugees on the labour market, only 3 companies replied to this questions, but they only mentioned the institution and unfortunately not the specific initiative/good practice. The organisations mentioned are a not-for-profit organisation supporting migrants in Milan (<http://www.naga.it>) and again the Municipality of Milan and the centres hosting refugees and asylums seeker, via grants and also language training in the case of the city of Milan.

The majority of the companies engaged in the survey in Italy – city of Milan and Region of Lombardy - currently employs one or more non-EU citizens, albeit at a very variable rate.

The participation to the survey of some companies who are not employing migrants is in any case useful and significant, as the reasons behind this choice can be detailed, including any obstacles, barrier, etc. that prevented the employers hiring non-EU citizens.

As with the rest of the labour market in Italy, the main channel used to recruit non-EU employees is via unsolicited applications, followed by suggestions from colleagues and external websites. Overall, these channels are deemed effective.

Several companies have tried or have current experience of developing internships and/or apprenticeships with non-EU citizens, which is good. Just like in the cases of non-EU hired employees, however, in nearly all cases this is done with the support of external, mostly public, programmes, grants and/or organisations.

None of the companies interviewed have formulated and implemented specific hiring policies to encourage diversity in the workplace, nor actual procedures to assess third country nationals’ skills. A few experiences are in progress to make sure there is a dialogue between the non-EU employees and their Italian colleagues, with only one company implementing an actual and specific company policy on inclusion and multiculturalism.

In relation to the barriers on the company’s ability to hire non-EU citizens, the major barriers identified are, in order of importance/relevance: knowledge of the language of the host country, validation of qualifications acquired abroad and culture integration. The only barrier which is deemed as insurmountable is the **work eligibility** of the migrant candidates.

It is clear that companies require additional support at all levels – from recognition of qualifications acquired abroad to recruit qualified migrants to specific training for them - to be able to actually and effectively employ non-EU citizens. The only area where companies seem already satisfied is language training.

As far as the non-EU citizen Inclusion-Employing is concerned, most of the non-EU citizens employed by the Italian companies surveyed are first generation male migrants between 18 and 35

years of age and with a secondary education background. The main job positions they cover are linked to the type of the majority of the companies surveyed, i.e. IT and personal services.

They have been usually working for the company for less than 10 years and are for the most part not overqualified for their job. Majority of companies employ 10 or less migrants.

In relation to language skills, women are overall more fluent in Italian than men. Understandably, older employees have a lower knowledge of Italian (basic to moderate) compared to young people (moderate and proficient in equal measure).

In relation to the work obstacles, the companies surveyed keep on mentioning first and foremost the **restricted right to work/legal barriers**, which make some non-EU citizens ineligible to work in Italy. After this, the lack of language skills is also mentioned, but at long distance from the first obstacle. Again, consistently with the other responses of the companies, the validation of qualifications acquired abroad are considered a major barrier. Interesting enough, the barriers which are considered the most “minor” of all are the origin religion, then cultural differences and social background of the migrant.

It is good to know that the majority of non-EU employees who quit their job at the companies surveyed, did so because they found another job. In some cases, they even started their own micro-business.

Overall, all companies who had/have experience with migrant employees consider it as positive or even excellent, as they recognised the value and even “necessity” of multi-culturalism in an interconnected and globalised world.

As far as the non-EU citizen Inclusion-Job Profile is concerned, and more specifically regarding the skills that migrants should have, according to the employers surveyed, again language and communication skills are considered key, with the majority of company considering them significant to extremely significant. There follow key soft skills that are deemed “extremely significant” such as team working, willingness to learn and professionalism, as well as ability to work under pressure, problem solving, and ability to work with clients/customers. Regarding the digital skills, for the companies surveyed, it is enough that non-UE employees know how to use the basics of the email, word and excel. Some organisations mention other interesting “skills”, such as the knowledge of the employee’s legal rights and of the Italian culture and society.

The jobs/sectors that companies think will increase in the next few years are mainly the healthcare sector and the sales and services, followed at long distance by management and business/finance/administration.

As far as the needs for policies and support are concerned, only two out of the 36 employers/association of employers surveyed in Italy know of racist or discrimination incidents at the workplace. This is again line with the desk research carried out by the MILE partners in Italy in the city of Milan and Region of Lombardy.

It is interesting to see that only 3 out of the 32 companies know who to contact in case of such incidents (but in any case, they did not contact them). This is thus an area where employers might welcome information and training.

13% of the companies does make use of cultural mediators, which is good, also because they are not only organisations working in the personal services, but also coming from other sectors (IT, trade, etc.). This means steps are started to being taken in Italy also in this field. Similarly, about one third of the employers engaged, have had experience in using consultant on cultural and/or legal issues.

On the other hand, however, it seems companies do not have actual experiences and/or reflected in a consisted way in relation to the skills needed by their staff to work in a multi-cultural environment. Therefore, this could be another area where employers might welcome some support and/or information from outside expert organisations. At the same time, it is nonetheless good that some of the association of employers are starting to raise awareness about this topic among their associates.

The legislative challenges that employers may encounter in hiring and employing non-EU citizens is a topic felt really strongly by all companies and association of employers surveyed. Many challenges are thus identified and the feeling of frustration at these is clear.

The main issue highlighted refers to the procedures in force that migrants need to follow to obtain (or renew) a visa/residence permit – which is particularly time-consuming, complicated, etc. – and which may be, first of all, quite complex to grasp by companies and which, secondly, is an obstacle for those employers who indeed are willing to hire and employ non-EU citizens. This aspect might be specific to the Italian situation and Italian companies. Other issues raised, which are usually stressed also in other European countries, relates to the long and difficulty process to recognise qualifications acquired abroad. Some of the companies even questioned the entire national system of management of the migration flows, which in Italy is based on fixed numbers (quota) of migrants that can enter Italy to work. However, against this background, few companies have specific suggestions for policy/legislative reforms. All agree, in any case, that the system should be re-structured and made less complex and time-consuming.

Similarly, there is a somewhat pessimistic attitude towards possible reforms of the education system. Some companies suggest the activation of agreements between University, probably between University in home and host country of the migrants.

With regards to any new and innovative experience that companies or other public or private organisations are carrying out in the field of integration of migrants in the labour market, it is good to notice that some companies are working to promote intercultural dialogue between their employees, and/or are making use of programmes and grants provided by institutions (Municipality of Milan, etc.) to hire and employ non-EU citizens. However, these experiences are still very few and not systematised.

D.2.4 SPAIN

NATIONAL RESEARCH IDENTITY

Date of assessment:	April-May 2019
Number of organizations involved:	30 (including 1 association of Employers)

Table 5: Description of the Spanish sample

The following figures depict the characteristics of the sample.

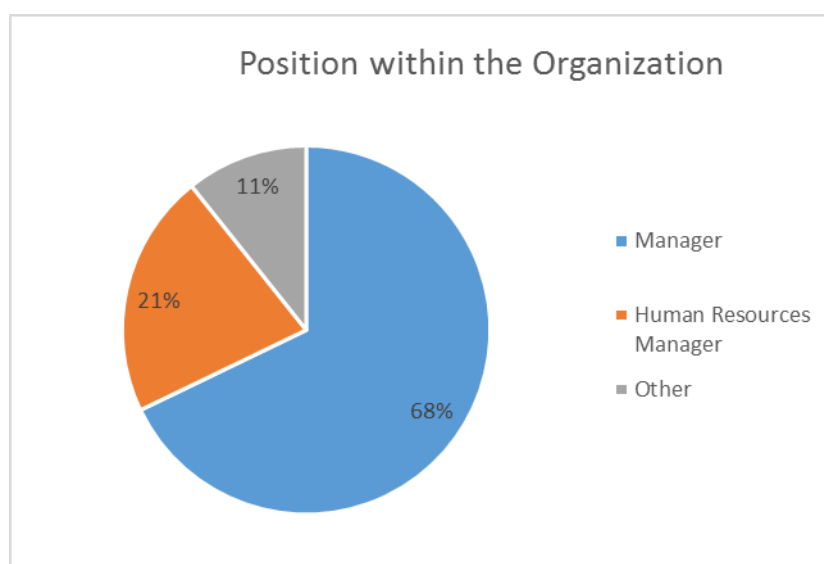


Figure 109. [Spanish Sample] Respondent Position within the Organization

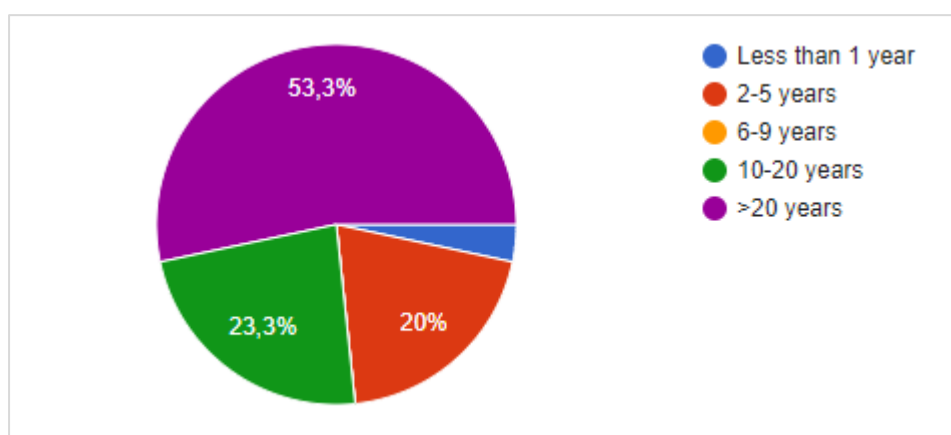


Figure 110. [Spanish Sample] Operating Years of the organisations that contributed to the survey

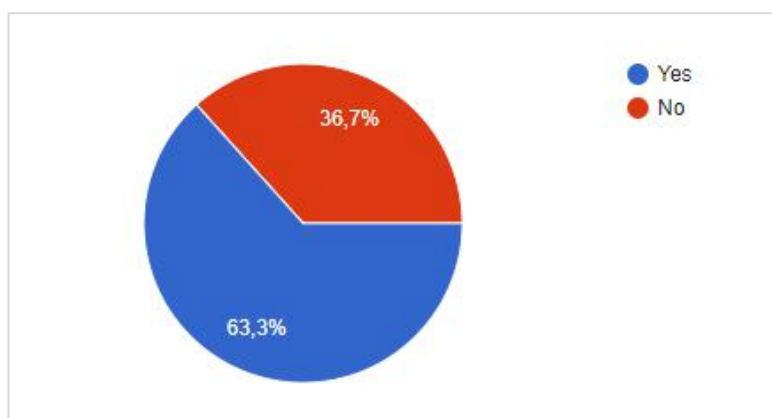


Figure 111: [Spanish Sample] existence or not of dedicated HR staff within the organisation

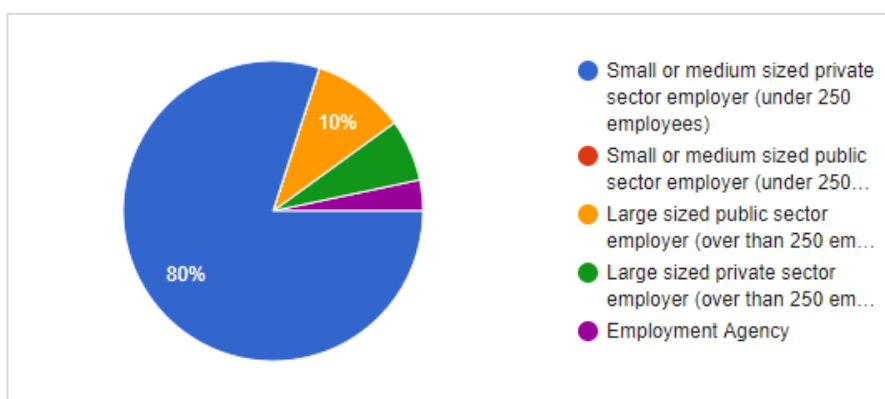


Figure 112: [Spanish Sample] Type of Stakeholder

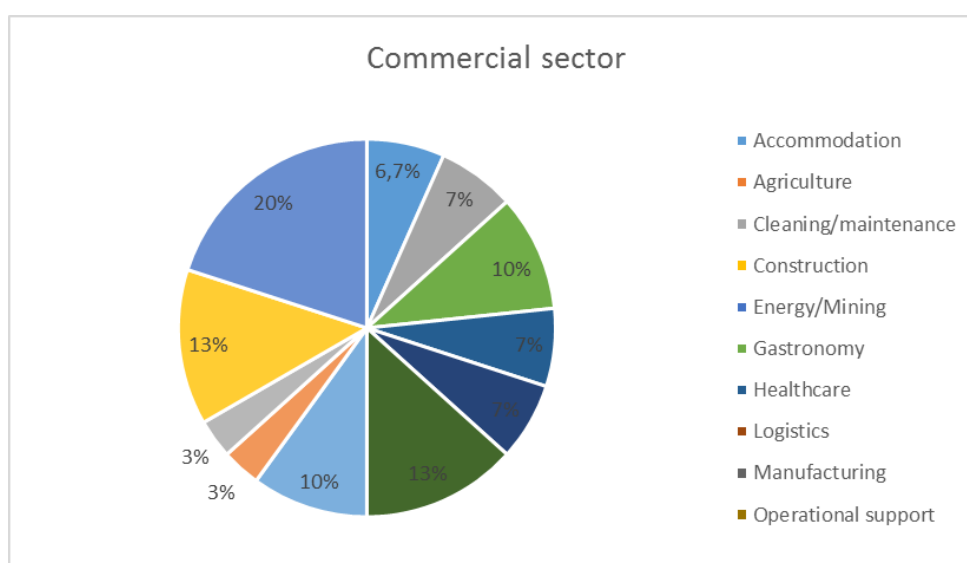


Figure 113: [Spanish Sample] Commercial sector of responding organisations

NON-EU CITIZENS' INCLUSION - HIRING

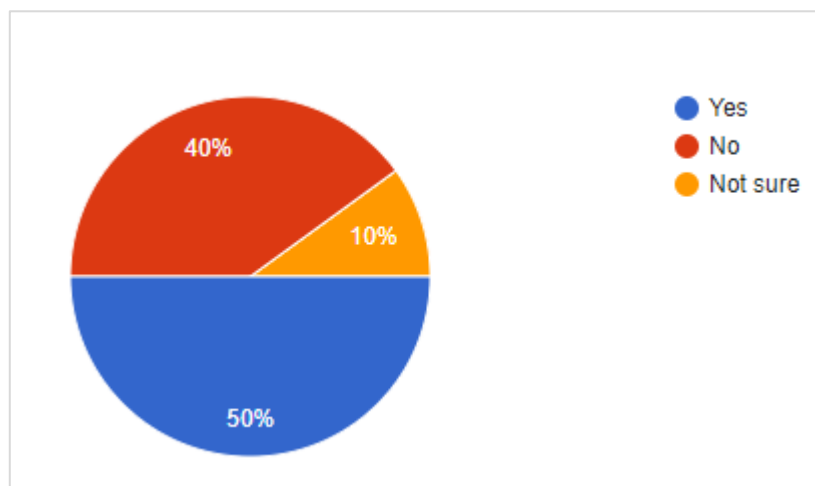


Figure 114: [Spanish Sample] Employment of non-EU citizens by organisations

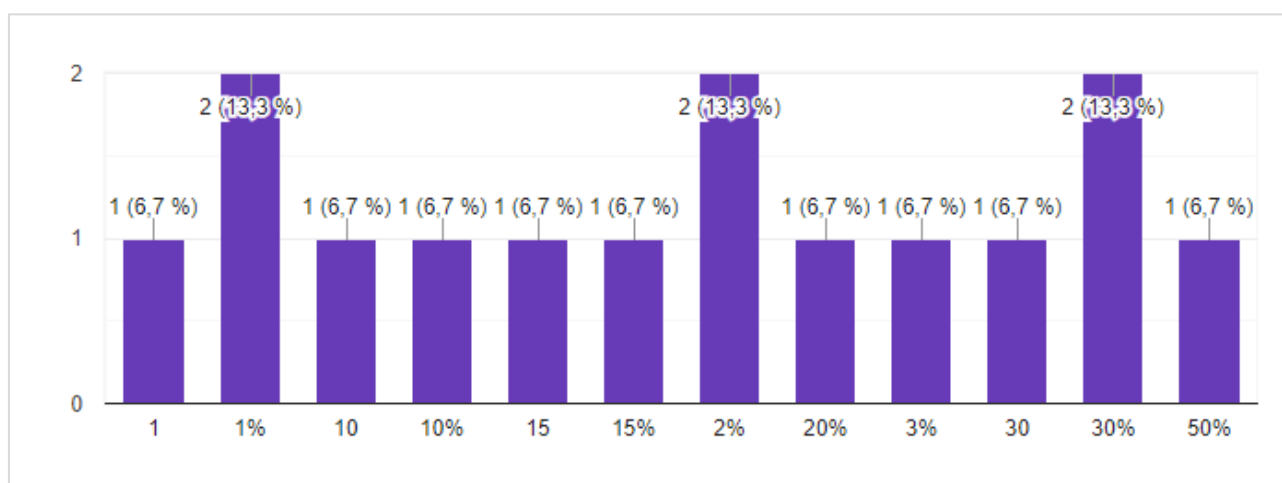


Figure 115: [Spanish Sample] Estimated workforce of non-EU citizens in the organisation

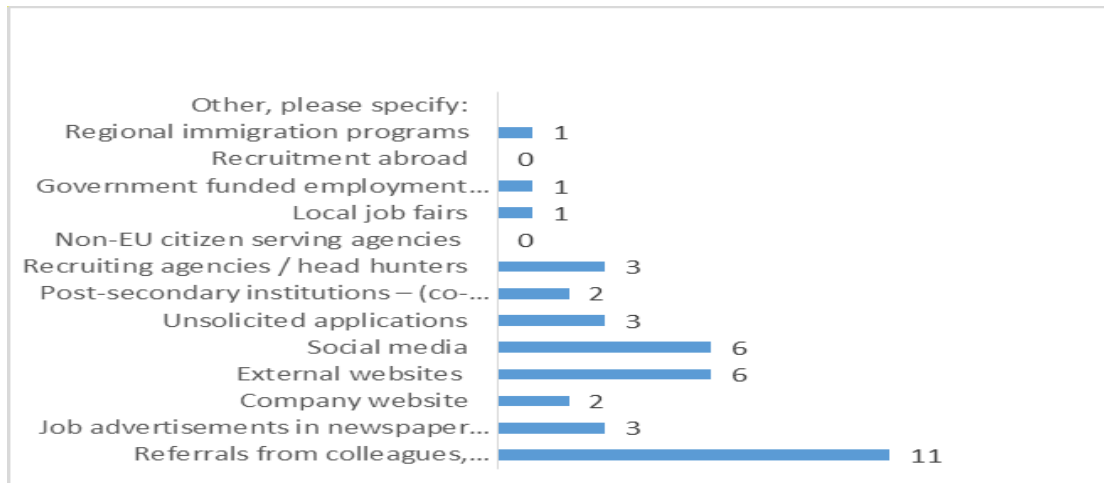


Figure 116: [Spanish Sample] Channels for recruiting non-EU citizens

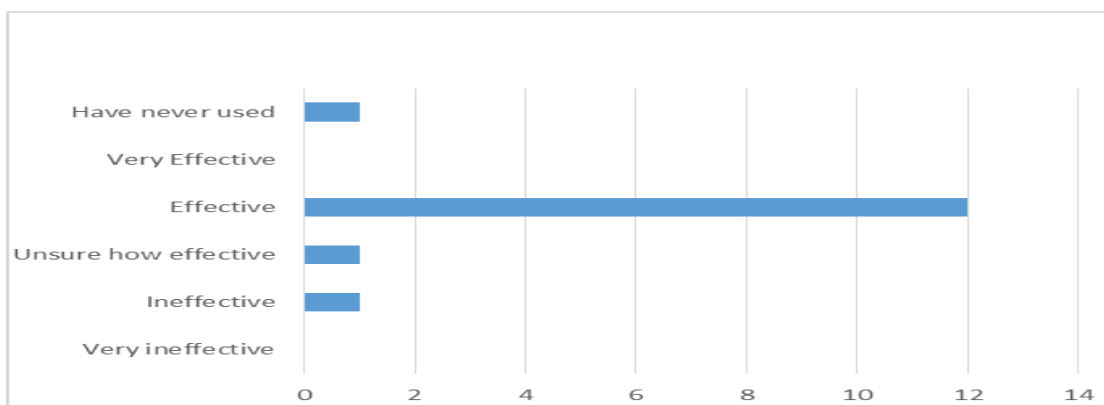


Figure 117: [Spanish Sample] Effectiveness of recruiting channels

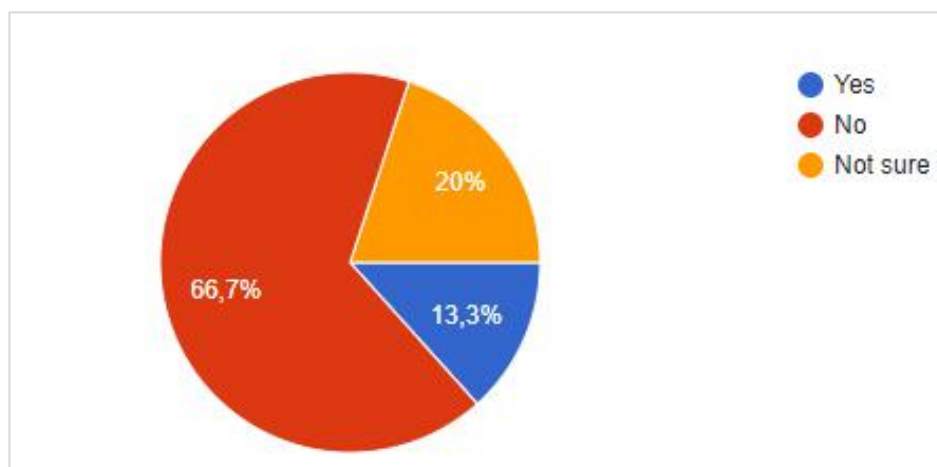


Figure 118: [Spanish Sample] Programs for non-EU citizens

*Two respondents explained that they offer internship programs, one of the employers specifies that they have internship agreements with some social entities.

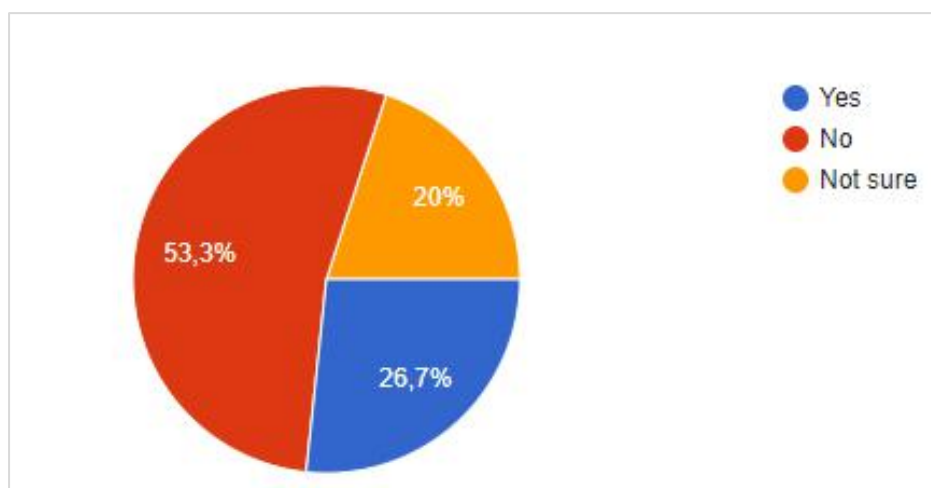


Figure 119: [Spanish Sample] Hiring policies encouraging diversity

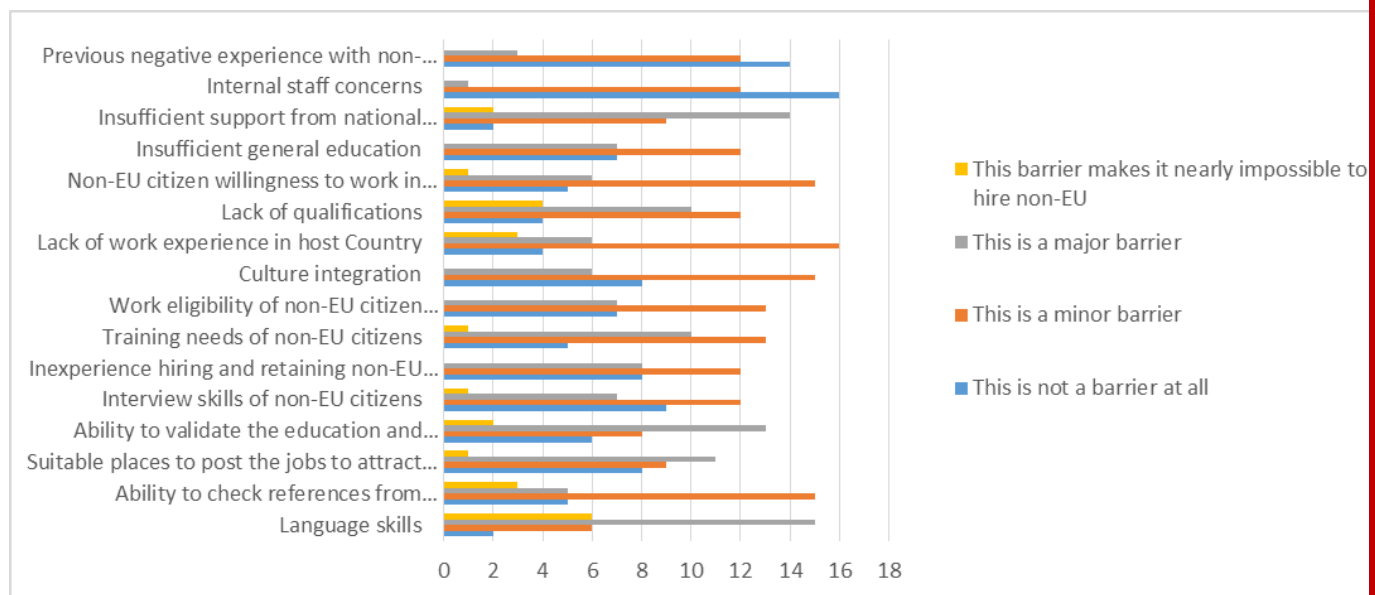


Figure 120: [Spanish Sample] Barriers on hiring non-EU citizens

One respondent mentioned the obstacles regarding the job contracts and its bureaucracy and legal issues.

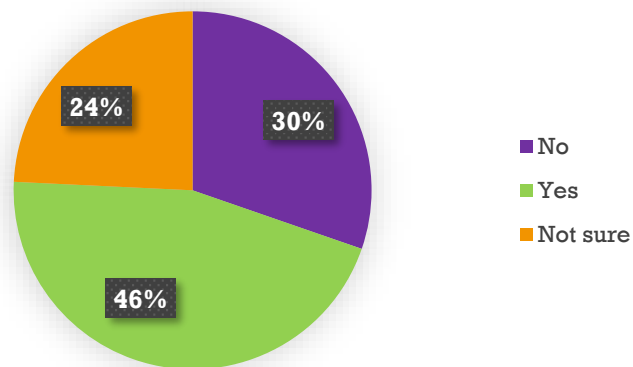


Figure 121: [Spanish Sample] Approach of other institutions for assistance

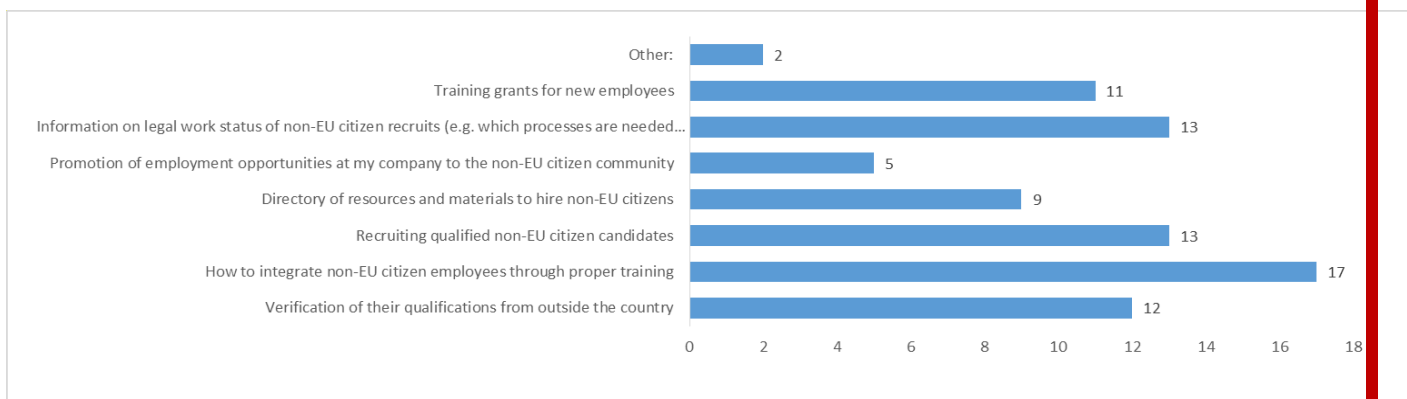


Figure 122: [Spanish Sample] Support needed for hiring non-EU citizens

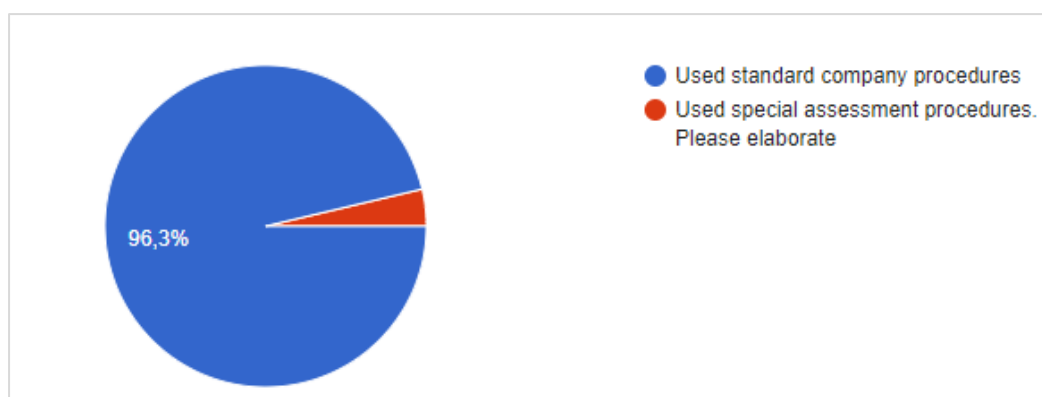


Figure 123: [Spanish Sample] Assessment procedures for new candidates

One respondent mentioned that in their company are also using special assessment procedures such as a language test.

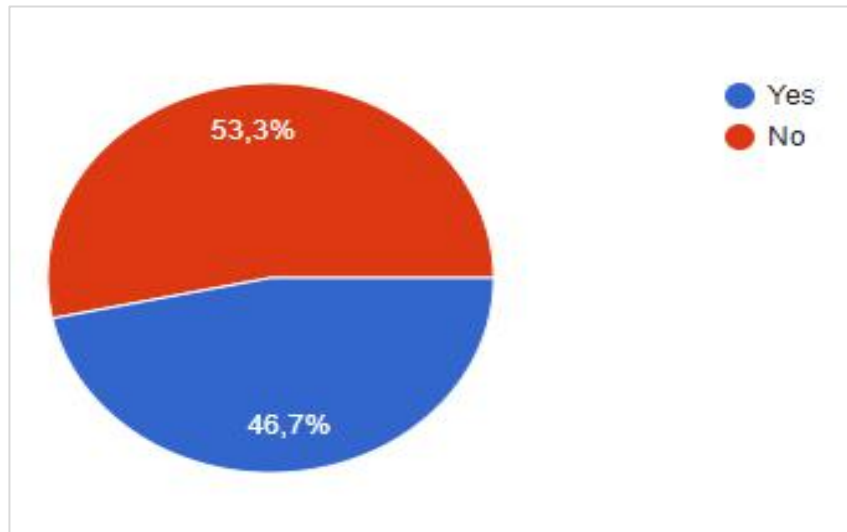


Figure 124: [Spanish Sample] non-EU employees inside organization

NON-EU CITIZENS' INCLUSION-EMPLOYING

The following figures depict the demographics of non-EU employees within the organisations, their skills and the barriers to their employment.

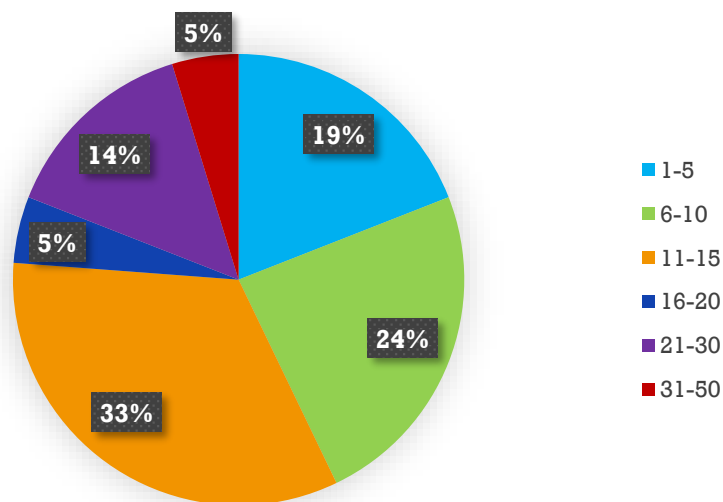


Figure 125: [Spanish Sample] non-EU employees inside organization

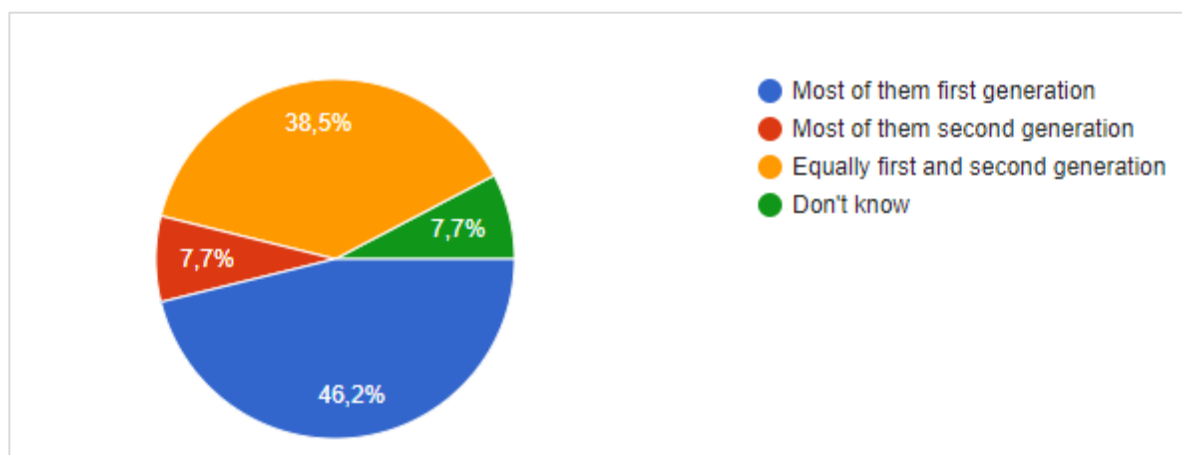


Figure 126: [Spanish Sample] First/second Generation of non-EU citizens within organisation

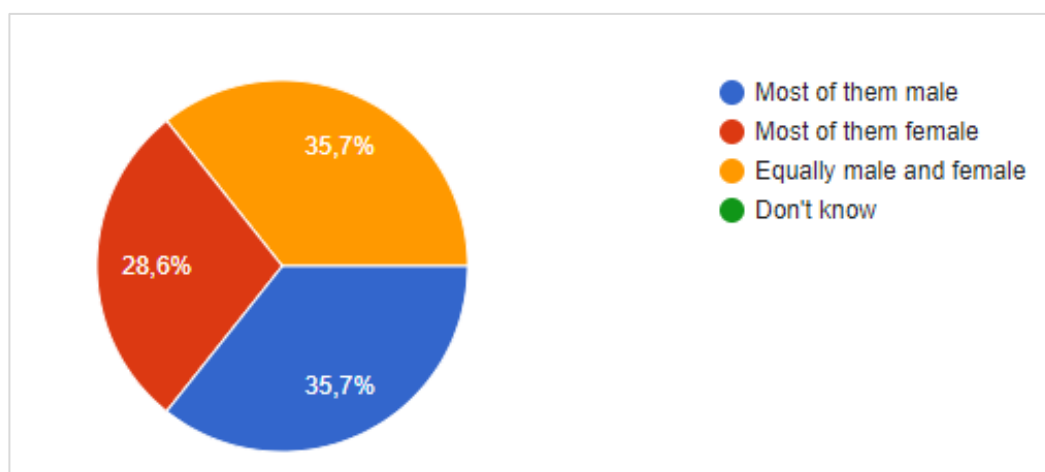


Figure 127: [Spanish Sample] Male/Female non-EU citizens within organisation

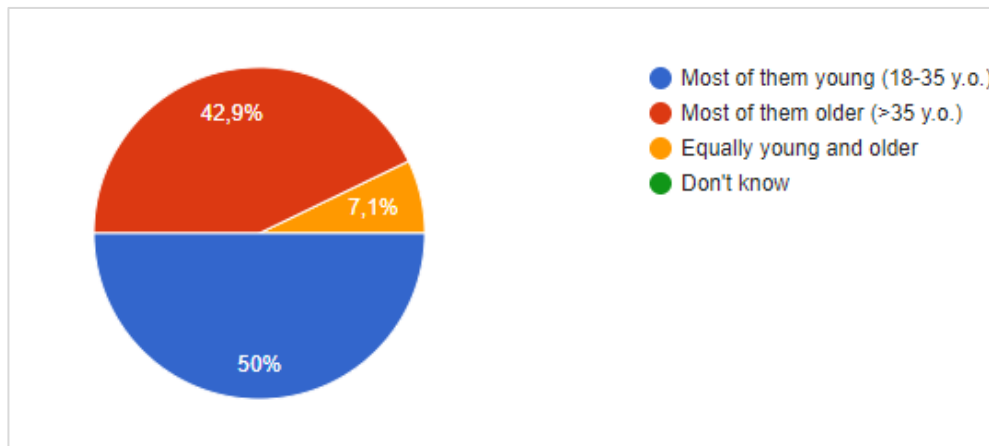


Figure 128: [Spanish Sample] Average age of non-EU citizens in the organisation

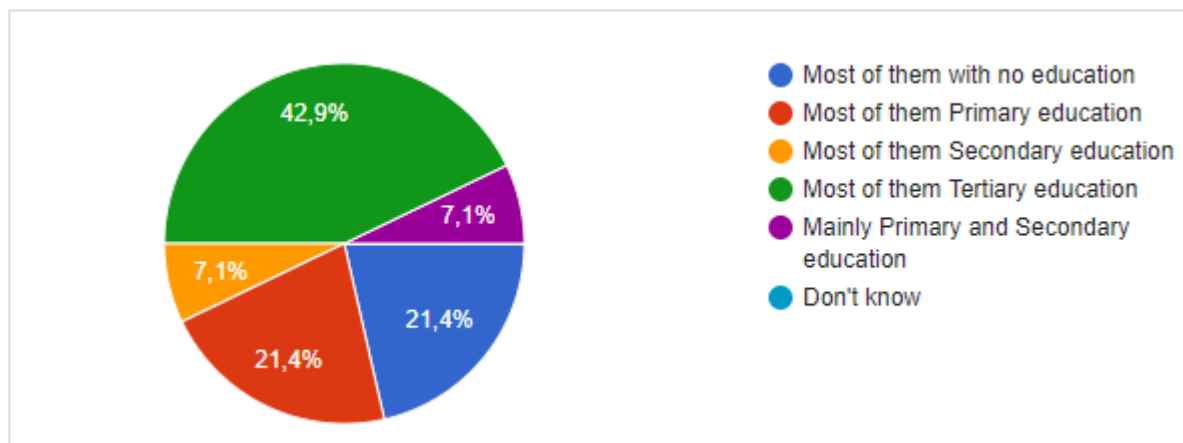


Figure 129: [Spanish Sample] Educational Background of non-EU citizens in the organisation

The main position TCN's cover in the respondents' organizations are: Salesperson, operators, doctors, nurses, manufacturer, cleaning, cleaning assistant, administrative, bakers and marketing positions.

After evaluating the answers, most of non- EU citizens are working between 2-5 years for the employer, just few of them have been working between 1-2 years and more than 8 years in the organization. The rest between 4 to 6 years.

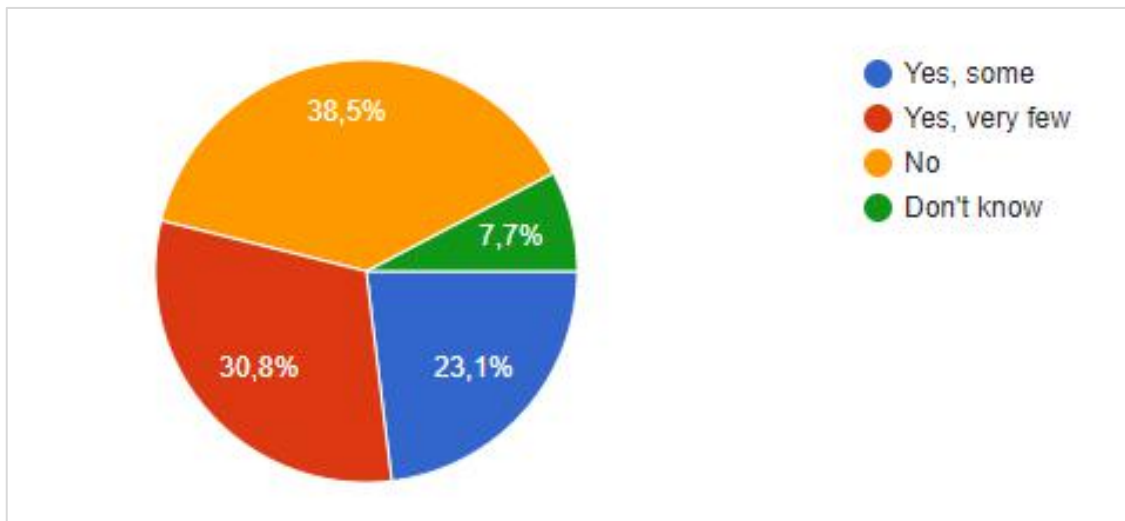


Figure 130: [Spanish Sample] Overqualified non-EU citizens

All respondents did not refer to any distinction between male and females non-EU citizens in terms of their educational background.

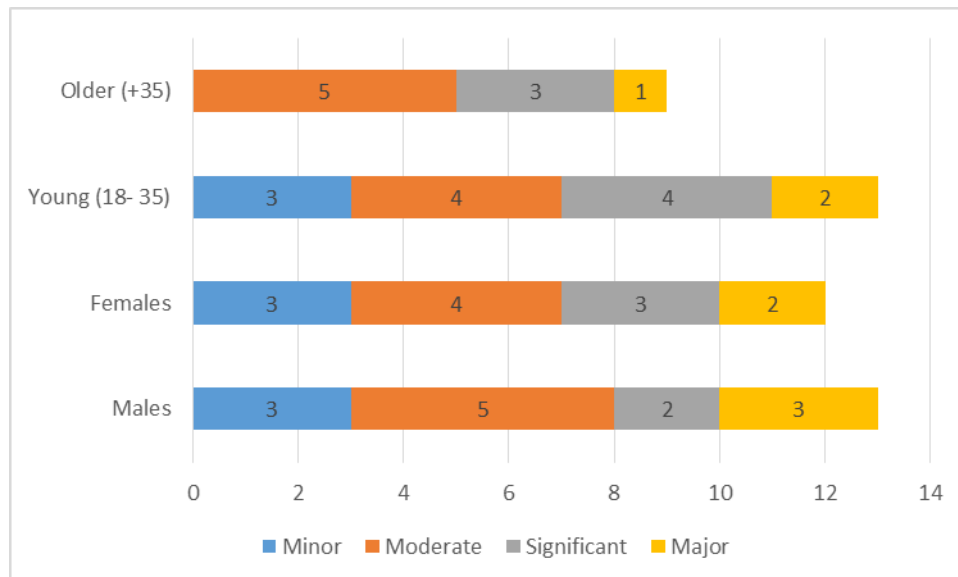


Figure 131: [Spanish Sample] language Skills of non-EU citizens

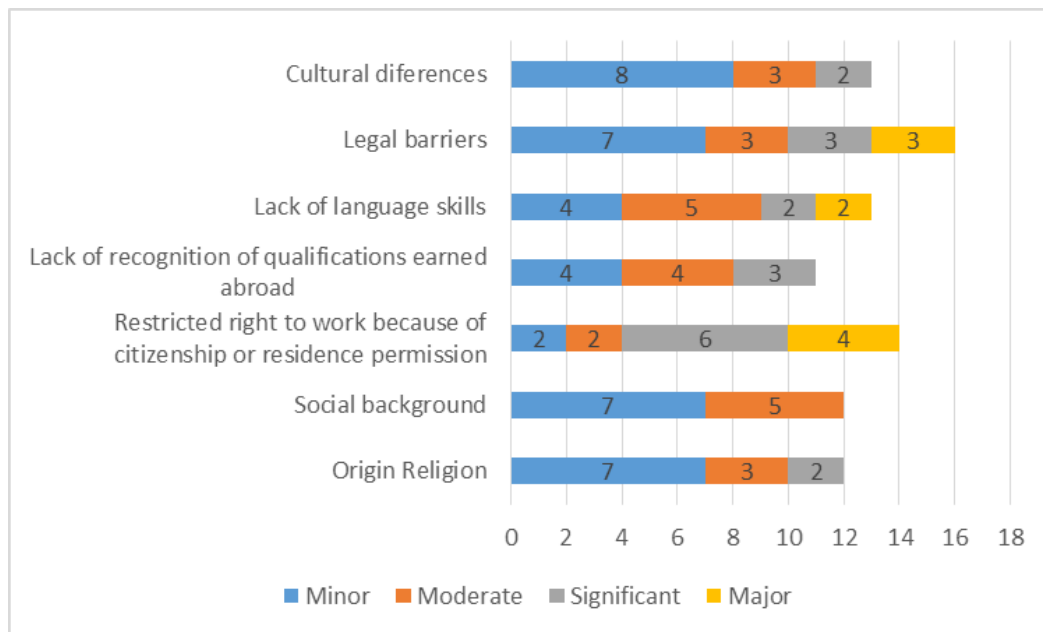


Figure 132: [Spanish Sample] work obstacles

One additional obstacle was the slowness of the administrative process when hiring TCNs.

Five out of 8 respondents had mention that the main reasons for firing TCNs were: Low performance of the employee, the employee has not passed the 3 months' proof and because the employee lied on their professional and academic experience.

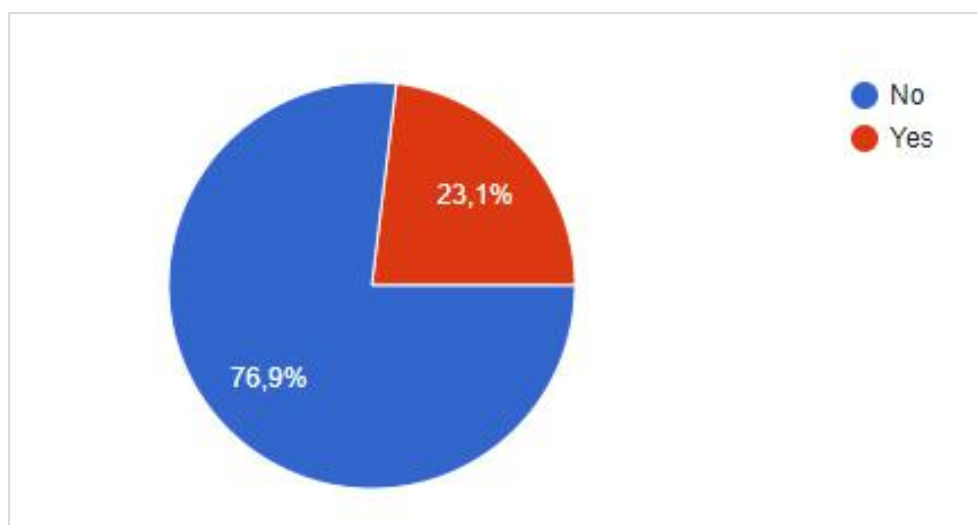


Figure 133: [Spanish Sample] Policies for non-EU employees

The main policies mentioned are: Training, workplace culture orientation, supervised work experience and retraining opportunities.

The majority of the answers rates the experience of employing non-EU citizens as good/positive and really good.

NON-EU CITIZENS' INCLUSION-JOB PROFILE

The following figures depict the significance of various skills for a successful non-EU citizen work profile.

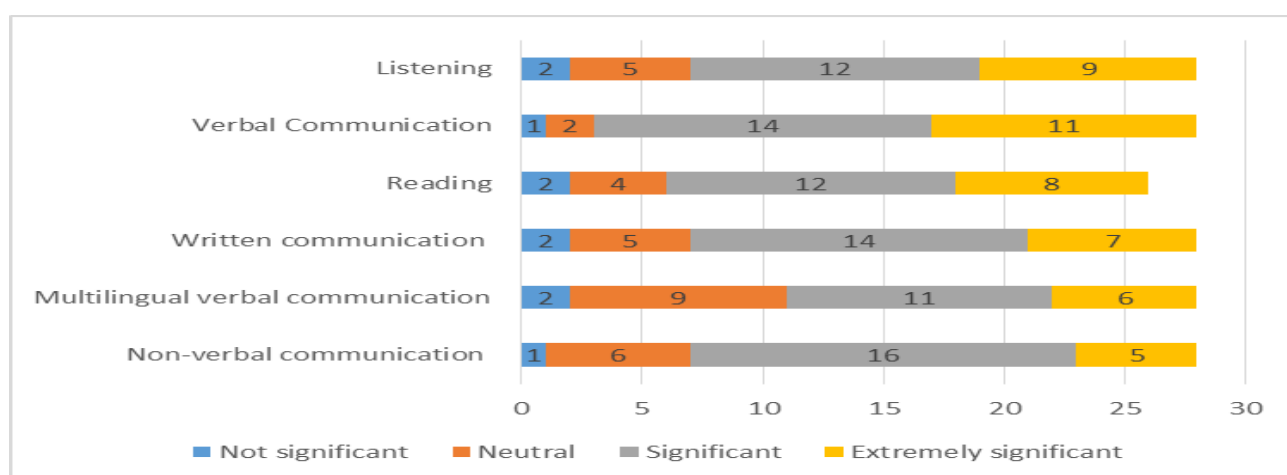


Figure 134: [Spanish Sample] Language and communication skills significance

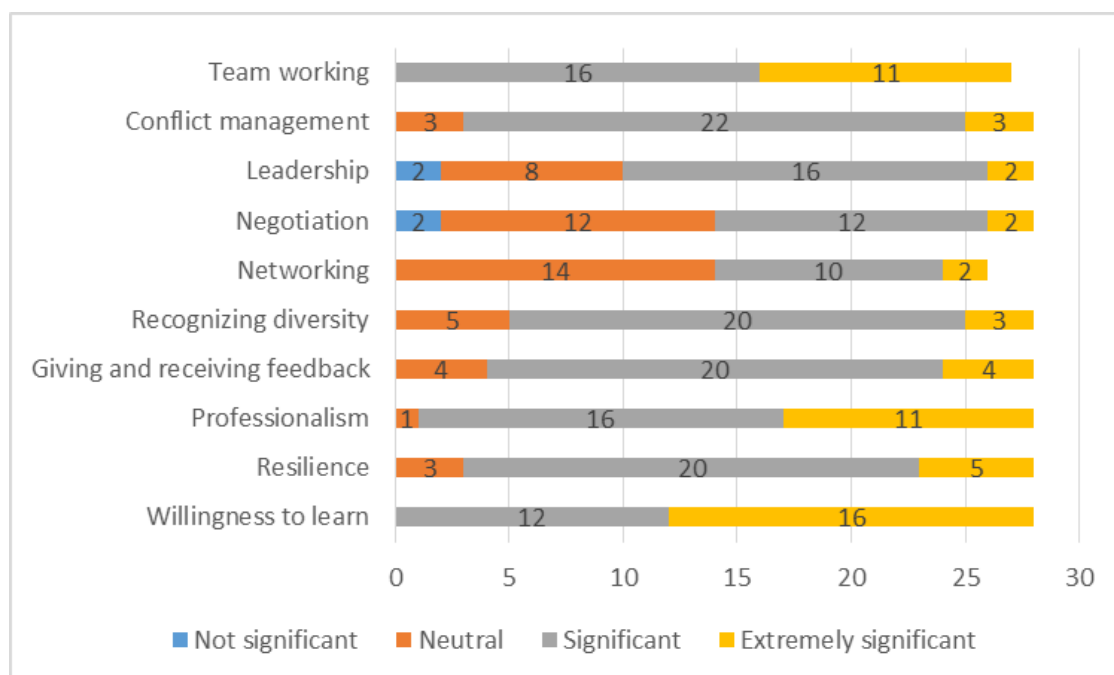


Figure 135: [Spanish Sample] Cooperation skills significance

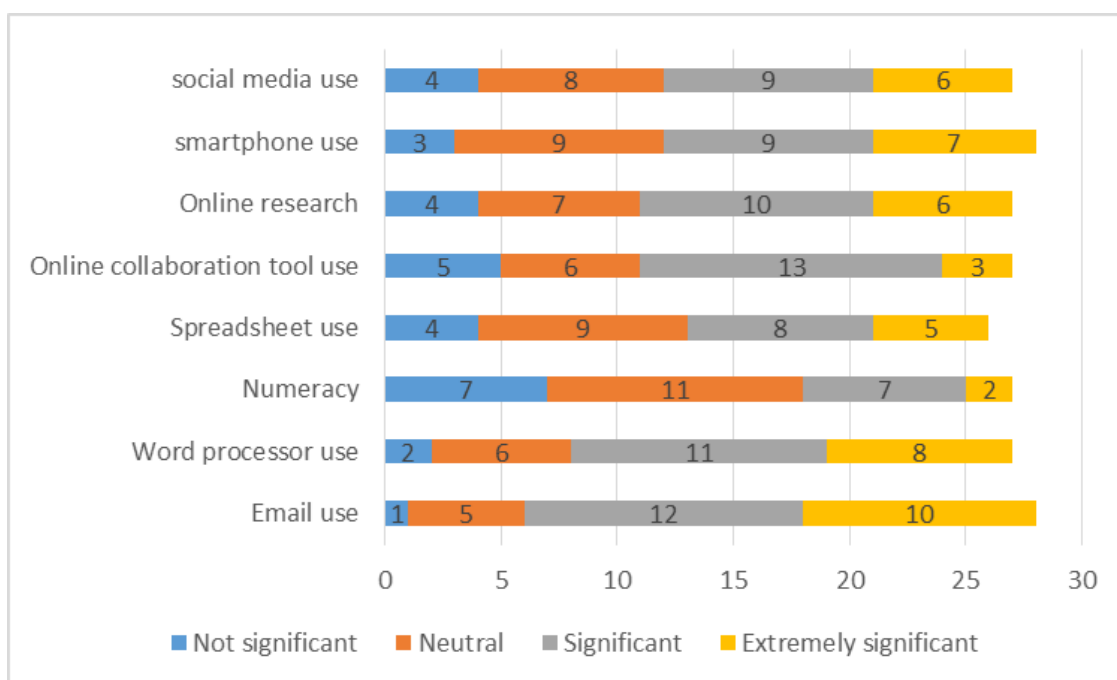


Figure 136: [Spanish Sample] Digital skills significance

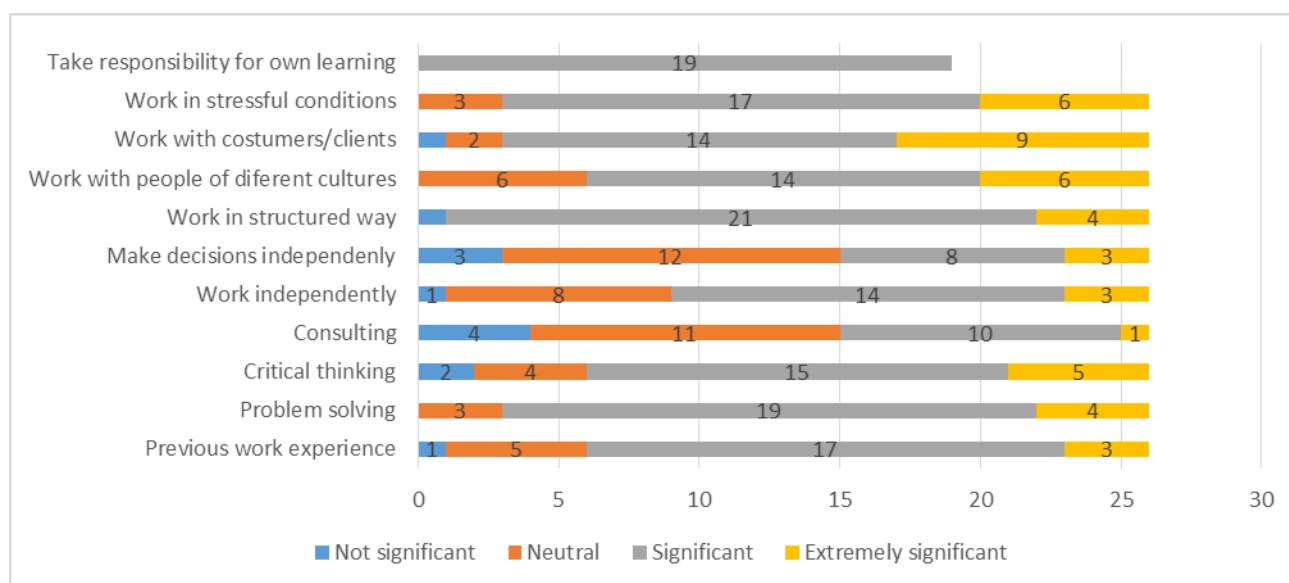


Figure 137: [Spanish Sample] job specific/analytical skills significance

Two respondents consider that to understand the organization culture and the adaptability are necessary skills for a non-EU citizen so to be employed in an Organization

On respondent mentioned that the skills required for non- EU citizen must be the same ones than EU citizens. The other respondent mentioned that another essential skill to consider is the involvement.

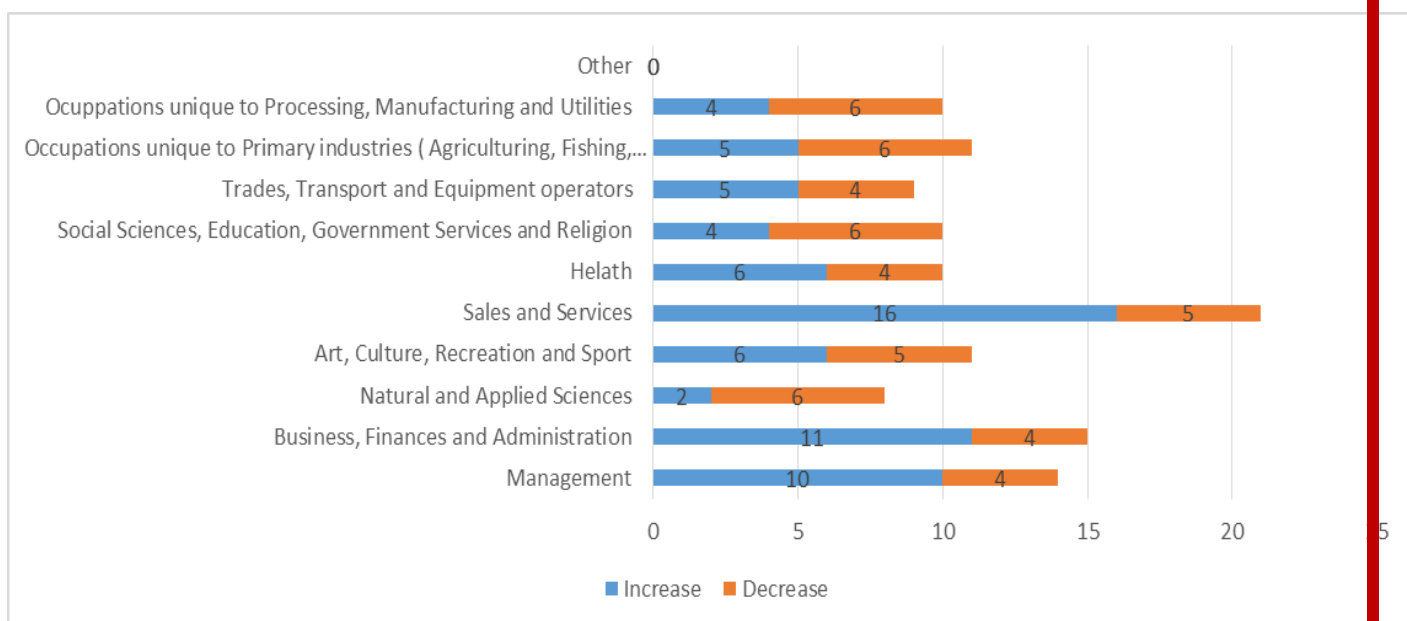


Figure 138: [Spanish Sample] Occupations likely to be reduced/increased within the next three years

NEEDS FOR POLICIES AND SUPPORT

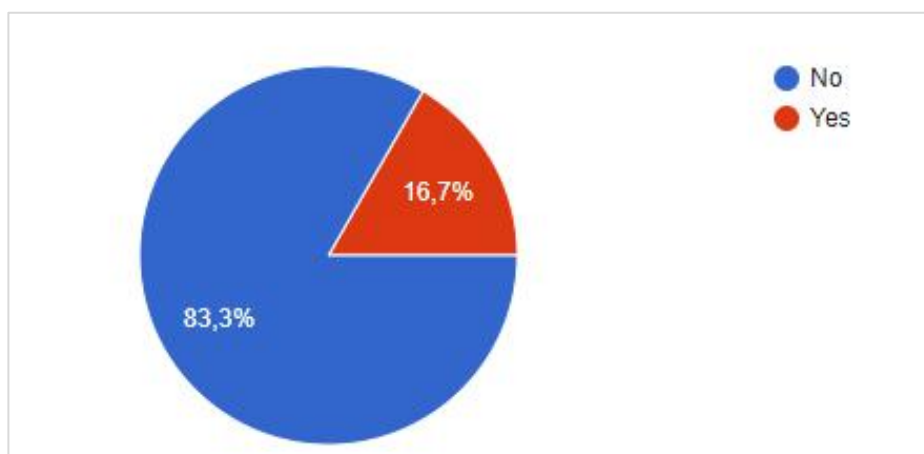


Figure 139: [Spanish Sample] Organisations reporting Discrimination, Racism and Xenophobia incidents

Few respondents explained that some serious acts of discrimination were; Religion discrimination, lower/worst work conditions and one respondent refers to intolerance between TCNs.

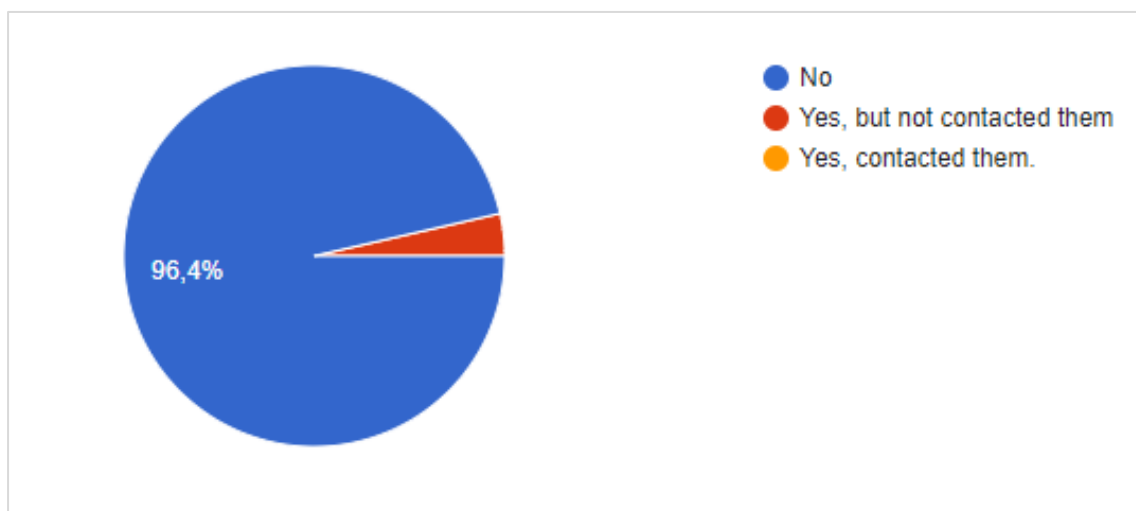


Figure 140: [Spanish Sample] Awareness of incidents of Discrimination or Racism

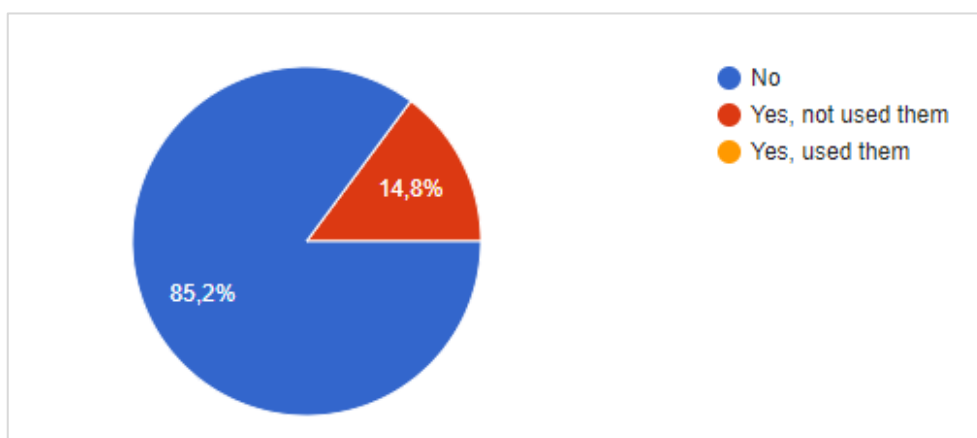


Figure 141: [Spanish Sample] Organisations that Use of Cultural Mediators

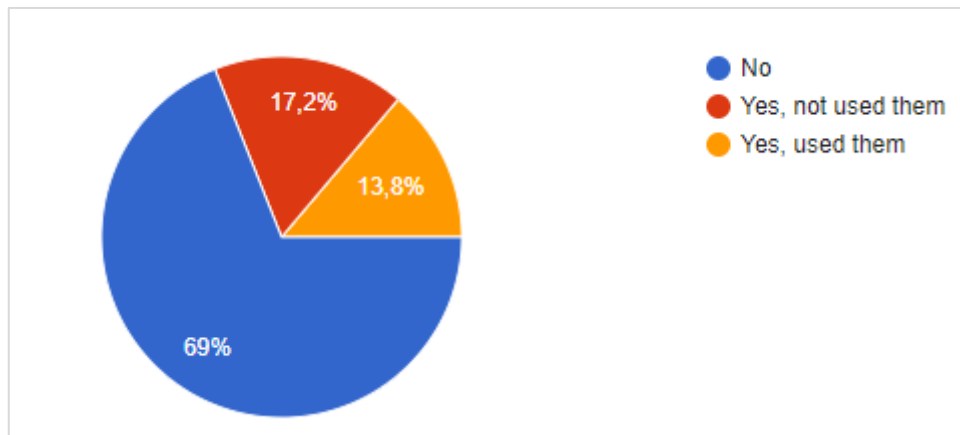


Figure 142: [Spanish Sample] Organisations that Use external consultants

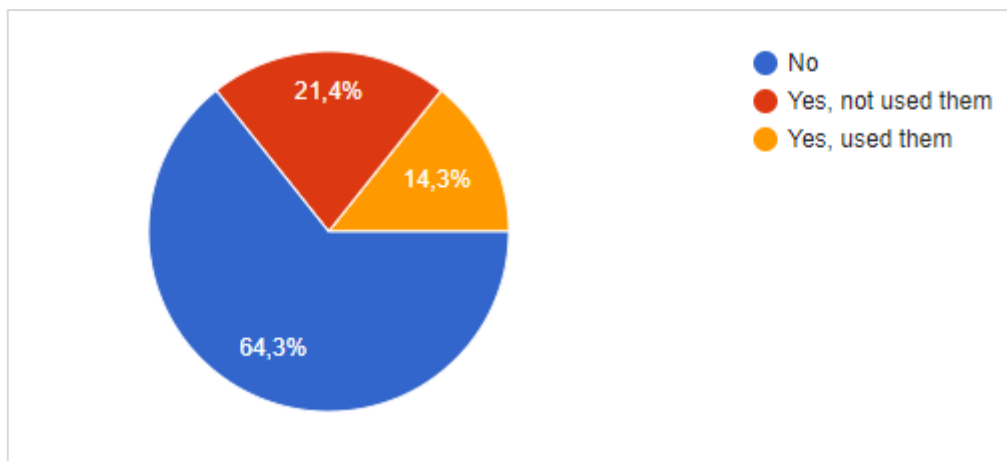


Figure 143: [Spanish Sample] skills for a multi-cultural environment

Area(s) of legislation that pose a significant challenge to the recruitment of non-EU citizens: Four respondents agree on the importance to have less legal and administrative bureaucracy and to fasten the studies homologation in order to be able to hire without a long waiting period.

Respondents think that having more support on legal issues and grants or economic benefits to the employers would be a push in the right direction.

The respondents also suggested to faster the studies homologations and to include free elementary/secondary school coursed provided by the Unemployment Public Service.

Just one respondent mentioned that they have carried out a research on wellbeing and productivity at work.

PART E: CONCLUSIONS AND RECOMMENDATIONS

E.1 CONCLUSIONS PER COUNTRY

AUSTRIA

In summary, it can be stated, that the questionnaires as well as the guided interviews coincide with the results of the desk research in the first part of this report.

Insufficient language skills, problems regarding the recognition of qualifications and the restricted right to work are rated as the main obstacles to hire TCN's. In terms of personal beliefs, the obstacles were completed by occurring nationalist or racist attitudes or the tendency to a patriotic image of society. Religion, as personal or political beliefs should, according to respondents, be seen as a subject of privacy.

According to many employers, as part of the guided interviews, many sectors (for example in the craft sector or in tourism) are still in urgent need of specialist staff. In some cases, compromises are sought in the case of missing qualifications or skills are considered as more or less important to find suitable candidates.

The overall experience in employing non-EU citizens was during all interviews assessed consistently positive. One respondent clarifies even, that his perception is 100% different than often mistakenly believed in the general public. People who already have a residence permit are, in his opinion, generally motivated and grateful for any help.

In addition to supporting jobseekers from third countries and to strengthen their working skills, this also requires the **support of potential employers in the recruitment process**. Even though most of the interviewed organizations already offer integrative measures for migrants, the company's representatives themselves seemed very open to ideas **to improve integration and intercultural cooperation in their workplaces**.

GREECE

Third-country nationals account for a growing share of the total population of Greece. Recent data show that their population is roughly about 500.000 (about 5% of the total population). Immigrant communities who arrived more than 15 years ago (mostly Albanians) have kept their original nationality and still account for the bulk of third-country immigrants. Other nationalities include Syrians, Pakistanis and Afghans.

Migration in Greece has been, and continuous to be low-skilled labour migration. This report confirms that this trend is continuing. The financial and economic **crisis** that continued to affect the economy till late 2017, **was particularly hard on the most vulnerable people on the labour market**, such as those with low levels of education. **TCNs are mainly unskilled workers and as**

such they have suffered more from the crisis. Since more highly educated nationals lost their jobs (more than 500.000 Greeks have moved to other EU countries to find a job) it is only natural to assume that a highly educated TCN will have face great difficulties in finding a suitable job.

TCNs work mainly in the private sector. Although the integration of immigrant workers in the public services sector in other EU countries is possible, in Greece this is hardly the case. Second generation migrants do have, rather rare opportunities to get a job in the public sector. Based on information provided by the Hellenic Statistical Authority (EL.STAT.), most TCNs work in the Agricultural, Manufacturing, Construction and Accommodation sectors. This trend is also confirmed by the survey. It is worth noting that all respondents in the qualitative survey come from SMEs, the backbone of the Greek economy.

Third-country male workers who tend to be employed in sectors most sensitive to economic changes, have suffered much more from the recession in Greece. Since the beginning of the crisis, gender differences in unemployment rates have narrowed regardless of national origin because there have generally been greater job losses in sectors where men dominate, especially in construction and manufacturing.

As far as hiring of TCNs is concerned, most respondents are using non-official channels and the assessment is mainly based on recommendations. This is practical since mainly low-skilled jobs are filled-in and thus complicated hiring procedures seem to pose unnecessary burdens to small firms. Although unofficial channels and procedures are highly appreciated, many respondents are willing to try other means such as labour liaison offices and national or regional databases. Especially for jobs that require special skills, these channels could be proved useful. Hiring a TCN is not an easy task due to the **bureaucracy** that is involved, the thriving **black market**, and the rather large number of TCNs that do not have all the necessary **documents to work in Greece**. One major barrier is the **lack of support from the government** to the SMEs on the processes that are needed to hire a TCN.

TCN employment has a positive impact in the organisations they work for, according to the findings of the study. Although most SMEs that participated in the survey do not have in place any special policies for managing diversity or supporting TCNs, they report positive findings from their contribution – TCNs are especially praised for their hard work and willingness to learn. One significant obstacle is that many TCNs are not satisfied from the low wages and the seek to move either to the capital or to another EU country. This means that they won't stay in a job position long enough to learn the necessary things. Greece has been characterized as a station before the final destination which is an EU country of the North. The most significant obstacle when working with TCNs is the language barrier. Other obstacles such as religion, culture, social position etc. do not seem to play a significant role. General skills such as the ability to work in a team, to understand and communicate with colleagues and be professional are highly appreciated. Digital skills are necessary only in specific sectors of the economy and especially in the Services sector.

Younger or second generation TCNs have no problem in learning the Greek language and culture much faster than older ones. In general, their language skills are considered more than adequate.

All respondents reported that there is no distinction in the labour conditions between male and female TCNs. Some of the respondents actually only employ women.

According to the survey, several economic sectors will show an increase in activity now that the economy shows some signs of stabilization. Business, finance and services are among those that are reported as having the greater potential. These are highly demanding jobs in terms of skilled and qualifications needed and there is already tough completion from native Greek citizens. Agriculture follows as a sector with some potential. It must be noted that Greece, a mainly agricultural economy in the 50s, has currently a lot of areas that are now longer cultivated because natives prefer desk jobs or jobs in the services sector.

It is worth noting that almost all the respondents are not aware of **cultural mediator or consulting services**. Nor have they asked for support from regional or national agencies.

The overall feeling from the survey is that Greek SMEs are willing to employ TCNs if they see a benefit from it. Currently, they mainly see legal and economic obstacles. The proposals made for new policies, legislation and education do not defer from similar proposal made some time ago for battling unemployment: **economic benefits for employing TCNs, less bureaucracy, flexible legislation and specific educational programmes**.

It would be an omission not to report the rather significant steps that have been made in legislation and education in the last few years, including the establishment of the Ministry of Migration Policy Organised in three branches (the General Secretariat for Migration Policy, the General Secretariat of Reception and the independent Asylum Service and the independent "Appeals Authority"), it is responsible for designing TCN related policies. However, as it is stated in this report, the lack of hard evidence on the needs of the TCNs in Greece is a significant barrier to the proposal of new policies.

As far as the TCN education is concerned, the ministries of Education and Migration have sponsored a plan for the education of refugee children and their integration into the Greek education system (Pre-school and secondary education).

ITALY

The results of the **desk research** carried out by the Italian partners and those collected via the **survey with employers and association of employers** in Italy – **city of Milan and Region of Lombardy** - overall are consisted with each other, and present a picture whereby companies in Italy are aware of many barriers and obstacles to hiring/employing non-EU citizens, but are starting to work and look for support to overcome them, as they are starting to recognize the value and even “necessity” of multicultural workforce and workplace.

The group of **companies** who replied to the survey (32) is a good mix of very small enterprises, medium size companies and very large organizations, employing hundreds of people. Most of them are quite established, having been active for more than 10 years, but there are also younger companies, whose view is interesting, as they might be still facing barriers and issues in hiring and employing migrants, and might be looking for solutions. Regarding the economic sectors, personal services, service sector and gastronomy stands out, as confirmed by the desk research. The IT sector is added to these, which can represent an interesting option for (somehow higher skilled) migrants living in Italy. The survey has also engaged some companies - mainly very small and in sectors such as gastronomy - that are owned by migrants: this provides a good insight into the topic

of integration of non-EU citizens in the labour market, by the migrants themselves, who most likely had to go through the same difficulties that the project MILE's beneficiaries are facing. The majority of the companies surveyed in Italy are currently employing one or more non-EU citizens, albeit at a very variable rate. The views of those not employing any migrant is naturally useful too, as those companies can detail why they are doing so.

Therefore, the employers' surveyed can be considered as a **good representation of the diverse landscape of the private labour market in Milan and Lombardy**, given the picture provided by the desk research.

The **average profile of the non-EU employee** working at a company in Milan/Lombardy is a first-generation male between 18 and 35 years of age and with a secondary education background. He has been usually working for the company for less than years and is not overqualified for his job.

The main job positions non-EU cover are linked to the type of the majority of the companies surveyed, i.e. IT and personal services, and are in line with the results of the desk research, which for instance refers to healthcare workers. Similarly, the healthcare sector is identified both by the desk research and by the companies surveyed as the main economic sector to increase in the next few years.

It is good to know that the majority of non-EU employees who quit their job at the companies surveyed, did so because they found another job. In some cases, they even started their own micro-business: this is also in line with the current situation, highlighted by the desk research, whereby entrepreneurship is a significant career option for migrants in Italy.

Non-EU citizens are employed via the same channels used to employ native workers (unsolicited applications and referrals from colleagues and friends and external websites, mainly).

There are no specific hiring policies in place for non-EU citizens among the companies engaged, including to assess and validate the migrant candidates' skills.

There is a **consensus among the employers and associations surveyed** both in terms of the **skills that non-EU citizens should possess**, to be hired/employed, and in relation to the **obstacles and barriers** to hiring/ employing migrants.

On the first topic, language and communication skills are considered key, followed by soft skills such as team working, willingness to learn and professionalism, as well as ability to work under pressure, problem solving, and ability to work with clients/customers. Some organisations mention other interesting "skills", such as the knowledge of the employee's legal rights and of the Italian culture and society.

With regards to obstacles faced by employers, **the major barrier identified is the restricted right to work and the legal procedures** that a migrant has to follow to obtain/renew a visa/residence permit: these are not only complex and time-consuming for the migrants, but also difficult to fully grasp for many companies and an obstacle that often prevent company to hire the adequate candidates. This is a topic felt really strongly by all companies and association of employers surveyed and which generate an atmosphere of somewhat pessimism and frustration. Other barriers commonly identified are Italian language skills and the validation of qualifications acquired abroad. Interesting enough, **the barriers which are considered the most "minor" of all are the origin religion, then cultural differences and social background of the migrant.**

Overall, all companies who had/have experience with migrant employees consider it as **positive or even excellent**, as they recognised the value and even “necessity” of multi-culturalism in an interconnected and globalised world. It is also true that there are few experiences in progress to make sure there is a dialogue between the non-EU employees and their Italian colleagues, and one company is actually implementing a specific company policy on inclusion and multiculturalism.

However, it is clear that **companies will welcome more support and “simplification” at all levels** – from recognition of qualifications acquired abroad, to recruit qualified migrants, to specific training for them, to understand procedures and eligibility criteria for migrants to work for them - to be able to actually and effectively employ non-EU citizens. Currently, in fact, those companies who are employing migrants – as employee or trainees/apprentices – are doing so mostly with the support of external public or private organisations, in the framework of specific funded programme or grants, via local or national public authorities, or organisations (such as training centres or centres hosting refugees/asylum seekers) that have specific initiatives in place to favour the integration of migrants in the labour market.

The majority of employers/association surveyed in Italy does not know of racist or discrimination incidents at the workplace; this is again line with the desk research carried out by the MILE partners in Italy in the city of Milan and Region of Lombardy. However, there is room for improvement in this regard as well, given that only 3 out of the 32 companies might welcome information and training.

13% of the companies engaged does make use of cultural mediators, which is good, also because they are not only organisations working in the personal services, but also coming from other sectors (IT, trade, etc.). This means steps are started to being taken in Italy also in this field. Similarly, about one third of the employers engaged, have had experience in using consultant on cultural and/or legal issues.

On the other hand, however, it seems companies do not have actual experiences and/or reflected in a consisted way in relation to the skills needed by their staff to work in a multi-cultural environment. Therefore, it is clear that **companies will welcome more support and “simplification” at all levels** – from recognition of qualifications acquired abroad, to recruit qualified migrants, to specific training for them, to understand procedures and eligibility criteria for migrants to work for them -Spain

Both the questionnaires and the interviews showed a willingness to increase the number of job positions which means that after the economic recession, Spanish labour market is recovering. Therefore, it allows TCN’s to have more chances to be integrated in the labour market.

On another side, Spain has an increasing problematic regarding TCN’s in an irregular administrative status which should be addressed. Public administrations and even more social entities are focusing on them, by creating economic benefits to the employers and employment itineraries for the TCN’s. Employers are aware of the Spanish Migrant situation, however, regarding, the interviews and questionnaires, it can be said, that employers are lacking on information about legal processes in order to hire TCN’s. In this extent, employers are demanding more support and orientation to tackle these issues.

On another hand, after completing the interviews and questionnaires it has been found that cultural integration has been addressed by employers, even if the questions did not refer to it, hence, more efforts to raise awareness on cultural diversity and cultural mediator figure, might be also considered.

Regarding, the barriers and obstacles to hire TCN, most of the employers agreed that lack of local **language skills, non-recognition of qualifications and non-regular administrative status are considered the main obstacles**. Nevertheless, some specific areas such as cleaning and maintenance sectors affirmed that educational background is not a relevant requisite to hire employees as they offer an internal training before starting any job.

As an overall, employers have a positive feedback on their experiences hiring TCN's and it has been showed a willingness to keep hiring and being more updated on hiring issues and adopting cultural diversity within their organizations, in order to contribute to migrant's integration into the labour Market.

SPAIN

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As an overall, employers have a positive feedback on their experiences hiring TCN's and it has been showed a willingness to keep hiring and being more updated on hiring issues and adopting cultural diversity within their organizations, in order to contribute to migrant's integration into the labour Market.

E.2 COMPARISON OF RESULTS AND CONCLUSIONS

In this section, an initial analysis of the main similarities and differences between the four national samples takes place. Wherever possible, general conclusions backed up by statistical data are drawn. The organization of the analysis follows the major axes of the research, namely hiring, employing and job profiling.

NON-EU CITIZEN INCLUSION-HIRING

The percentage of the participants that have answered that they employ non- EU citizens is 78% for Italy, 76% for Austria, 64% for Greece and 50% for Spain.

The estimated average percentage of the non-EU citizens among the total workforce are higher for Italian and Austrian members by 65% and 60% respectively.

One of the channels that the members used for recruiting non-EU citizens seems to be the same for Spain and Austria, and this is the external websites in an average 20% and 16% respectively. The majority of employers in Greece (79%) use non formal channels (mainly referrals from colleagues) while this percentage is significant lower in other countries: Spain (36%), Italy (17%) and finally Austria (16%). A main difference in the channels that the members used for recruiting non- EU citizens is depicted by the Austrians that they seem to use a variety of means and are the only ones that report using job advertisements in the newspapers or magazines (with percentage of 27%). The aforementioned recruiting channels seems to be effective only for Austria with a 78% range.

CONCLUSION	<i>The use of non-formal hiring channels (referrals from colleagues) are a very strong trend in Greece and a usual channel in Spain. Italy and Austria mainly use other channels such as social media and the Web.</i>
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All countries exhibit the same behavior in the assessment of TCN candidates: these procedures are the same with standard company procedures for new candidates. **Very high percentages of over than 93% are strong proof for this trend:** Italy-93%, Austria-97%, Greece-97% and Spain-96%.

CONCLUSION	<i>Standard company procedures for assessing new candidates are used for TCNs in all countries.</i>
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The 95% of Greek employers seems to not be aware of how to develop or use internship and/or apprenticeship programmes for non-EU citizens. The same holds for the Spanish sample with a

percentage of 66,7%. On the other hand, the Austrian and Italian members seem to be somewhat aware of such programs for non- EU citizens (with percentages 57% and 50% respectively).

CONCLUSION	<i>Employers have, generally low awareness of how to use internship and/or apprenticeship programmes for hiring non- EU citizens.</i>
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The 96% of the Austrian members are not aware of **hiring policies encouraging diversity** unlike the Italian (56%) and the Spanish (26%) respondents. In Greece a strong 79% said they were not aware of such policies either, with the rest of the respondents replying that they were not sure (thus, all answering negatively in the relevant question).

CONCLUSION	<i>Employers have, generally low or very low awareness of hiring policies that encourage diversity.</i>
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A far as the barriers on the ability of employers to hire non-EU citizens, the following patterns were identified.

The barriers seem to be somewhat different in each country except for the language barrier that was rated higher by all respondents in all countries. The lack of general education is a common, significant barrier as well.

Austrian employers stated that the lack of qualifications, the lack of work experience and general education as major barriers for hiring.

A major barrier for the Italians employers, in a percentage of 61%, is that they cannot find a suitable place to post the jobs and attract the non-EU candidates, with the next major barrier (percentage of 50%) being the interview skills of non-EU citizens. **Lack of qualifications and insufficient general education were also mentioned as serious issues.**

Spanish employers reported the lack of work experience in the host country and the willingness of non-EU citizens to work in entry-level positions as major barriers. They were also concerned about the insufficient support provided by national authorities.

Greek employers reported the largest number of barriers from all other countries, namely the eligibility of TCNs to work in the country, the inexperience in hiring and employing TCNs, the **insufficient support from national authorities**, the lack of TCN qualifications, their insufficient general education level, and the lack of work experience.

It must be noted that culture integration was reported as a generally minor barrier in Greece and Spain. On other hand, it was reported as somewhat more serious, barrier by Italian and Austrian employers.

The non-willingness of non-EU citizens to work in entry-level positions was reported as a somewhat serious barrier by almost half of the Greek and Austrian employers. It was not reported as a major barrier by the majority of Italian and Spanish respondents.

CONCLUSIONS	<i>Language is affirmed as a major barrier for hiring TCNs in all countries.</i>
	<i>Lack of general education is a barrier for hiring TCNs in all countries.</i>
	<i>National support for hiring and employing TCNs is a major barrier for hiring TCNs in Greece and Spain. It is reported as a barrier by some of the Italian employers but not from Austrian ones.</i>
	<i>Culture integration doesn't not seem to be a very significant barrier for hiring TCNs in all countries.</i>

NON-EU CITIZEN INCLUSION-EMPLOYING

From the figures that depict the **demographics of non-EU employees** within the organizations, their skills and the barriers to their employment was as follows:

In Austria, 33% of the participated organizations have 11-15 non-EU employees and just 5% of them employ 31-50 non-EU employees. In Greece only 14% of the organizations employ 11-20 non-EU employees while most organizations (81%) have up to 11 employees. The same numbers are reported by Italian organization (53%). The 33% of Spanish organizations employ 11-15 employees.

CONCLUSION	<i>Most employers occupy 1-15 TCNs</i>
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In Austria the 70% of employees are equally first and second generation, 63% are equally male and female and most of them (83%) are between the ages of 18-35 years. In Greece, 40% of employees are second generation with the 28% of the participated organizations not being sure if their employees are first or second generation. Most of the employees (69%) are male and younger (18-35 years) people (42%). In Italy, most non-EU employees are first generation (73%), 58% of them are female and most of them (54%) young people. In Spain, half of the non-EU citizen are first generation, mostly male and of a young age.

CONCLUSION	<i>Most employed TCNs are young, between the ages of 18-35 years old.</i>
	<i>Mostly male TCNs are employed in Greece and Spain.</i>

In Austria, 73% of the employed TCNs have mainly primary and secondary education. Most of them are not overqualified for their job positions. In Greece, 28% of them have primary education and 28% of them secondary education level. Most of them are also not overqualified for their job positions. It must be noted that 20% of the organizations don't know their employees' qualifications. A similar pattern exists in Italy where most TCNs have tertiary and secondary education (78%). On the other side the Italian organizations believe that the non-EU employees are not overqualified in a percentage of 65%. A similar pattern exists in Spain although some of the TCNs are reported as overqualified for their current job positions, the higher percentage reported in the survey.

CONCLUSION	<i>Most employed TCNs have primary and secondary education credentials</i>
	<i>Most employed TCNs are not overqualified for their current job positions.</i>

Austrian employers, based on their experience of language skills per non-EU citizen workers, rate the average language skills for all category of workers (Males, Females, Young, Older) as moderate. The same holds for the Italian and Spanish sample. Greek employers rated the male, non-EU citizens' language skills level as proficient.

CONCLUSION	<i>Most employed TCNs have moderate language skills</i>
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The main problems that non-EU workers face in all countries (besides the language barrier) are legal barriers and the restricted right to work in the host country.

CONCLUSION	<i>Major barriers in TCN employment in all countries are legal issues and the restricted right to work in the host country.</i>
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The use of Cultural mediators is extremely limited in all countries (only Italy reports a 13%). The same holds for the external consultants with, again, the exception of the Italian sample where a significant percentage of respondents (28%) reported that they were employed by their organization.

CONCLUSION	<i>The use of Cultural Mediators/External Consultants for supporting TCN employment is, overall, very limited.</i>
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It is worth noting that most organizations in Austria Italy and Spain have little awareness of discrimination events in the workplace (with percentages 18%, 9% and 16,7% respectively). In Greece, the percentage is a strong 70%.

TCN JOB PROFILES

During this survey, employers were asked to rate a wide range of skills. The results exhibit, generally, similar patterns of behaviour in all four countries. There are of course distinctions. The percentages used in the following analysis are calculated based on the total numbers of respondents that rated a skill (not all survey participants rated all skills) in the quantitative part of the survey.

Communication Skills:

- **Language and Communication Skills** are considered significant or extremely significance mainly in Italy (84%), Austria (82%) and Spain (75%). Greece exhibits a lower percentage of about 57%.
- **Multilingual Verbal Communication** is an extremely significant skill mainly in Italy (89%) and Austria (81%) and less in Spain (60%) and in Greece (58%).
- **Written Communication** – is considered significant or extremely significant in Italy (91%) followed by Spain (75%), Austria (67%) and Greece (65%).
- **Listening** – is considered significant or extremely significant in all countries, namely in seen in Greece (93%), Italy (92%) Austria (82%) and Spain (75%).
- The same holds for **Verbal Communication** – with similarly high preference percentages: Greece (93%), Austria (92%), Spain (89%) and Italy (88%).
- **Reading** – is considered a significant or extremely significant skill by fewer employers with similar, rather high, percentages in all countries: Italy (86%) are seen in Greece (77%), Spain (72%), and Austria (70%).

In all countries, Language skills are considered important either in the form of verbal communication or in the form of listening and understanding.

Multilingual verbal communication might be considered a valuable skill for finding a job in promising sectors (i.e. Tourism sector).

Cooperation Skills:

- Networking and Negotiating skills exhibit similar rates for participating countries.
- Leadership – is considered significant mainly in Austria (73%) with all the other countries following with a lower percentage of about 60%-65%: Spain (64%), Italy (63%) and Greece (60%).
- Conflict Management is considered a highly valuable skill from Greek employers with a percentage of 94%. The same goes for Spain (90%) and Italy (81%) whilst for Austria (64%) is neutral.
- Team Working is considered a significant or extremely significant skill in all countries with high percentages ranging from 80%-96%.

Professionalism was the most highly rated skill with percentages rating from 84% -97%. Willingness to learn is considered a valuable skill in a range of 85% -100%, Resilience was rated a little bit lower with percentages ranging from 70% -90%. Giving and receiving feedback was considered highly valuable in Spain (85%) and Italy (84%) and significantly less in Greece (63%). In Austria, a 71% rated the skill as neutral or not significant. Recognizing diversity is rather deemed important in Spain (82%) and Austria (75%) with high acceptance percentages. In the contrary, a 55% rated as important in Greece while 60% of the employers in Italy rated it as neutral or not significant.

Professionalism, team working and conflict management are the most important cooperation skills.

Learning is also deemed important, while skills such as leadership and networking/negotiating received lower ratings.

Digital Skills:

- **Social media, smartphone use, on-line research skills** are considered neutral or not significant in Austria with percentages ranging from 70%-91%. The positive ratings in Greece, Italy and Spain are higher ranging from 53%-66%.
- **Spreadsheet and word processor use skills** received rather high positive ratings with ranges 54%-70% and 50%-68%, respectively. At the same category of skills, Numeracy was rated a significant or extremely significant skill especially in Greece (86%) and Austria (67%) whilst in Spain and Italy a high percentage of respondents gave low ratings (64% and 54% respectively)

Digital skills may be considered important for finding jobs in specific sectors since they received, rather high ratings in some countries. However, they seem not be as important as they are considered for country nationals.

In the category of **Job Specific / Analytical Skills Significance Skills:**

- **Work independently-** Significant or extremely significant ratings are rather high in all countries with ranges between 70% -94%.
- **Consulting** – high ratings were given in Italy (75%) while in other countries the skill was mostly considered to be neutral or not significant
- **Critical thinking-** Very high ratings for Greece (91%), Spain (71%), Italy (66%) while for Austria a strong 97% considers this skill as neutral or not significant. The same goes for the problem-solving skill with Greece (90%), Spain (82%) and Italy (87%) having high ratings while for Austria almost the majority (97%) considers it neutral or not significant.
- **Previous work experience** is extremely significant in Greece (84%) and Spain (71%) but not so much in Italy (57%) and Austria (an 85% of respondents considers it neutral or not significant).

- **Take responsibility for own learning / development** - Rated significant or extremely significant in Greece (77%), Spain (68%) and Italy (75%), while for Austria it is mostly neutral or not significant (52%).
- **Work in stressful conditions / under time pressure** - Significant or extremely significant ratings are about the same in all countries (ranges 82% -90%). The same goes for 'Work with customers / clients' with ranges 76% -82%, 'Work with people of different cultures / backgrounds' with 71% -93% and 'Work in structured way' with 71% -97%.

For South European countries, critical thinking and problem solving is considered an important skill.

*Previous work experience is considered valuable in Greece and in Spain
but not so much in Italy and Austria.*

The job offerings that are going to be in demand or are likely to be reduced within the next three years differ by country:

- **Trades, Transport and Equipment Operators job positions** are expected to improve significantly in Italy (rating of 100%).
- **Sales and Services offerings** are expected to rather increase in Greece (45%) and Spain (57%) but not in Austria (94% says they are likely to be reduced significantly).
- **Business, Finance and Administration** offerings are also expected to rather increase in Greece (42%) and Spain (39%) but rather to be decreased in Italy (75%).
- **Management offerings** are rather expected to increase in Spain (36%) but likely to be reduced significantly in Italy (80%).

*In all countries, the job offerings that are going to be increased in the next few years
are in the sectors of:*

- *Sales and Services*
- *Business, Finance and Administration*

*In Italy, significant demand is also expected in the Trades, Transport and Equipment
Operators and in the Health sector.*

E.3 RECOMENDATIONS

Based on the findings of this survey, the following recommendations are proposed:

Electronic services for managing the hiring process of TCNs

Electronic services are needed for searching Third Country Nationals, especially those that poses specialization skills. This requires standardization procedures for capturing and cataloguing TCNs' skills and qualifications and mapping them to job profiles (use of EU skill taxonomies). Recommendation systems that match jobs offered to available TCNs. These services should promote, in practice, equal access to employment, by ensuring equal treatment in terms of recruitment, career advancement, working conditions, pay, health and safety at work.

E-government services for managing administrative processes

Simplification of legal and administrative processes via the use of public to government services that manage the lifecycle of legal process related to TCN hiring and employment.

One stop-shop for information on hiring and employing TCNs

Electronic service that provides support and orientation on all issues that are related to hiring and employing TCNs. Guidelines for employers recruiting or intending to recruit foreign labour. On-line and vis-a-vis support from cultural mediators for managing diversity issues. Cooperation with sectorial associations for providing specialised support.

Benefits for employers that hire TCNs

Employers that employ TCNs should be supported by national or regional agencies and receive reduced taxation bonuses. Provide funding to encourage employers to establish apprenticeship opportunities.

Fast programmes for language learning

Fast programmes (e.g. with a duration of 6 months) for learning basic language skills. Advanced programmes for learning job-specific terms.

Lifelong learning programmes for TCNs

Lifelong training and re-qualification programmes for TCNs that need to acquire basic skills or upscale their existing competencies in order to get better job opportunities.

Lifelong learning programmes for Employers

Training programmes for employers that need to work in diverse environments.



**ANNEX I:
QUESTIONNAIRE FOR EMPLOYERS**

**ANNEX II:
QUESTIONNAIRE FOR ASSOCIATION OF EMPLOYERS**

**ANNEX III:
INTERVIEW TO EMPLOYERS**

ANNEX I - QUESTIONNAIRE FOR EMPLOYERS

Section A. Organizational Identity

A.1 Please indicate which Country your organization is based in (if more than one, pick the location of your head office):

- ☐ Austria
- ☐ Greece
- ☐ Italy
- ☐ Spain
- ☐ Other: _____

A.2 What is your position within your organization?

A.3 How many years has your organization been operating?

- ☐ Less than 1 year
- ☐ 2-5 years
- ☐ 10-20 years
- ☐ >20 years

A.4 Do you have dedicated HR staff?

- ☐ Yes
- ☐ No

A.5. Indicate what type of stakeholder you are:

- ☐ Small or medium sized private sector employer (under 250 employees)
- ☐ Small or medium sized public sector employer (under 250 employees)
- ☐ Large sized private sector employer (over than 250 employees)
- ☐ Large sized public sector employer (over than 250 employees)
- ☐ Employment Agency
- ☐ Other: _____

A.6 Your commercial sector:



Accommodation	Operational support
Agriculture	Personal services
Cleaning/maintenance	Retail/Distribution
Construction	Trade
Energy/Mining	Tourist services
Gastronomy	Transport/Logistics
Healthcare	Services sector
Logistics	Other: _____
Manufacturing	

Section B. Non-EU citizen Inclusion- Hiring

B.1 Does your company employ any non-EU citizens?

- ☐ Yes
- ☐ No
- ☐ Not Sure

If your answer is '**No**' or '**Not Sure**', please go directly to Questions B7 to B11 and then to section D and E.

B.2 If yes to above, what percentage of your workforce would you estimate are non-EU citizens?

B.3 If yes to above, what channels did you use for recruiting non-EU citizens? (Check all that apply)

- ☐ Referrals from colleagues, employees or friends
- ☐ Job advertisements in newspaper or magazines
- ☐ Company website
- ☐ External websites
- ☐ Social media
- ☐ Unsolicited applications
- ☐ Post-secondary institutions – (co-op programs)
- ☐ Recruiting agencies / head hunters
- ☐ Non-EU citizen serving agencies
- ☐ Local job fairs
- ☐ Government funded employment services
- ☐ Recruitment abroad
- ☐ Regional immigration programs
- ☐ Other, please specify: _____

B.4 How would you rate the overall effectiveness of the aforementioned recruiting channels?

- ☐ Very ineffective
- ☐ Ineffective
- ☐ Unsure how effective
- ☐ Effective
- ☐ Very Effective
- ☐ Have never used

B.5 Have attempts been made to develop internship and/or apprenticeship programmes for non-EU citizens specifically?

- ☐ Yes
Please elaborate on these attempts:

- ☐ No
- ☐ Not Sure

B.6 Do you have hiring policies that encourage diversity in your workforce?


- ☐ Yes
Please elaborate on these attempts:

- ☐ No
- ☐ Not Sure

B.7 Please rank the impact of the following barriers on your ability to hire non-EU citizens in your organization.

4 point Likert Scale:

- 1 This is not a barrier at all,
- 2 This is a minor barrier,
- 3 This is a major barrier,
- 4 This barrier makes it nearly impossible to hire non-EU citizens

Barrier	<div style="text-align: center;"> Minor Barrier  Major Barrier </div>			
	1	2	3	4
Language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ability to check references from employers in another country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suitable places to post the jobs to attract the non-EU citizen community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to validate the education and training credentials of a non-EU citizen candidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interview skills of non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inexperience hiring and retaining non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training needs of non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work eligibility of non-EU citizen candidates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of work experience in host Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-EU citizen willingness to work in entry-level positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient general education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient support from national authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal staff concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Previous negative experience with non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B.8 Please explain any other difficulties that are not listed above:

B.9 Has your organization approached other institutions (public, private or non-profit) for assistance in recruiting non-EU citizens?

B10. As an employer, please indicate which of the following supports you require to encourage you to hire non-EU citizens: (check all that apply):

- ☐ Verification of their qualifications from outside the country
- ☐ How to integrate non-EU citizen employees through proper training
- ☐ Recruiting qualified non-EU citizen candidates
- ☐ Directory of resources and materials to hire non-EU citizens
- ☐ Promotion of employment opportunities at my company to the non-EU citizen community
- ☐ Information on legal work status of non-EU citizen recruits (e.g. which processes are needed to hire them)
- ☐ Training grants for new employees
- ☐ Other: _____

B11. How did you assess the skills of the candidates?

- ☐ Used standard company procedures
- ☐ Used special assessment procedures. Please elaborate:

Section C. Non-EU citizen Inclusion- Employing

Answer this section if your organization employs non-EU citizens. Otherwise, continue to section D.

C.1 How many non-EU citizens does your organization employ?

C.2 How many of the non-EU citizens are first generation and how many second generation?

- ☐ Most of them first generation
- ☐ Most of them second generation
- ☐ Equally first and second generation
- ☐ Don't know

C.3 What is the male/female ratio of non-EU citizens employed in your organization?

- ☐ Most of them male
- ☐ Most of them female
- ☐ Equally male and female
- ☐ Don't know

C.4 What is the average age range of the non-EU citizen employees?

- ☐ Most of them young (18-35 y.o.)
- ☐ Most of them older (>35 y.o.)
- ☐ Equally young and older
- ☐ Don't know

C.5 What is the educational background of the non-EU citizen employees?

- ☐ Most of them with no education
- ☐ Most of them Primary education
- ☐ Most of them Secondary education
- ☐ Most of them Tertiary education
- ☐ Mainly Primary and Secondary education
- ☐ Don't know

C.6 Which positions do they usually cover?

(please mention the top three positions in terms of popularity)

1. _____
2. _____
3. _____

C.7 How many years have they been usually working for your organization?

(please define a range in years e.g. 3-5) Usually _____

C.8 Are there any overqualified non-EU citizens?

- ☐ Yes, some
- ☐ Yes, very few
- ☐ No
- ☐ Don't know

C.9 Is there any distinction between male and female non-EU citizens in terms of educational background?

C.10 Please rate the language skills per non-EU citizen category

Average Language skills	Basic	Moderate	Proficient	Fluent
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Males	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Females	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young (18-35)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older (>35)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C.11 Please rate the work obstacles

Work Obstacles	Minor	Moderate	Significant	Major
Origin religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restricted right to work because of citizenship or residence permission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of recognition of qualifications earned abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal barriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C.12 Please explain any other work obstacles not listed above:

C.13 Did any of the non-EU citizen employees quit or got fired and why?

C.14 Do you have any special policies for non-EU citizen employees?

- ☐ No, same as everybody else
- ☐ Yes:
- ☐ Child care
 - ☐ Training
 - ☐ Language training
 - ☐ Workplace culture orientation
 - ☐ Mentoring programs/buddy system for new hires
 - ☐ Supervised work experience
 - ☐ Retraining opportunities
 - ☐ Assistance with finding housing, transportation and/or child care
 - ☐ Hired an HR staff member who specializes in non-EU citizen recruitment and retention
 - ☐ Other, please elaborate (including any policy for native employees to deal with an intercultural and diverse workforce):

C.15 How do you assess your overall experience in employing non-EU citizens?

(in terms of integration with the existing workforce and contribution to the company's development? Is the local society aware that you employ TCNs? Do you promote this as a positive aspect?)

Section D. Non-EU citizen Inclusion- Job profile

D.1 Which of the following skills do you think are necessary for a non-EU citizen so as to be employed on your organization?

I. Language and Communication skills	Not significant	Neutral	Significant	Extremely significant
Listening <ul style="list-style-type: none"> Comprehend natives when they speak Watch and understand movies, television, and online video Listen to the radio and podcasts 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal Communication <ul style="list-style-type: none"> Engage colleagues in conversation Communicate instructions and ideas 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reading <ul style="list-style-type: none"> Read manuals, instructions, regulations Interpret professional signs, alerts, and notices 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written communication <ul style="list-style-type: none"> Compose personal emails, letters, and text messages Write reports or other long-form texts 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multilingual Verbal Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-verbal Communication (confidence, expression, listening)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Cooperation skills	Not significant	Neutral	Significant	Extremely significant
Team working <ul style="list-style-type: none"> recognizing individual roles behaviors and skills working for common goals providing mutual support 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict management <ul style="list-style-type: none"> value disagreement as a means to produce the best outcome 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership <ul style="list-style-type: none"> taking initiatives 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Recognizing diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Giving and receiving feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. Digital skills	Not significant	Neutral	Significant	Extremely significant
Email use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word processor use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Numeracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spreadsheets use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online collaboration tools use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online (re)search	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smartphone use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Job specific skills	Not significant	Neutral	Significant	Extremely significant
Previous work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. Analytical Skills	Not significant	Neutral	Significant	Extremely significant
Problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VI. Other basic and traversal skills	Not significant	Neutral	Significant	Extremely significant
Work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make decisions independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in structured way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with people of different cultures / backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with customers / clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in stressful conditions / under time pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take responsibility for own learning / development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D.2 Any other skills that were not mentioned in the previous question? Please describe the skill (in the column 'skills' and rate its significance):

Skills	Not significant	Neutral	Significant	Extremely significant

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D.3 Any other comments on the skills a non-EU citizen should acquire to have to an job profile suited for your organisation?

D.4 What categories of jobs/occupations do you anticipate reducing/increasing in the next three years? (Please make selection relevant to your sector only)

Occupation	Increase	Decrease
Management	<input type="checkbox"/>	<input type="checkbox"/>
Business, Finance and Administration	<input type="checkbox"/>	<input type="checkbox"/>
Natural and Applied Sciences	<input type="checkbox"/>	<input type="checkbox"/>
Art, Culture, Recreation and Sport	<input type="checkbox"/>	<input type="checkbox"/>
Sales and Services	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>
Social Sciences, Education, Government Services and Religion	<input type="checkbox"/>	<input type="checkbox"/>
Trades, Transport and Equipment Operators	<input type="checkbox"/>	<input type="checkbox"/>

Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	<input type="checkbox"/>	<input type="checkbox"/>
Occupations Unique to Processing, Manufacturing and Utilities	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>

Section E. Non-EU citizen Inclusion- Needs for policies and support

E.1 Are you aware of any incidents of discrimination, racism and xenophobia at work?

- ☐ No
☐ Yes, please refer to the most serious in your opinion

E.2 Are you aware of the national agencies where you can report such incidents of discrimination, racism and xenophobia at work?

- ☐ No
☐ Yes, but not contacted them

Please elaborate why not:

- ☐ Yes, contacted them.
Which ones did you contacted?

Please rate their overall response:

- ☐ Satisfied
☐ Neutral
☐ Not satisfied

E.3 Do you employ or have access to cultural mediators?

- ☐ No
☐ Yes, not used them
☐ Yes, used them. Please rate their contribution:
☐ Satisfied



- ☐ Neutral
- ☐ Not satisfied

E.4 Do you use internal and/or external consultants on cultural and legal issues and/or do you know how to get help on such issues?

- ☐ No
- ☐ Yes, not used them
- ☐ Yes, used them. Please rate their contribution:
 - ☐ Satisfied
 - ☐ Neutral
 - ☐ Not satisfied

E.5 Are you aware of the skills you and your personnel must develop in order to work in a multi-cultural environment? Are you aware of related training offers?

- ☐ No
- ☐ Yes, not used them

Why not?

- ☐ Yes, used them.
Which ones did you use?

Please rate their overall contribution to skills up-scaling:

- ☐ Satisfied
- ☐ Neutral
- ☐ Not satisfied

E.6 Which area(s) of legislation pose a significant challenge to the recruitment of non-EU citizens? What should be improved?

E.7 Please provide any ideas you may have regarding policy reforms (at all levels) that would help your organization employ non-EU citizens.

E.8 Please provide any ideas you may have regarding reforms in educational policies (at all levels) that would help your organization employ non-EU citizens.

E.9 Has your organization developed any innovative initiatives and/or good practices that could serve as a model for other organizations (such as skills assessment or job coaching)? If so, please describe:

E.10 Have you come across any employer or local/regional government or NGO initiatives that you consider to be examples of good practices to facilitate the integration of refugees on the labor market? If so, please explain the main principles and who is leading the initiative(s):

ANNEX II - QUESTIONNAIRE FOR ASSOCIATIONS OF EMPLOYERS

Section A. Association Identity

A.1 Please indicate which Country your association is based in (if more than one, pick the location of your head office):

- ☐ Austria
- ☐ Greece
- ☐ Italy
- ☐ Spain
- ☐ Other: _____

A.2 What is your position within the association?

A.3 How many years has your association been operating?

- ☐ Less than 1 year
- ☐ 2-5 years
- ☐ 10-20 years
- ☐ >20 years

A.4 How is the type of the association? (You may choose more than one option)

- ☐ Public
- ☐ Private
- ☐ Non-Profit
- ☐ Trade Union
- ☐ Other: _____

A.5. How many members does the association have?

- ☐ <50
- ☐ 51-100
- ☐ 100-200
- ☐ >200

A.6 The commercial sector the association belongs to:

- | | |
|---|--|
| <input type="checkbox"/> Accommodation | <input type="checkbox"/> Operational support |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Personal services |
| <input type="checkbox"/> Cleaning/maintenance | <input type="checkbox"/> Retail/Distribution |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Trade |
| <input type="checkbox"/> Energy/Mining | <input type="checkbox"/> Tourist services |
| <input type="checkbox"/> Gastronomy | <input type="checkbox"/> Transport/Logistics |



- ☐ Healthcare
- ☐ Logistics
- ☐ Manufacturing

- ☐ Services sector
- ☐ Other: _____

Section B. Non-EU citizen Inclusion- Hiring

B.1 Does your members employ any non-EU citizens?

- ☐ Yes
- ☐ No
- ☐ Not Sure

If your answer is '**No**' or '**Not Sure**', please go directly to Questions B7 to B10 and then to section D and E.

B.2 If yes to above, what average percentage of your members workforce would you estimate are non-EU citizens?

B.3 If yes to above, are you aware of any channels your members use for recruiting non-EU citizens? (Check all that apply)

- ☐ Referrals from colleagues, employees or friends
- ☐ Job advertisements in newspaper or magazines
- ☐ Company website
- ☐ External websites
- ☐ Social media
- ☐ Unsolicited applications
- ☐ Post-secondary institutions – (co-op programs)
- ☐ Recruiting agencies / head hunters
- ☐ Non-EU citizen serving agencies
- ☐ Local job fairs
- ☐ Government funded employment services
- ☐ Recruitment abroad
- ☐ Regional immigration programs
- ☐ Other, please specify: _____

B.4 According to your members feedback how would you rate the overall effectiveness of the aforementioned recruiting channels?

- ☐ Very ineffective
- ☐ Ineffective
- ☐ Unsure how effective
- ☐ Effective
- ☐ Very Effective
- ☐ Have never used

B.5 Are you aware of any attempts that have been made by your members to develop internship and/or apprenticeship programmes for non-EU citizens specifically?

☐ Yes

Please elaborate on these attempts:

☐ No

☐ Not Sure

B.6 Are you aware of any hiring policies your members employ to encourage diversity in their workforce?

☐ Yes

Please elaborate on these attempts:

☐ No

☐ Not Sure

B.7 According to the feedback from your members, please rank the impact of the following barriers on their ability as employers to hire non-EU citizens in their organization.

4 point Likert Scale:

- 1 This is not a barrier at all,
- 2 This is a minor barrier,
- 3 This is a major barrier,
- 4 This barrier makes it nearly impossible to hire non-EU citizens

Barrier	Not Sure	<div>Minor Barrier</div> <div>↔</div> <div>Major Barrier</div>			
		1	2	3	4
Language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to check references from employers in another country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suitable places to post the jobs to attract the non-EU citizen community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to validate the education and training credentials of a non-EU citizen candidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Interview skills of non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inexperience hiring and retaining non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training needs of non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work eligibility of non-EU citizen candidates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of work experience in host Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-EU citizen willingness to work in entry-level positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient general education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient support from national authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal staff concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Previous negative experience with non-EU citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B.8 Please explain any other difficulties that you are aware of and that are not listed above:

B.9 Has your association approached other institutions (public, private or non-profit) for assistance in recruiting policies of non-EU citizens?

B10. According to the feedback from your members, please indicate which of the following encourages them to hire non-EU citizens: (check all that apply):

- ☐ Verification of their qualifications from outside the country
- ☐ How to integrate non-EU citizen employees through proper training
- ☐ Recruiting qualified non-EU citizen candidates
- ☐ Directory of resources and materials to hire non-EU citizens
- ☐ Promotion of employment opportunities at my company to the non-EU citizen community
- ☐ Information on legal work status of non-EU citizen recruits (e.g. which processes are needed to hire them)
- ☐ Training grants for new employees
- ☐ Other: _____

B11. Are you aware of any methods your members use to assess the skills of the candidates?

- ☐ Not sure
- ☐ Use of standard company procedures
- ☐ Use of special assessment procedures. Please elaborate:

Section C. Non-EU citizen Inclusion- Employing

Answer this section if members of the association employ non-EU citizens. Otherwise, continue to section D.

In this section, if you are not sure about the exact numbers, please provide rough approximations.

C.1 How many non-EU citizens does your members employ?

C.2 How many of the non-EU citizens are first generation and how many second generation?

- ☐ Most of them first generation
- ☐ Most of them second generation
- ☐ Equally first and second generation
- ☐ Don't know

C.3 What is the male/female ratio of non-EU citizens employed in your members organization?

- ☐ Most of them male
- ☐ Most of them female
- ☐ Equally male and female
- ☐ Don't know

C.4 What is the average age range of the non-EU citizen employees?



- ☐ Most of them young (18-35 y.o.)
- ☐ Most of them older (>35 y.o.)
- ☐ Equally young and older
- ☐ Don't know

C.5 What is the educational background of the non-EU citizen employees?

- ☐ Most of them with no education
- ☐ Most of them Primary education
- ☐ Most of them Secondary education
- ☐ Most of them Tertiary education
- ☐ Mainly Primary and Secondary education
- ☐ Don't know

C.6 Which positions do they usually cover?

(Please mention the top three positions in terms of popularity)

1. _____

2. _____

3. _____

C.7 Are there any overqualified non-EU citizens working in your members?

- ☐ Yes, some
- ☐ Yes, very few
- ☐ No
- ☐ Don't know

C.8 Are you aware of any distinctions between male and female non-EU citizens in terms of educational background in your members?

C.9 Based on your experience, please rate the average level of language skills per non-EU citizen workers category of your members.

Average Language skills	Not sure	Basic	Moderate	Proficient	Fluent
Males	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Females	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young (18-35)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older (>35)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C.10 Based on your experience, please rate the level of work obstacles, non-EU citizen workers of your members face.

Work Obstacles	Not sure	Minor	Moderate	Significant	Major
Origin religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restricted right to work because of citizenship or residence permission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of recognition of qualifications earned abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of language skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal barriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C.11 Are you aware of any other work obstacles not listed above:

C.12 Are you aware of any non-EU citizen employees that quit or got fired from your members and why?

C.13 Are you aware of any special policies your members use for non-EU citizen employees?

- ☐ Not sure
- ☐ No, same as everybody else
- ☐ Yes:
- ☐ Child care
 - ☐ Training
 - ☐ Language training
 - ☐ Workplace culture orientation
 - ☐ Mentoring programs/buddy system for new hires
 - ☐ Supervised work experience
 - ☐ Retraining opportunities
 - ☐ Assistance with finding housing, transportation and/or child care
 - ☐ Hired an HR staff member who specializes in non-EU citizen recruitment and retention
 - ☐ Other, please elaborate (including any policy for native employees to deal with an intercultural and diverse workforce):

Section D. Non-EU citizen Inclusion- Job profile

D.1 Which of the following skills do you think are necessary for a non-EU citizen so as to be employed by members of the association?

I. Language and Communication skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Listening <ul style="list-style-type: none"> Comprehend natives when they speak Watch and understand movies, television, and online video Listen to the radio and podcasts 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal Communication <ul style="list-style-type: none"> Engage colleagues in conversation Communicate instructions and ideas 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<ul style="list-style-type: none"> Read manuals, instructions, regulations Interpret professional signs, alerts, and notices 					
Written communication <ul style="list-style-type: none"> Compose personal emails, letters, and text messages Write reports or other long-form texts. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multilingual Verbal Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-verbal Communication (confidence, expression, listening)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Cooperation skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Team working <ul style="list-style-type: none"> recognizing individual roles behaviours and skills working for common goals providing mutual support 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict management <ul style="list-style-type: none"> value disagreement as a means to produce the best outcome 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership <ul style="list-style-type: none"> taking initiatives 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Negotiating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizing diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Giving and receiving feedback		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. Digital skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Email use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word processor use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Numeracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spreadsheets use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online collaboration tools use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online (re)search	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smartphone use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Job specific skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Previous work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. Analytical Skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VI. Other basic and traversal skills	Not sure	Not significant	Neutral	Significant	Extremely significant
Work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make decisions independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in structured way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with people of different cultures / backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with customers / clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in stressful conditions / under time pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take responsibility for own learning / development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D.2 Any other skills that were not mentioned in the previous question? Please describe the skill (in the column 'skills' and rate its significance):

Skills	Not significant	Neutral	Significant	Extremely significant
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D.3 Any other comments on the skills a non-EU citizen should acquire to have to an job profile suited for working in the members of the association?

--

D.4 What categories of jobs/occupations do you anticipate reducing/increasing in the next three years? (Please make selection relevant to your sector only)

Occupation	Increase	Decrease
Management	<input type="checkbox"/>	<input type="checkbox"/>
Business, Finance and Administration	<input type="checkbox"/>	<input type="checkbox"/>
Natural and Applied Sciences	<input type="checkbox"/>	<input type="checkbox"/>
Art, Culture, Recreation and Sport	<input type="checkbox"/>	<input type="checkbox"/>
Sales and Services	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>

Social Sciences, Education, Government Services and Religion	<input type="checkbox"/>	<input type="checkbox"/>
Trades, Transport and Equipment Operators	<input type="checkbox"/>	<input type="checkbox"/>
Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	<input type="checkbox"/>	<input type="checkbox"/>
Occupations Unique to Processing, Manufacturing and Utilities	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>

Section E. Non-EU citizen Inclusion- Needs for policies and support

E.1 Are you aware of any incidents of discrimination, racism and xenophobia at work among your members?

- ☐ No
☐ Yes, please refer to the most serious in your opinion

E.2 Are you aware of the national agencies where you or your members can report such incidents of discrimination, racism and xenophobia at work?

- ☐ No
☐ Yes, but not contacted them
Please elaborate why not:

- ☐ Yes, contacted them.
Which ones did you contacted?

Please rate their overall response:

- ☐ Satisfied
☐ Neutral
☐ Not satisfied

E.3 Do you or any of your member employ or have access to cultural mediators?

- ☐ No
- ☐ Yes, not used them
- ☐ Yes, used them. Please rate their contribution:
 - ☐ Satisfied
 - ☐ Neutral
 - ☐ Not satisfied

E.4 Do you or any of your members use internal and/or external consultants on cultural and legal issues and/or do you know how to get help on such issues?

- ☐ No
- ☐ Yes, not used them
- ☐ Yes, used them. Please rate their contribution:
 - ☐ Satisfied
 - ☐ Neutral
 - ☐ Not satisfied

E.5 Are you aware of the skills you and/or the personnel of your members must develop in order to work in a multi-cultural environment? Are you aware of related training offers?

- ☐ No
- ☐ Yes, not used them.

Why not?

- ☐ Yes, used them.
- Which ones did you use?

Please rate their overall contribution to skills up-scaling:

- ☐ Satisfied
- ☐ Neutral
- ☐ Not satisfied

E.6 Which area(s) of legislation pose a significant challenge to the recruitment of non-EU citizens? What should be improved?

E.7 Please provide any ideas you may have regarding policy reforms (at all levels) that would help members of your association to employ non-EU citizens.



E.8 Please provide any ideas you may have regarding reforms in educational policies (at all levels) that would help members of your associations to employ non-EU citizens.

E.9 Has your association or any of your members developed any innovative initiatives and/or good practices that could serve as a model for other organizations (such as skills assessment or job coaching)? If so, please describe:

E.10 Have you come across any employer or local/regional government or NGO initiatives that you consider to be examples of good practices to facilitate the integration of refugees on the labor market? If so, please explain the main principles and who is leading the initiative(s):

ANNEX III - INTERVIEW TO EMPLOYERS

Section A. Organizational Identity

A.1 Country your organization is based in:
(if more than one, pick the location of your head office)

- ☐ Austria
- ☐ Greece
- ☐ Italy
- ☐ Spain
- ☐ Other: _____

A.2 What is your position within your organization?

A.3 How many years has your organization been operating?

- ☐ Less than 1 year
- ☐ 2-5 years
- ☐ 10-20 years
- ☐ >20 years

A.4 Do you have dedicated HR staff?

- ☐ Yes
- ☐ No

A.5. Indicate what type of stakeholder you are:

- ☐ Small or medium sized private sector employer (under 250 employees)
- ☐ Small or medium sized public sector employer (under 250 employees)
- ☐ Large sized private sector employer (over than 250 employees)
- ☐ Large sized public sector employer (over than 250 employees)
- ☐ Employment Agency
- ☐ Other: _____

A.6 Your commercial sector:

- | | |
|---|--|
| <input type="checkbox"/> Accommodation | <input type="checkbox"/> Operational support |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Personal services |
| <input type="checkbox"/> Cleaning/maintenance | <input type="checkbox"/> Retail/Distribution |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Trade |
| <input type="checkbox"/> Energy/Mining | <input type="checkbox"/> Tourist services |
| <input type="checkbox"/> Gastronomy | <input type="checkbox"/> Transport/Logistics |
| <input type="checkbox"/> Healthcare | <input type="checkbox"/> Services sector |
| <input type="checkbox"/> Logistics | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Manufacturing | |

Section B. Non-EU citizen Inclusion- Hiring

B.1 What percentage of your workforce would you estimate are non-EU citizens?

B2. Are you using any channels for recruiting non-EU citizens?

- ☐ Referrals from colleagues, employees or friends
- ☐ Job advertisements in newspaper or magazines
- ☐ Company website
- ☐ External websites
- ☐ Social media
- ☐ Unsolicited applications
- ☐ Post-secondary institutions – (co-op programs)
- ☐ Recruiting agencies / head hunters
- ☐ Non-EU citizen serving agencies
- ☐ Local job fairs
- ☐ Government funded employment services
- ☐ Recruitment abroad
- ☐ Regional immigration programs
- ☐ Other, please specify: _____

B.3 What is your opinion on the effectiveness of the recruiting channels you used?

B.4 Are you using or are you considering using internship and/or apprenticeship programmes for non-EU citizens specifically?

B.5 Do you have hiring policies that encourage diversity in your workforce? If yes, please elaborate on their main characteristics and their performance. If no, why not?

B.6 What are in your opinion, the main barriers on your ability to hire non-EU citizens in your organization. Please elaborate how the present obstacles.

<ul style="list-style-type: none"> • Language skills • Ability to check references from employers in another country • Suitable places to post the jobs to attract the non-EU citizen community • Ability to validate the education and training credentials of a non-EU citizen candidate • Interview skills of non-EU citizens • Inexperience hiring and retaining non-EU citizens • Training needs of non-EU citizens • Work eligibility of non-EU citizen candidates 	<ul style="list-style-type: none"> • Culture integration • Lack of work experience in host Country • Lack of qualifications • Non-EU citizen willingness to work in entry-level positions • Insufficient general education • Insufficient support from national authorities • Internal staff concerns • Previous negative experience with non-EU citizens
--	---

B.7 Has your organization approached other institutions (public, private or non-profit) for assistance in recruiting non-EU citizens and what were the results?

B8. As an employer, please indicate which of the following supports you require to encourage you to hire non-EU citizens:

- ☐ Verification of their qualifications from outside the country
- ☐ How to integrate non-EU citizen employees through proper training
- ☐ Recruiting qualified non-EU citizen candidates
- ☐ Directory of resources and materials to hire non-EU citizens
- ☐ Promotion of employment opportunities at my company to the non-EU citizen community
- ☐ Information on legal work status of non-EU citizen recruits (e.g. which processes are needed to hire them)
- ☐ Training grants for new employees
- ☐ Other: _____

And how?

B9. Could you describe the process you use for assessing the skills of the candidates?

Section C. Non-EU citizen Inclusion- Employing

C.1 How many non-EU citizens does your organization employ?

C.2 Are there any difference in working style between first generation and second generation non-EU citizens employees?

C.3 Are there any difference in working style between Male and Female non-EU citizens employees?

C.4 Are there any difference in working style between younger and older non-EU citizens employees?

C.5 How would you describe the educational background of your non-EU citizen employees?

C.6 How do you rate the language skills of your non-EU citizen?

C.7 Are there any specific work obstacles for non-EU citizen employees and how are they obstructing them?

- Origin religion
- Social background
- Restricted right to work because of citizenship or residence permission
- Lack of recognition of qualifications earned abroad
- Lack of language skills

- Legal barriers
- Cultural differences

C.8 Are you aware of any of the non-EU citizen employees that quit or got fired and why? When did that happened?

C.9 Do you have any special policies for non-EU citizen employees and if yes please describe how the work and what is their effectiveness?

- Child care
- Training
- Language training
- Workplace culture orientation
- Mentoring programs/buddy system for new hires
- Supervised work experience
- Retraining opportunities
- Assistance with finding housing, transportation and/or child care
- Hired an HR staff member who specializes in non-EU citizen recruitment and retention

C.10 How do you assess your overall experience in employing non-EU citizens?

Section D. Non-EU citizen Inclusion- Job profile

D.1 Which skills do you perceive as necessary for a non-EU citizen so as to be employed on your organization?

- Listening
- Verbal Communication
- Reading
- Written communication
- Multilingual Verbal Communication
- Non-verbal Communication

- Cooperation skills
- Digital Skills
- Job Specific Skills
- Analytical skills

D.2 What categories of jobs/occupations do you anticipate reducing/increasing in the next three years?

Occupation	Increase	Decrease
Management	<input type="checkbox"/>	<input type="checkbox"/>
Business, Finance and Administration	<input type="checkbox"/>	<input type="checkbox"/>
Natural and Applied Sciences	<input type="checkbox"/>	<input type="checkbox"/>
Art, Culture, Recreation and Sport	<input type="checkbox"/>	<input type="checkbox"/>
Sales and Services	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>
Social Sciences, Education, Government Services and Religion	<input type="checkbox"/>	<input type="checkbox"/>
Trades, Transport and Equipment Operators	<input type="checkbox"/>	<input type="checkbox"/>
Occupations Unique to Primary Industries (Agriculture, Fishing, Forestry, Mining, Oil & Gas)	<input type="checkbox"/>	<input type="checkbox"/>
Occupations Unique to Processing, Manufacturing and Utilities	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>

And why?

Section E. Non-EU citizen Inclusion- Needs for policies and support

E.1 Are you aware of any incidents of discrimination, racism and xenophobia at work?

- ☐ No
☐ Yes, please refer to the most serious in your opinion

E.2 Are you aware of the national agencies where you can report such incidents of discrimination, racism and xenophobia at work?

- ☐ No
☐ Yes, but not contacted them
Please elaborate why not:

- ☐ Yes, contacted them.
Which ones did you contacted?

Please rate their overall response:

- ☐ Satisfied
☐ Neutral
☐ Not satisfied

Why?

E.3 What is your opinion on hiring/using cultural mediators? Do you already have one in your organization? If yes, how it he/she helping out?

E.4 Are you aware of the skills you and your personnel must develop in order to work in a multi-cultural environment? Are you aware of related training offers?

- ☐ No
☐ Yes, not used them

Why not?

☐ Yes, used them.

Which ones did you use?

Please rate their overall contribution to skills up-scaling:

- ☐ Satisfied
- ☐ Neutral
- ☐ Not satisfied

E.5 Which area(s) of legislation pose a significant challenge to the recruitment of non-EU citizens? What should be improved?

E.6 Please provide any ideas you may have regarding policy reforms (at all levels) that would help your organization employ non-EU citizens.

E.7 Please provide any ideas you may have regarding reforms in educational policies (at all levels) that would help your organization employ non-EU citizens.

E.8 Has your organization developed any innovative initiatives and/or good practices that could serve as a model for other organizations (such as skills assessment or job coaching)? If so, please describe:



E.9 Have you come across any employer or local/regional government or NGO initiatives that you consider to be examples of good practices to facilitate the integration of refugees on the labour market? If so, please explain the main principles and who is leading the initiative(s):

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