



A RESEARCH STUDY ON MIGRANTS'
INTEGRATION AND ETHNIC DIVERSITY IN SMEs:
A COMPARATIVE ANALYSIS IN FIVE EUROPEAN COUNTRIES –
CYPRUS, GREECE, ITALY, FRANCE AND DENMARK



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PREFACE

This report has been prepared within the framework of the Erasmus+ project “Educating Social Partners towards Ethnic Diversity” funded by the Foundation for the Management of European Lifelong Learning Programmes of Cyprus (IDEP). The project is active in five (5) EU Member States: Cyprus, Greece, Italy, France and Denmark and is implemented in partnership with eight (8) organizations. The leading partner of the project is the Cyprus Labour Institute (INEK-PEO); the other partners are: (1) Action for Equality, Support, Antiracism (KISA), Cyprus, (2) Institute of Labour of the General Confederation of Greek Workers (INE/GSEE), Greece, (3) Small Enterprises’ Institute of the Hellenic Confederation of Professional Craftsmen and Merchants AE (IME/GSEVEE), Greece, (4) Università Delgi Studi di Milano (UNIMI), Italy, (5) Enaip Veneto Impresa Sociale (ENAIP Veneto I.S.), Italy, (6) Iriv Conseil, France and (7) Videnscenter for Integration (VIFIN), Denmark.

The duration of the project is thirty-four (34) months running since October 1, 2016. Thematically, the project is focused on the integration of migrants working in the sector of Small and Medium Enterprises (SMEs) and ethnic diversity. Apart from the current research study, the project implements a range of other activities including the elaboration of educational VET materials, guides and tools, the delivery of sectoral training workshops and seminars, the digitalization of the produced materials and the creation of a simulator, the organization of a related conference and the dissemination of the respective outcomes and outputs.

The main target groups of the project are the migrant communities in all five participant member states and the sectoral stakeholders, trade unionists and employers. The general audience of the project, however, is broader and includes the following groups, respectively: Internal research associates and staff of the participating organizations, VET trainers and VET centers, researchers and academic staff, professional associations, migrant experts, policy makers, public employees, equality bodies, NGOs dealing with diversity issues, European networks and institutions as well as the general public.

INTRODUCTION

European countries have become immigrant destinations during the last couple of decades; however, this process has been importantly heterogeneous, in different periods of time and at a different pace of immigrant inflows for each country/region. In addition, the influx of refugees from third-countries in the EU, began since 2015 and the refugee crisis, particularly in the frontline countries – Greece and Italy – led the European societies to become more ethnically diverse. The continuing intra-European migration of EU citizens from one member state to the other is an additional factor that made EU societies and the workforce more and more diverse. It is apparent that immigrant populations are gradually gaining a more determined part in all Member States forming anew the structures and institutions of our societies; the management of the immigration, however, still needs a closer attention by the host countries. In relation to integration, each member state adopts different approaches towards immigrant populations. Some European countries encourage indeed the social, economic and political integration of immigrants. Other countries, however, take restrictive measures and policies that actually hamper the integration of immigrants (often the integration of second generations of immigrants as well) and deprive immigrants, at the same time, to enjoy basic human rights.

The contributions of immigrants in the economies of the hosted societies and the value that they added in the businesses and in Small and Medium Enterprises (SMEs), in particular, are invaluable. The social and economic integration of immigrants, however, remains a challenge in most of the European countries. The lack of access channels into the labour market and the restrictions in assistive integrational services (e.g. language courses, job training, counseling etc) are considered as the major barriers of their integration. In relation to those immigrants already in the labour market, contributing thus in the labour market and economy of their host countries in the same way as the native populations do, they often lack basic rights, receive fewer remunerations, enjoy lesser working benefits and are excluded from decision making processes. It is, also, true that EU immigrants leaving and working in another EU country are in a better position than Third Country Nationals (TCN) in accessing the labour market and services; however, also EU citizens in some member states often confront key integrational challenges including restrictions in language courses, job training services and civic education courses. Finally, entrepreneurship and self-employment for immigrants in many Member States are often problematic and unregulated; often due the lack of particular measures and policies and in other cases, due to restrictive entrepreneurial measures and policies.

Having said the above, this research study aspires to contribute, to the extent possible, to the closing of this integrational gap by studying different aspects of the integration of immigrants in the five participant countries: Cyprus, Greece, Italy, France and Denmark, in businesses and in SMEs, in particular. The aim of this research study, therefore, is to produce national specific as well as comparative research results, where appropriate and available, on migration policies and diversity management in SMEs and showcases the attitudes, thoughts and opinions of the major stakeholders – trade unionists and business executives – in relation to integration. The value that trade unionists and business executives ascribe to diversity and diversity management, their experience and knowledge on diversity and the training that they have received on the topic are also among the subject matters of the study.

Despite that thematically the study undertakes a holistic approach, it is worth to say that it is by no means an exhaustive or a representative study that mirrors the integrational realities across the European businesses and society. The findings of the research cannot be generalized because this is not a representative study of the participant countries but they can shed light on the understanding of the topic with a deeper perspective. It would have been thoughtless to pursue such an ambitious outcome, anyway. The MigrAID project, as every project, deals with certain constraints including: (1) the availability of the budget, (2) the defined period of time for carrying out the study, (3) the focus of the study on the sector of SMEs, which only a limited research work has been performed to this moment (4) the exclusion of the perspective of immigrants themselves from the study and (4) the geographical confines of the participant countries. Despite the limitations, the report represents the humble attempt of the working team of the project to construct fresh, research based knowledge on immigrants' social and labour integration in the European Union. Potential readers may gain a valuable insight of the major characteristics of this process, which we considered to be not only useful but very much relevant for policy makers, scholars, experts and other professionals working on integration issues. We have the ambition to influence further related studies in the field that will contribute towards the full integration of immigrants in our respective societies.

Methodologically, the study combines qualitative and quantitative methods to generate data. It consists of two major parts: (1) A Comparative Analytical Report, which examines in depth the integrational regulations of the participant countries, their problems and challenges. For the development of this part, a qualitative questionnaire has been completed by the national teams of the project. (2) A Field Research Study, which examines the attitudes, thoughts, experiences, knowledge and training needs of the stakeholders working with SMEs – trade unionists and business executives. For this purpose, a

survey questionnaire, with close-ended questions, has been distributed to 176 stakeholders working with SMEs in all five participant countries of MigrAID. In addition, for the needs of this study, ten (10) focus groups with trade unionists and business executives have been carried out, two (2) in each country with each group of stakeholders (see Methodology Chapter for details).

The study endeavours to unfold particular perspectives of the integration of immigrants in the participant countries and into the labour market integration, in particular. In doing so, they were set the following objectives:

- a. *To examine the national institutional frameworks of the participant countries and the transportation of the EU racial equality and employment equality directives in the national laws, in particular,*
- b. *To document the aspects of the labour market that promote the inclusion and/or the exclusion of migrant workers and their protection against discrimination,*
- c. *To examine national initiatives that promote diversity management and the extent of the implementation of the EU Diversity Charters by companies in each participant country,*
- d. *To identify the availability of training programmes on diversity management in the participant countries,*
- e. *To examine the services that are available to different groups of migrants, which encourage their integration in the labour market and in their respective host societies,*
- f. *To analyze the role and involvement of social partners towards in the integration of migrants in the labour market,*
- g. *To scrutinize the views that social partners – trade unionists and business executives – hold on diversity management and ethnic diversity in SMEs,*
- h. *To document the current practices of SMEs in relation to ethnic diversity and management, and*
- i. *To document the personal competencies of social partners in SMEs in relation to diversity and conflict resolution and to identify their most urgent training needs on the topic.*

It is important to mention that the information presented in this report, particularly for the Comparative Analytical Report, is based to a large extent on qualitative evidences (secondary resources) gathered by the national working teams including: national reports, publications, legislations, research studies, statistical data, annual reviews and their own previous work. At the same time, the critical views and assessments of the researchers have also been included in the report. The second source of information derives from primary resources; a field research in all five participant countries has been taken place gathering information from the research subjects – trade unionists and business executives.

To guide the reader, this introductory part is followed by the methodology chapter, which explains in detail how this research study was carried out, presents the research tools, provides the numerical achievements of the study and discusses the problems confronted in the process. The Comparative Analytical Report is presented in Chapter 2, which is focused on the presentation of the major findings of the five national reports. Chapter 3 scrutinizes the findings of the field research by presenting and analyzing the tables and charts of all sections of the study. Eight annexes are included at the end of the report corresponding to (1) the three research tools used for carrying out the different sections of the study – the CAR questionnaire, the questionnaire for social partners and the focus group interview guide for social partners and (2) the five national CAR reports as prepared by each research team.

CHAPTER 1: METHODOLOGY

As it was already mentioned, this research study employs qualitative and quantitative research methods to generate data. Our approach is that the combination of methods directs researchers to examine the topic under study from its many and different perspectives allowing thus the generation of more concrete, holistic and trustworthy research outcomes. This is an approach that gains more and more acceptance by the research community and taken that each research method has specific limitations (and strengths of course), the combination of methods may compensate the weaknesses and give prominence to the strengths. Additionally, the inter-disciplinary composition of the MigrAID research team, the various previous experiences with research on integration issues and the synthesis of individual ideas, made the research process and the outcomes of the research more meaningful; thanks to the analysis of the topic – ethnic diversity and the integration of immigrants – from many and different angles.

What follows is a methodological description of the two parts of the study (1) the Comparative Analytical Report and (2) the Research study on Social Partners' Perspectives and Training Needs with regard to Experiencing and Handling Ethnic Diversity in SMEs. The problems that the research team confronted in the research process as well as the limitations of the study are also discussed.

1.1. COMPARATIVE ANALYTICAL REPORT

A common qualitative questionnaire has been constructed in February 2017 by the research team of the project for the needs of the formation of the Comparative Analytical Report. The report has been completed by the five (5) national research teams and submitted to the coordinator by June 2017. Immediately after, the processing and analysis of the data of all national reports has begun. The process allowed the synthesis of the findings and the formation of the comparative report. The report makes an attempt to scrutinize and present the similarities and differences between the subject matters of the study across the five countries, where appropriate or where the data collected allows it. Often, it was unattainable to perform such an analogy (i.e., to compare and contrast differences and similarities) due to the apparent different integrational conditions, measures, legislation, policies and experiences of the participant countries. The findings, in such cases, are presented in a parallel manner depicting the national specific realities as reported by the national research teams.

In relation to the structure, the questionnaire consists of seventeen (17) open-ended questions distributed in six thematic units covering the topic exhaustively. Each question provides certain sub-questions and/or notes that intended to support the researchers to respond appropriately or to lead them in particular directions (see Annex 1). The thematic units that made up the questionnaire are:

Part A: Introduction: The first part of the CAR deals with the inflows of immigrants in the participant countries and discusses their existing ‘migration models’, their challenges and limitations.

Part B: Institutional Framework: It focus on the transportation of the EU Racial Directive 2000/43/EK and Employment Equality Directive 2000/78/EK in the national laws of the participant countries and the aspects of the labour market of each country that promote the inclusion of migrant workers.

Part C: Diversity Policy and Practice in Companies: It investigates the extent of the implementation of the EU Diversity Charters in companies across the five countries and discusses the availability of training programmes on diversity management for trade unionists and employers.

Part D: Integration of Migrants: Access to Employment and Services to the Labour Market: As the title suggest, the forth part of the CAR scrutinizes the availability of integrational services for different groups of migrants living in the MigrAID countries as well as the measures and policies, or the lack of them, which promote immigrants self-employment and business development.

Part E: Involvement of Social Partners in Labour Market Integration of Migrants: It is the section where the role of social partners on migrants’ integration is discussed.

Part F: Conclusion – Critical Appraisal: This part of the report provides space to the researchers to critically assess any of the above topics and make suggestions for improvements.

The completion of the CAR questionnaire by the national research teams was not an easy journey. To respond appropriately to the above list of topics, the researchers dedicated significant amounts of time to locate relevant resources. Often, the lack of the availability of resources and statistical data enforced researchers to locate, study and extract data from a pool of resources not focusing primarily on immigrants’ integration or on the topics under scrutiny. Additionally, the local and regional differences, measures and policies within the same participant country (e.g. Italy) on integration made the responses even harder, more detailed and more complicated in comparison to the smaller in size countries with unified characteristics (e.g. Cyprus). Additionally, the extent of responses on each question, the way that each researcher perceived and responded the questionnaire and the individual writing and reporting styles of each participant are also factors that made the process difficult. As a consequence of all these

challenges, the comparative approach became at times difficult and complex. The performance of the synthesis of the report, thus, became a demanding and time consuming process for the coordinator.

1.2. RESEARCH STUDY ON SOCIAL PARTNERS' PERSPECTIVE AND TRAINING NEEDS

The fieldwork of the study has been carried out between April and September 2017 in the five participant countries. A quantitative questionnaire has been constructed in the English language, at first, and then translated in the languages of the project (e.g. Greek, Italian, French and Danish) before its distribution to the target groups, social partners – trade unionists and business executives. It is very important to mention that the study followed a random sampling method for the selection of the participants and the distribution of the questionnaire. It was extremely difficult to perform a representative stratified, multistage or cluster sampling for all five participant countries due to numerous reasons, including: the size of the each national sample, the lack of data from the participant countries on SMEs, the set time for carrying out fieldwork and the availability of the budget. Several sampling criteria, however, have been set by the research team for the sampling of the research subjects, as follows:

1. *The size of the business: The study focused on SMEs with a staff headcount less than 50 due to the excessive high percentage (99%) of SMEs representation and the troubles that it creates for the sampling of the research.*
2. *The type of the business: It was open to different business categories in any sector of the labour market including social organizations, associations and NGOs.*
3. *Ethnicity: The business representatives in the sample should represent businesses currently employing both immigrant and local workers/employees.*
4. *Position in business: Business representatives shall be executive members in the business structure from departments like the human resources or the general business directory. Alternatively, the representative could be an employee who possess a supervisory status or a membership in the advisory council of the organization or owns the business.*
5. *Trade unionists: Representatives of trade unions that supervise SMEs that employ both immigrant and local employees in any labour sector. Alternatively, trade union employees running departments in relation to diversity, equality, non-discrimination and immigrant workers' issues.*
6. *Gender: Gender proportion based on the numerical gender representation of trade unionists and business executives of each participant country.*
7. *Size of sampling per participant country: 30 questionnaires per country, 15 questionnaires from trade unionists and 15 from business executives. Total target 150 questionnaires.*
8. *Methods of the distribution of the questionnaire: Two main channels for the distribution and completion of the questionnaire were defined by the group: (a) face-to-face and (b) emailing.*

Each national research team adopted its own strategy to distribute and select back the completed questionnaires based on the particularities and characteristics in each country. As a result and despite the difficulties encountered in some cases (see a following section that outlines the problems), the study succeeded to release 173 completed questionnaires from the five participant countries overcoming the target of the 150 questionnaires that it was initially set in the proposal submitted for funding. However, the balance between the two categories – trade unionists and business executives – was not met due to the very low incoming of completed questionnaires by trade unionist in two countries (France and Greece); business executives made up the 64% of the total number of the returned questionnaires and 36% by trade unionists. Additionally, the participation in terms of gender is generally balanced, the 50,9% is represented by male participants and the rest 49,1% by female participants. However, the gender balance within some of the participant countries is not well balanced (see Chapter 2 for the detail analysis), in one case an overrepresentation of female participants is observed (e.g. France) and in another case of male participants (e.g. Greece).

1.2.1. RESEARCH TOOLS

1.2.2. QUANTITATIVE QUESTIONNAIRE

As it is mentioned above, the research team of the study constructed a common qualitative questionnaire which was translated in the languages of the project in order to encourage and facilitate the participation of trade unionists and business executives coming from the participant countries of the MigrAID project. The questionnaire is comprised of forty (40) open-ended questions exclusively, distributed in five (5) sections. All questions and sections that made up the questionnaire are fully aligned with the set objectives of the second part of the study, as outlined in the Introductory section of this report and as defined by the proposal submitted for funding. A diverse set of appropriate measuring scales has been used, accordingly, throughout the questionnaire in order to receive the best possible responses of our research participants.

The sections of the questionnaire and the questions included in each section touch upon an extended set of dimensions and concepts directly or indirectly related with the perception of ethnic diversity and the practices commonly implemented (and/or ignored) by companies in general and SMEs, in particular. More specifically, a short description of each of the sections of the questionnaire is made available:

Part A: Perceptions Regarding Ethnic Diversity and Inclusion. The aim of this first part of the study, consisted of nine (9) questions/statements, was to document how social partners – trade unionists and business executives – perceive the idea of ethnic diversity, ethnic diverse organizations, diversity management and inclusiveness.

Part B: Current Organizational Practices. This part was divided in two sections, one for trade unions and one for business executives with eight (8) questions each. The objective here was to examine the practices on ethnic diversity currently running in trade unions and SMEs across the participant countries.

Part C: Skills and knowledge of Social Partners in Handling Ethnic Diversity and Conflict Resolution. As the title suggested, this section (8 questions) asks participants to self-evaluate their competencies in relation to diversity, inclusion and conflict resolution.

Part D: Training Experiences and Needs of Social Partners. The aim of this section was twofold; firstly, it documents the experiences of the participants gained in their careers and the support (and/or the lack of it) they receive from their organizations. Secondly, it asks participant to report their most urgent training needs in relation to ethnic diversity. The sections is made up with eight (8) questions.

Part E: Demographics. This sections selects seven (7) basic demographic information, in seven corresponding questions, by the participants helpful for the analysis of the finding and the comparison process: age, gender, employment status, sector of work, duration of experience in the organization, supervisory status and level of schooling.

1.2.3. INTERVIEW GUIDE FOR FOCUS GROUPS

Despite that the proposal submitted for funding did not foresee the carrying out of focus groups interviews, the research team decided to carry ten (10) focus group with the same stakeholders – trade unionists and business executives – two in each participant country with each one of the groups. The reason for this decision was the need of the research teams to gain a root understanding of the topic directly from the research subjects and to generate qualitative data available for comparison and conjunction with the quantitative part of the second part of the study. Thus, a focus group interview guide has been constructed to facilitate the carrying out of the interviews, which was based on the thematic sections of the quantitative questionnaire as described in the previous section.

The decision for carrying out the focus groups is not related with the verification of the results of the quantitative data by no means; the qualitative study stands on its own, follows all scientific procedures and provides valuable information on ethnic diversity and SMEs derive from the participant countries on the topics that it focuses. The added qualitative dimension should be seen as an additional source of

different, in-depth data that enriches the findings and helps the research team to interpret the findings of the study in a more meaningful way. It should be also considered as an added value of the research team to the project.

1.3. PROBLEMS ENCOUNTERED IN THE PROCESS BY THE RESEARCH TEAM

The problems that the research teams encountered in the process are mostly related with the completion of the fieldwork of the study – the distribution and selection of completed questionnaires by trade unionists and business executives. This has led to significant delays and as a consequence the initial time schedule that was set in the action plan of the study has been postponed in at several occasions in the process. Despite the delays, the burden of work corresponded to each national research team has been completed and submitted to the coordinator.

In some of the cases, the trade unionists and business executives that have been contacted by various means and repeatedly by the research teams denied to participate by completing the questionnaire projecting a variety of excuses, including: (a) the questionnaire is too long, (b) they lack time to complete the questionnaire, (c) they have never dealt with the issue of ethnic diversity, (d) they are not the most relevant employees in the organization for completing the questionnaire. It is understandable that members of both groups have limited experiences with ethnic diversity, especially those working in very small enterprises or supervising such business, and that they felt uncomfortable to respond to our call for participation. However, accessing research participants due to lack of trust to research and researchers is a common phenomenon and it seems that this study is not an exception to the rule. The response rates per country proves the rule; for example, it was much easier for INEK-PEO to collect back the completed questionnaire in time due to the relations established throughout the years with both groups of social partners than Irv Conseil in France with more limited access to these groups and indirect relations. As a concluding remark, it is probably wised to keep in mind while studying the findings of the study, that a percent of those professionals returned back the completed questionnaire feel more comfortable and have professional experiences with ethnic diversity.

1.4. ANALYSIS OF DATA

The analysis of the quantitative data of the study has been performed with the use of the statistical analysis software SPSS and for the formation of the respective charts with the use of Microsoft Excel. Additionally, the analysis of the qualitative data has been carried out with the use of the qualitative analysis software Nvivo 10; the coding process helped to the grouping of findings. The discussion of the

findings from both the qualitative and quantitative findings is performed in combination in the subsequent chapters of the report.

CHAPTER 2: COMPARATIVE ANALYTICAL REPORT ON SMEs AND MIGRANTS' INTEGRATION

2.1. INTRODUCTORY NOTE

This part of the report attempts to synthesize the findings of the national reports from the five participant countries. The report follows the structure and the thematic units of the CAR questionnaire and summarizes the most important findings as reported by the respective national research teams. The full national CAR reports are appended at the end of the report in the Annexes 4-8, respectively. Performing the synthesis of the five national reports was challenging; the many different perceptions of integration across countries, the differing regulations of integration even within the same countries, the extent and details of responses by the researchers, the existed models (and/or the lack of them) of immigration in each country and the histories of immigrant experiences of the countries are counted for the challenge of this synthesis.

Taken from the latest, a brief description of the immigrant experiences of each participant country is performed as an introductory note to the issue. Cyprus, Greece and Italy share a joint pattern: they have been countries of emigration up until the 1990s, as many other Southern and Eastern European countries, before they became immigration destinations and transit countries. Small immigration inflows in earlier decades are observed in the three countries as well but systematic inflows are rendered in the 90s. Immigration in Cyprus began early 1990s in order to meet the acute labour shortages in low-skilled or unskilled jobs in the sectors of agriculture, animal farming, construction, hotel industry and services including household activities. Similarly in Greece, the fall of the Soviet Union in early 1990s led to a massive entry of migrant populations from Albania and the former Soviet Republics. Likewise, Italy experienced an intensification of migration flows mostly by men – with the exception of the predominantly female migration from some Eastern Europe countries like Moldavia and South American countries like Ecuador following the economic crisis of the mid-1990s arriving from all continents.

Since then, immigration grew continuously in Cyprus up until 2011. While in 2001 the percentage of migrants in Cyprus was 9.4% of the population in 2011 it rose to 20.3%. Women's share in migration is at 57%, which is the highest in the Europe-28. The immigrant population in Cyprus consists of EU citizens, mainly from Greece, Bulgaria, Britain, Romania, TCN mainly from the Philippines, Sri Lanka, India, Vietnam,

Syria and Russia. The percentage of foreign population in Greece is 8.4% (2002) while the 11% of the registered Greek labour force of 4.4 million was foreigners in the same year. In Italy, there are currently 5.436,000 people of foreign origins (2016), 52.6% of whom are women. In terms of employment, 11% of total employment is made by immigrant workers. In 2016 in Italy, the most numerous community is represented by Romanians (22.9%), followed by Albanians (9.3%), Moroccans (8.7%), Chinese (5.4%) and Ukrainians (4.6%).

Denmark experiences different inflows of migrant workers and refugees. Migrant inflows in Denmark begin since the 1950s, given the otherwise quite uniform Denmark a more variegated look. After the WWII, 238,000 civil Germans arrived in Denmark as refugees; they were placed in closed camps until their return in 1949. In 1960s the labour shortage invited Turkish, Pakistanis and Yugoslav immigrants and in the 1970s refugees from Spain, Portugal and Greece arrived. In 1973, the rising unemployment closed immigration for foreign workers. Denmark, however, still experienced inflows from Chile and Vietnam. In 2001, a larger inflow of refugees from Iran, Iraq, Palestine and Somalia arrived.

Immigration in France first developed during the industrial revolution with the arrival of southern European populations from Spain, Italy and Portugal working in industry and agriculture. The second wave arrived during the WWI coming from the ex-French colonies mainly from Algeria and other countries of Northern Africa. The third wave, corresponded to the 'Thirty glorious years' (1945-1974), arrived to meet the needs of the labour market. In 1974, the government decided to stop immigration due to the rising of unemployment among national workers. In 2010, 5.3 million immigrants lived in France representing the 8% of the total population.

'MIGRATION MODELS' IN THE FIVE COUNTRIES

The 'migration models', as explored by the national researchers from the five participant countries in the study, seem to share a common denominator: immigrant populations and workers in their majority enjoy less rights, receive smaller remunerations and enjoy fewer working benefits than native populations. At the same instance, it is worth to mention that the five 'migration models' allowed (and/or restricted) government, regional and local authorities to develop different legislations, policies and measures that promote (and/or obstruct) the integration of immigrants in society and the labour market.

The Cypriot ‘migration model’ seems to be the most problematic one than the other four, despite the positive developments occurred throughout the years in order to comply with the EU directives and international obligations. This ‘model’ is based on the concept of temporary “import of foreign labour”, which prescribes strict labour control, a short term residence and employment framework that obliges migrants to sign contracts with highly discriminatory terms and work conditions, including pay, prior to coming in Cyprus, with a specific employer, for a specific job and in a specific economic sector. The system leads to the total dependence of migrant workers on their employers, who have the power to arbitrary terminate their migrant employees’ employment at any time and therefore their work and residence permits, and to actually deport them.

In Greece and France four principal ways of legal migration have been distinguished: family reunification, studies, international protection reasons and economic reasons (employment/entrepreneurship). In France, in addition, a new category emerged with the 2006 immigration law, that is “skills and talents” for highly qualified foreigners. Two types of visas are issued in France since the 1970s: for short stay (less than 3 months) and for long stay (more than 3 months), and there are specific restrictions by nationality. Immigrants in France are more likely to have fixed-term contracts and request for a work permit. The economic crisis in Greece and the inflows of refugees brought into the front the weaknesses of the ‘migrant model’ in the country in relation to the administration of migration. The challenge for Greece is the implementation of a new migration management tool susceptible to satisfy both economy needs and firm respect of human rights.

In Italy, a real ‘migration model’ has never existed; rather, migration management has almost always been treated as an emergency. Laws and procedures for regulating the entry of immigrants have been adopted since 1998 and modified since then in several occasions. Similarly, the regulation of ‘illegal migration’ has been adopted through the enactment of a respective law in 1986. Regular stay for foreign workers in Italy is linked with a residence permit directly related to an employment contract. Residence permits are given for other reasons as well (e.g. family reasons) but generally lasts for 1-2 years depending on the type. In the case of a job loss, a residence permit might be ascribed to a migrant while awaiting for employment for a period of one year. Since 2012, foreigners that requests a residence permit must sign the so-called ‘integration agreement’ which provides the acquisition of skills within two years by attending a course on citizenship and achieving at least a level A in Italian language. Foreigners regularly present in Italy for at least five years can request the stay permit or residence card for EU long-term residents. It is good to mention that the request for entering and integrating in Italy is bureaucratic and tiresome and

migrants often need to receive support in compiling the paperwork by social partners, trade unions and the third sector. The intervention of social partners has partially improved the situation.

In Denmark, a residence permit as well as a work permit are required to legally live and work in the country; they are granted through the process of gaining asylum or direct application. The immigration office manages application. Once having a residence permit, one can apply for a permanent residence permit. There are multiple requirements that immigrants and refugees must meet in order to gain the permanent permit. There are multiple ways in which a migrant, not a citizen of the Nordic countries and EU countries, can receive a permit. Generally, one receives a permit if already offered a well-paid (over 400.000 DKK a year) or demanded job before entering Denmark. It is also difficult for one to get a permit without competences and qualifications necessary for the Danish labour market. Through the years there have been lots of debates about the Danish law as it has been accused of being in contradiction with human rights.

2.2. INSTITUTIONAL FRAMEWORK

This part of the study compares the institutional framework in the five participant EU member states in the project. It firstly discusses the transposition of the two EU directives in the national legislation of the participant EU member states – (1) the EU Racial Equality Directive 2000/43/EC, which prohibits discrimination on the basis of race or ethnicity in the context of employment and (2) the Employment Equality Directive 2000/78/EC prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment. Secondly, the chapter contrasts the challenges that the national frameworks convey for each participant country. Thirdly, it explores the national labour market policies that promote the inclusion of migrant workers in each participant country. Finally, the chapter closes with the presentation of national policies and/or practices which are considered as ‘good’ or ‘innovative’ aiming on migrants’ inclusion in the labour market.

2.2.1. TRANSPOSITION OF EU DIRECTIVES IN NATIONAL LEGISLATION

It seems that the transposition of the two EU Directives in the national legislation of the participant countries occurred not only in different chronological periods but in disparity as well. Cyprus, for example, enacted the particular legislation prior its accession to the European Union in 2004, Italy in 2003 and

Greece and France between the years 2005 and 2016 and 2001 and 2008, respectively. The provisions of the directives have been transported in different legal texts on the already existing laws (e.g. Denmark and France) or in new enacted laws (e.g. Cyprus, Italy and Greece) complying to a large or lesser degree with the directives. The initial transportation of the EU Directives into national legislation was a challenging process, for some of the cases at least, and have been subjected to harsh criticism and/or negative debates that led to improving amendments. In the case of Greece for example, the Law N.3304/2005, which was enacted to transport the EU Directives, has been criticized by the European Commission and other Human Rights Associations because it failed to provide legal support to the victims of discrimination. This legal gap has been revised much later in 2016 with a new law. In Italy, in addition, the issuing of two distinct legislative decrees instead of the merging of the two EU directives has been criticized by some arguing that it has led to ‘a series of protection disparities between those discriminated against because of race and ethnicity, and persons discriminated against because of religion, belief, disability, age and sexual orientation’.

In the other part of the continent, Denmark, the EU Directives and their transportation in the national legislation have been seen unnecessary by the Danish Local Government and the Danish Construction Association due to the pre-existing non-discrimination framework in the country protecting workers from direct and indirect discrimination on the grounds of race, ethnicity, skin-color, religious and political beliefs, sexuality, age, handicap and national or social background.

Additionally, the EU Directives influenced amendments in other discriminatory-related laws; in Italy, for example, the transportation of the EU Directive 2000/78/EC amends the article 15 of the Law no. 300 on the “Statute of the Workers’ Rights” by expanding the protected grounds of discrimination covering not only discrimination on the ground of sex but on the grounds of disability, age, sexual orientation and political beliefs as well. Furthermore, the transportation of the EU Directives influenced the establishment of unique independent authorities as mediators for all cases of discrimination that occur into labor both for the private and the public sector as in the case of Greece. In the case of Cyprus, it authorises existing bodies to deal with complaints of discrimination by the establishment of a new body within an existing institution. In Denmark an Equal Treatment Body was established in 2009 to deal with complaints of discrimination in employment and in France an independent administrative authority – the High Authority for Combating Discrimination and Equality (HALDE) – was formed as well. In Italy, in addition, the transportation charges the Council of Ministers – ‘Department of Equal Opportunities’ to

establish a register of associations and bodies that carry out activities to combat discrimination and promote equal treatment.

2.2.2. CHALLENGES THAT NATIONAL FRAMEWORKS CONVEY FOR MIGRANT POPULATIONS

It seems that a common challenge of the five national anti-discrimination frameworks is the full implementation of their provisions to migrant populations. A strong political will to step up the efforts in combating discrimination and implement all legal provisions independent of the individual and/or collective characteristics of citizens is needed. In the case of Cyprus, however, the issue is more complicated as the highly restrictive and discriminatory structure of its migration system excludes by default third country nationals (TCN) from the Employment Equality Directive. The following table summarizes the challenges of Cyprus, Italy and Denmark as reported by their correspondents.

CYPRUS	ITALY	DENMARK
<ol style="list-style-type: none">1. TCN are excluded from the Employment Equality Directive.2. Restricted right for TCN to change jobs and employers.3. TCN are excluded from labour rights such as unemployment benefit and pension.4. Failure of the government to conclude bilateral agreements with countries of origin of migrants to facilitate transfer of their pension rights.5. The labour market is segregated both horizontally and vertically. TCN are concentrated in unskilled labour (i.e household and farming).	<ol style="list-style-type: none">1. The difficulty for acting against discrimination in both the private and the public sphere.2. The nature of Italian economy, which is based on SMEs, makes it harder to monitor discrimination.3. Undeclared work is even more complicated and almost impossible to monitor.4. Access of employment in the public sector for non-Italians is restricted.5. In the sectors of Health and Transport and in access for civil service for young people cases of discrimination occurred.	<ol style="list-style-type: none">1. The introduction of the directives has given rise to concerns that unskilled Danish workers might be deselected in favour of migrants or refugees.2. Discrimination in the welfare system and the 'integration benefit' (2015) in particular as it provides that citizens not been residents in Denmark in 7 out of the last 8 years receive reduced benefits having direct effect to refugees and their families.3. The governmental bill (2014) for differentiating the demands for working permits based on nationality judging citizens from particular countries as being less suited for integration than others.

2.2.3. INCLUSION AND PROTECTION OF MIGRANT WORKERS IN THE LABOUR MARKET

The following paragraphs discuss the major aspects of the inclusion or/and exclusion of migrant workers in the labour market focusing on the collective agreements and/or specific provisions of them in the participant countries.

Collective agreements in Cyprus very; additionally, they are very limited in relation to combating and/or promoting anti-discrimination at work on any ground. On the contrary, most collective agreements contain in verbatim many discriminatory provisions for TCN although there are noticeable exceptions. TCN, in general, are included in the collective agreements and are, therefore, supposed to enjoy the same rights as Cypriots and EU citizens. Nevertheless, they are subjected to discriminatory terms and work conditions that are prescribed and regulated by the migration system, policies and the employment contract. The position of two categories of migrants, domestic workers and those working in agriculture and animal farming, who make up the majority of TCN migrants, is far worse, as attested to by the different employment contracts. Both categories have fixed salaries far below the minimum wage. They are also discriminated against in terms of public holidays compare to the employment in other sectors. Domestic workers, in addition, are not entitled to overtime and are barred from joining trade unions, as according to their contracts. Domestic workers are also subjected to multiple discrimination on the ground of gender, ethnicity, race, religion or any form of diversity. TCN are exempted from access to the public health care system and welfare benefits; they are obliged to take a medical insurance through private insurance companies.

In Greece, the National General Labour Agreement (2017) mentions that social partners are obliged to take stand in order to tackle discrimination into the labour places and that they recognize the necessity for the development of concrete consciousness-raising actions promoting the notion of cultural alterity and the multi-ethnic character of the contemporary society. However, the national agreement does not provide a great protection to the vulnerable populations of immigrant workers that are usually the most exposed to employers' arbitrariness. Undocumented rural workers are the most unprotected migrant employees in Greece. Most of them come from third countries; their destination is North Europe and during their transit from Greece they look for low qualified employments with the lowest possible legal exigencies in order to avoid contact with the authorities. Therefore, rural employers impose a labour status, which is based on overexploitation. At such an extent, employment becomes a clear form of forced labour and a case of human trafficking.

National Collective Labour Agreements (CCNL) in Italy rarely introduced specific measures on the inclusion and protection of migrants against discrimination. The high occupational segregation of foreign

workers is the main reason for the lack of specific indications. Some sectors protect specific interests of migrant workers but little attention has been paid to specific needs of immigrants like the possibility to obtain longer holidays, having prayer spaces, and attending Italian language courses. Additionally, the attention for fighting against discrimination is limited. The agreements are mainly focus on wages, working hours and staff support avoiding, thus, the discontent with Italian workers. The sectors with the highest presence of foreign workers are those included in CCNL and favor immigrants, though they are often conceived as cross-cutting rules applicable to all workers. In general, however, in almost all employment sectors, CCNLs tend to have norms that promote the integration of immigrants into work, although these norms are directed to all workers and are not specific for immigrants. Specific protection against discrimination, however, is lacking from CCNLs. The anti-discrimination issue in Italy is pursued almost exclusively by trade unions.

In Denmark, municipalities are responsible for the integration of refugees. Municipalities have to be aware of the possibilities that enterprises offer; it also means or calls enterprises to stay open and contribute to the process of integration. Municipalities establish the 'Reception of refugees' through the local job centers, which are parts of municipalities and function as the connecting link between enterprises and refugees. The obligation of municipalities is to quickly offer to individuals a job-oriented approach with the goal of securing jobs. Refugees and their families in enterprises may use arrangements such as traineeship, subsidized jobs, mentoring, employment orientated upgrade, upgrade of qualifications, Danish lessons and integration training.

The High Authority for Combating Discrimination and Equality (HALDE) deals with racial discrimination and other types of prohibited discrimination in France. In addition to the field of employment and work, it includes topics such as access to housing, administration, education, recreation and health. As an independent authority, HALDE doesn't receive orders from a third party. It is, also, the origin of campaigns for prevention and information among the population. An initiative of HALDE is the establishment of the 'Houses of Justice and Law' that aim the welcoming and informing potential victims of discrimination. Additionally, the National Inter-professional Agreement (ANI) in France, adopted in 2006 by trade unions and employers, focuses on the legal framework of non-discrimination. The State, taking into consideration the ANI agreement, encourages social partners to take up the ethnic dimension of inequalities.

2.2.4. GOOD PRACTICES ON MIGRANTS' INCLUSION IN THE LABOUR MARKET

This section of the study describes 'good' and/or 'innovative' practices currently implemented in the participant countries that could be potentially transferred to other European locations. In addition to this, the Cypriot report reveals an exemplary case for avoidance. Some of the practices identified by the researchers of the project are implemented at national level (Greece, Denmark and France) whereas others are carried out at regional or local levels or within certain schemes or projects aiming the integration of migrants in the labour market (Italy and Cyprus). Furthermore, some of the reported cases of integration address a particular group or groups of migrants – i.e. refugees and/or asylum seekers – and some others address the general population of migrant communities in the given national confines.

The Greek report exposes a good practice which is implemented at a national level. The recent law for '*Social and Solidary Economy*' (4430/16) recognizes '*immigrants*' and '*beneficiaries of international protection*' as a 'special group', interpreted as groups in disadvantage in terms of integration into the labour market (art. 2), and provides them the right to establish '*Social Cooperative Enterprises for Social Integration*' (art. 14). This means that these groups of migrants, under specific conditions, may facilitate corporate funding, professional instruction and participation to public procurements.

Another practice that is implemented at a national level is the Danish '*Integration Training*' (IGU). IGU is a two-year course that combines a paid internship for recognized refugees at an enterprise and education with training compensation. The enterprise pays the salary to the trainee and receives back a bonus of 20,000 or 40,000 DKK depending on the length of the internship. This is an agreement that has been achieved through the collaboration of important stakeholders in the Danish labour market including the Danish Government, the Confederation of Danish Employers (DA) and the trade union LO. The programme aims to support municipalities, enterprises and employers in their attempt to contribute towards a successful integration of refugees in the labour market.

Additionally, two practices which are implemented at a national level have been identified in France. Despite the absence of a legal regulation on the '*Corporate Social Responsibility*' strategy for enterprises, the French government encourages enterprises to become more socially responsible and towards the improvement in the living and working conditions of employees, both ethically and socially, with wage increases and equal treatment for all employees. Secondly, the French '*High Council for Integration*' (HCI) is permitted to make useful proposals on request of the Prime Minister on all matters

relating to the integration of foreign residents in France. HCI supports, also, associations to promote the integration of migrants and advocates and defends neutrality of religions within enterprises.

In Italy, on the other hand, no national-level practices promoting the integration of migrants have been identified. However, other regional and project based initiatives are considered as good practices that could be transformed to other locations in the EU. A project entitled ‘V.O.C.I’, *‘Enhancement and Opportunities of Skills Development for Immigrants’*, implemented in early 2000s in Emilia Romagna. Some important success characteristics of V.O.C.I were (1) the boosting of knowledge of migrants in four Italian provinces – Modena, Forli-Cesena, Ravenna and Piacenza, (2) the testing methods for the training and work placement of foreign citizens, (3) the implementation of *ad hoc* training programmes, and (4) the creation of permanent local agencies providing services to immigrants. Another project from the Italian experience implemented between the years 2007 -2008 in the Veneto region, which is read as a good practice, is named “City to City”. The project promoted an informational pathway to self-employment and training of migrants and the updating of the law in relation to the procedures and registration of new businesses.

An innovative practice identified in Cyprus is the European EQUAL project entitled *“Social Rights for Asylum Seekers – Social Rights for All”*. The aim of the project was the development and pilot implementation of actions in order to tackle the problems faced by asylum seekers promoting at the same time their social and employment integration. Orientation, language and vocational training with work placement and the development and operation of a ‘Mediation and Support Mechanism’ were actions affirming the relevance of the objectives and the success of the project. On the other hand, Cyprus exposes a case of a bad conduct. It refers to the recognition of the academic qualifications of migrants in Cyprus by the Council of Recognition of Higher Qualifications and professional qualifications by professional bodies, respectively. Although in theory migrants may apply to these bodies for the recognition of their qualifications as locals do, only few ever do so. The connected restrictions of migrants’ employment contracts with employment and residence permits and the general restrictive migrant model are the reasons behind this. Migrants hardly move from one to other employer as their employment contracts highly tied them to their employers and jobs irrespective of their qualifications. Additionally, other groups such Asylum Seekers and Refugees, many of whom hold high-level academic and professional qualifications, do not apply because of lack of awareness and because their immediate needs for survival lead them to unskilled labour.

2.3. DIVERSITY POLICY AND PRACTICE IN SMEs

What follows is a reflection on the progress of the implementation of Diversity Charters in companies in the five participant countries. This part also reflects on diversity management funding opportunities available for employers and employers' organizations and trade unions and respective training programmes for business executives and trade unionists.

2.3.1 DIVERSITY CHARTERS

It seems that the work done on the implementation of Diversity Charters in companies varies across the five participant countries. We shall, firstly, notice the lack of a centralized initiative that encourages the signing and implementation of Diversity Charters in Cyprus and Greece. The Report (2017) on the European Platform of Diversity Charters indicates the lack of interest of Cypriot companies and organizations to join the Platform. This gap of interest is not irrelevant with the prevailing migration system in the country as well as the lack of political will to combat discrimination and racism. It seems that diversity management in companies and organizations in Greece is not a priority as well, although some large companies adopted diversity charters on their own initiative. The economic crisis hit hard both countries, Cyprus and Greece, in the recent years not only fostered the rise of nationalist and racist, far right movements but pushed the regulation of social issues, diversity and diversity management to the background.

In Denmark, France and Italy, on the other hand, Diversity Charters are regulated by centralized bodies, decisions and/or practices. In France, the National Association of Human Resource Directors (ANDRH) launched the Label in 2008, in request of the State with public funding. In 2013, 381 legal entities have labeled, 840,000 employees and 85% of companies with more than 50 employees. In 2006, Diversity Trophies have been also launched rewarding companies implementing innovating and ambitious practices in terms of promoting and managing diversity.

In Denmark, the Association "Nydansker", established in collaboration with the Ministry of Children, Equality, Integration and Social Affairs and the EU Commission, is in charge of the regulation and implementation of the Danish Diversity Charter. The Charter is an official document that can be signed by companies and employers in expressing their support to a diverse Danish labour market. Companies and employers then are obliged to follow the values of the Charter in their operational practices. The Danish

Charter unifies regional and local charters and currently is implemented in three major cities and several other communities. Together they sum 1100 signatories. The Secretariat of the Charter provides know-how, tools and networking for enterprises and facilitates the exchange of experiences at all levels. “Nydansker”, in addition, offers courses about diversity, cultural meetings and management for enterprises. Finally, other enterprises or institutions, such as CABI, an independent institution under the Ministry of Employment, promote diversity management by offering guidance in connection with diversity management. CABI, as a consulting body, provides guidance on the methodology of diversity management, knowledge and inspiration for both job centers and enterprises.

Finally in Italy, the Diversity Charter was established in 2011 through the draft of the ‘Charter for Equal Opportunities and Equality at Work’ and as a result of a synergy of collaboration among various private associations, the Ministries of Labour, Health and Social Policy and the Office of the Prime Minister. The aim of the Charter is to “enhance pluralism and inclusive practices in the workplace” contributing to the fight against all forms of discrimination in the workplace. In pursuing pluralism and inclusion, the Charter provides, among others, (1) the incorporation of the principle of equal treatment in the processes that regulate recruitment, training and career development, (2) the identification and provision of staff tools to ensure the effective protection of equality treatment, (3) the adequate training of staff at all levels on the value of diversity and the management of diversity, and (4) the overcoming of gender stereotypes through appropriate company policies, training and awareness. In promoting the Charter among enterprises, a document entitled “Bussola for SMEs” has been assembled and distributed mainly in the regions where the participation of women in the labour market is very low. Although this document addresses all forms of discrimination in the workplace, it concerns gender rather than racial or ethnic diversity. The Charter joined together about 700 organizations for a total of around 700.000 employees. What is more important from the numerical subscription, however, is the lack of financial and management resources that impede SMEs to put in place diversity management projects.

2.3.2. FUNDING OPPORTUNITIES FOR SMEs AND TRADE UNIONS ON DIVERSITY MANAGEMENT

Even though resources for SMEs and trade unions in the five participant countries are relatively limited, there are windows of opportunities in each country that they may take advantage of. The bodies responsible to provide funds on diversity management programmes vary between the five countries, a

short list includes: human resource authorities, regional funds of the EE, associations of employers, governmental bodies or ministries, independent authorities and national agencies working on issues of equality and non-discrimination. In addition to this, the funding coming from all these different bodies addresses different groups in the labour market. Some of the funds address trade unionists and business executives, some others address employees and others address particular groups of employees such as migrant workers and women. Furthermore, the scope of the funding opportunities is diverse between and among the participant countries and between and among the funding bodies representing the wide range of topics within the discipline of diversity management. The funding opportunities for each country, as reported by the national working groups, are as follows:

CYPRUS

Training and development of the country's human resources is regulated and overseen by the Human Resource Development Authority of Cyprus (HRDA). On the basis of their statutory contributions to the Human Resource Development Fund, currently 0.5% of their payroll, all employers/companies in the private sector and semi-government organisations are entitled to subsidies for their employees' training. This setup has resulted in the development of a plethora of training providers offering a wide range of areas and topics. Among these providers are trade unions and employers' organisations, which have developed training departments or sections, aimed mainly at their members. Training abroad is also subsidised by the HRDA, when a particular training need cannot be met in Cyprus. Thus, in theory at least, training is made accessible to all working people, their employers and trade unions.

GREECE

The main funding opportunities at the national level concern actions supported by the European Social Fund. Specific financial instruments, like the PROGRESS programme, have been used by social partners and public research establishments to support the development and coordination of EU policy in the areas of social inclusion and social protection, anti-discrimination action and gender equality. In a similar way, private foundations participate to the implementation of special initiatives such as "We are all Citizens" Programme implemented under the EEA Grants for Greece in cooperation with the Bodossaki Foundation. This programme aimed to strengthen civil society and enhanced the contribution of NGOs to social justice, democracy and sustainable development.

ITALY

As it was already mentioned, Italian institutions have not pay great attention to the promotion of diversity management in SMEs. Consequently, it seems there are not many funding opportunities either nationally or locally for the employers or the unions in order to train for themselves on diversity management. However, there is national and European funding for regional and local projects that promote the culture of equal opportunities and diversity management within enterprises, including SMEs. These funds, nevertheless, are only directed to workers and, as already mentioned, are mostly focused on gender equality and on the family-work life balance. In addition, there are numerous activities for the integration of foreign workers both at the workplace and in the wider society. In fact, initiatives to support the integration in the workplace and also the social integration have been established: e.g., courses in Italian literacy for workers and families, also organized in partnership with foreign offices of the employers' associations. Thus, in general, this kind of projects are mainly targeted on workers rather than employers or unions.

DENMARK

There are a number of funding opportunities for SME's although these are mostly applicable when applied for in cooperation with the municipalities, or other organisations relating to immigration and employment, such as the New Dane Association. The Foundation of the Industry (Industriens Fond) funds and supports development and knowledge through innovative projects which can increase the competitiveness of the Danish Industry (Industriens Fond). The Ministry for Foreigners and Integration supports municipalities, organisations, employers, schools, independent institutions and the like whose initiatives promote the involvement of immigrants in the democratic processes and combats ethnic discrimination (Udlændinge- og integrationsministeriet, 2015). The municipalities can be supported financially within the following topics by the ministry of immigration and integration:

- 1) Decisive and coordinated actions focused on methods ensuring an increased employment among refugees and immigrants in municipalities (Udlændinge- og integrationsministeriet, 2016b).
- 2) Actions supporting the spreading of industry-oriented approach which may strengthen the municipalities' business-oriented efforts and ensure a boost in employment among refugees and immigrants from non-western countries (Udlændinge- og integrationsministeriet, 2016c).

FRANCE

As far as funding is concerned, the General Commissariat for Territorial Equality (CGT) has a policy of fighting against inequalities on the ground and to equip territories with the appropriate tools & strategies. It "stemmed from the regrouping of the Delegation for Regional Planning and Regional Attractiveness (Datar), the General Secretariat of the Inter ministerial Committee of Cities (SGCIV) and the National Agency for Social Cohesion and Equality Of the chances (Acsé). Its aim is to rehabilitate territories, particularly sensitive neighborhoods (the so-called "social sensitive areas") by financing projects and creating sustainable local employment by supporting ethnic diversity. A National Observatory of Sensitive Urban Areas (ONZUS) was also set up, which regularly publishes reports on the special problems encountered by these territories, particularly in the field of employment and diversity. The French Office of Immigration and Integration (OFII), created in 2009, is the only State operator whose mission is to support migrants and businesses in access to employment foreign people. It offers migrants training to create their activity in partnership with local and national employment agencies.

2.3.3. TRAINING PROGRAMMES ON DIVERSITY MANAGEMENT FOR SOCIAL PARTNERS

It seems that there is no systematic training programmes, assisted or not by public funds, on diversity management for trade unionists and businesses executives in any of the participant countries in the project. It is more common, instead, to identify specific programmes funded by European and/or National funds in all participant countries (1) running within specific time frames, (2) addressing different groups of the labour market (i.e., trade unionists, employees, business executives, public servants) and (3) having a different scope or focus in relation to diversity management. In Cyprus, for example, an EU PROGRESS programme was implemented between the years 2014 and 2015 by INEK and KISA addressing diversity management from different approaches. The most important activities carried out within the frame of the project were: (a) a research study on multiple discrimination, (b) two-day long district workshops on diversity management, (c) a national conference on non-discrimination mainstreaming and diversity management, (d) two workshops on non-discrimination mainstreaming and (e) a Pancyprian awareness raising campaign.

In Greece, the General Labor Confederation (GSEE), the Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE) and the Hellenic Confederation of Commerce and Entrepreneurship

(ESEE) has implemented (2013-2015) a joint training programmes in topics such as "Discrimination in the Workplace" and "Social Economy". The training programmes of 70 hours have been funded by the European Social Fund in the framework of Soft Skills Action for Workers and SME's Entrepreneurs and has been implemented by the special training institutes of each partner. The target group of trainees has been constituted by active members of affiliated trade unions and entrepreneurial associations. A population of 6000 persons attended 302 training programmes. The Labor Institute of General Labor Confederation (GSEE) organizes on a regular basis training programmes in topics such as "Diversity Management" and "Discrimination in the Workplace", financed by the National Fund for the Employment and the Professional Training (LAEK).

Another example from Italy is the project entitled "Implementation of activities aimed at improving information and impact of companies on diversity management issues in the regions convergence objective", financed by UNAR (2014). The project organized a series of seminars for SMEs in selected cities aiming to promote diversity management within SMEs. Moreover, specific projects implemented in Italy on the issue of race, ethnicity and nationality are the following: the "AHEAD project - Accompany the craft enterprises in the fight against discrimination", promoted by Confartigianato Industria and co-financed by the European Social Fund, in which a training course on "Immigration and Anti-discrimination" has been added. Another project also directed at, but not limited to, business owners, was the "FA.RE project - Facilitating cross cultural relations in multiethnic manufacturing enterprises", promoted by PMI Centro Servizi in 2010-2012 which was also attended by national organizations, associations and trade unions. The project, funded by the Leonardo da Vinci Program - Transfer of Innovation, took place simultaneously in Germany, France and Switzerland.

In Denmark, the initiative named "Together on integration" is connecting enterprises, job services and the job centres in the municipalities with the aim of creating a cooperation working to integrate refugees into the labour market. The job centres are the enterprises' connecting-link to the refugees. The job centres also work together with the different educational institutions offering language courses (Sammen Om integration, 2016a). "Together on Integration" organizes different arrangements with the collaborating services and enterprises about refugees and employment (Sammen Om integration, 2017). So far the initiative has organized 20 arrangements in the period from august 2016 to the end of 2016.

Finally in France, the CNAM (National Conservatory of Arts and Crafts) offers employers and employees the opportunity to participate in diversity management training and to be involved in the fight against discrimination in companies, organizations and associations. Its objectives are to prevent

discrimination, to promote professional equality according to ethnic diversity or gender, to design appropriate tools and practices in the field of Human Resources. In 2007, the OFII and the Employment Pole (National Employment agency) developed personalized follow-up to help job-seeking migrants and ensure that labor laws are respected without any form of discrimination.

2.4. INTEGRATION OF MIGRANTS: ACCESS TO EMPLOYMENT AND SERVICES

This part of the report refers to the country-specific services aiming to facilitate the integration of migrants into the labour market. It discusses the provided services available for migrants and the eligibility criteria for different groups of migrants. In addition, it refers to main problems and obstacles that service providers confront. Furthermore, the chapter provides the percentages of migrant-owned SMEs in each participant country as well as the supportive measures facilitating immigrants to start and develop their own businesses in their respective locations.

2.4.1. AVAILABILITY OF SERVICES FOR DIFFERENT GROUP OF MIGRANTS

Overall, the availability of services for all groups of migrants differs between the participant countries, and often among different regions in the same country, despite the similarities that can be identified among them. What follows is the presentation of the profile of each participant country on the availability of the following services (1) vocational training/job related training, (2) language courses, (3) guidance/counselling, (4) orientation courses, (5) public work, and (6) job placement.

Cyprus

Despite that there is no legal restriction preventing Third Country Nationals (TCN) and asylum seekers in Cyprus in accessing vocational education and training, they are excluded from vocational opportunities because of the restrictions on their personal employment contracts and/or their positions on the occupational scale. The negative attitudes of employers are an additional obstacle that hamper the

opportunities of TCN employees to participate in such activities. Another barrier that prevent TCN to participate in vocational training is the language of instruction of such programmes, which is Greek and most of them are not qualified to follow them. Even though, refugees and EU migrants are eligible and in better position to participate in comparison to TCN, the language issue as well as the discrimination they experience in the workplace may hamper their participation.

Up to 2015, language classes in either Greek and/or English specifically addressing migrants were conducted by local authorities, language schools or other relevant stakeholders. Since 2016, Greek language courses, beginners and intermediate levels, were exclusively assigned to one project of a private college at six different locations in all major cities addressed to all migrants, including refugees and asylum seekers. The major drawback of the current and previous language courses is that they are short-lived and lack synergy and coordination and they are meant to meet general needs of communication rather than as an important tool for labour market integration.

The Ministry of Education and Culture also provides language courses in Greek through its Adult Education Centres, the courses of which run from October to May. Although these courses do provide the required continuity as they are repeated annually, they present different problems for migrants. The fact that they are conducted during the week and in the early hours of the evening means that either most migrants (domestic workers) are still at work or, if they are not, they cannot attend because public transport is not available.

As far as concern guidance/counselling, none of the migrant groups have access to it. The career services of the Ministry of Education and Culture provides guidance only to school pupils. EU citizens have equal rights in employment as Cypriots with full access to Public Employment Services. However, they also face discrimination at work. Some calls and public statements for limiting EU migrants' free access to employment and unemployment rights have been observed in several occasions in the past.

Refugees and persons under subsidiary protection supposed to have equal rights in employment as Cypriots with no restrictions as to sectors or occupations. In practice, however, Public Employment Services refer them to jobs only in farming, agriculture, domestic work and cleaning services. They are treated, however, with discrimination, suspicion and rejection by public servants and employers.

Greece

In Greece, on the other hand, the access on vocational training for TCN and EU migrants is under the same conditions with the native-born population whereas access for refugees is only valid during the period of

their international protection status. For asylum seekers in Greece, this service is restricted. As far as concern the accessing of migrants in language courses, the same conditions are applied with the native-born populations for all groups of migrants (EU, TCN, Refugees and Asylum Seekers).

Services such as Guidance/counselling and orientation courses for EU citizens in Greece are available with the same terms as the native-born population. For TCN and Refugees both services are available under specific conditions based on the legal status of applicants for adults. Minors, on the other hand, have free access for both services. Asylum seekers, in addition, do not have access to these services apart from separated children with restricted possibilities, however.

Public work is available only to EU citizens; the conditions for accessing are the same with the native population but some defined restrictions are applied for job positions such as in the army and law agencies. For all other groups of migrants this service is not available. Job placement in Greece for EU migrants is accessible under the same conditions with native population. For TCNs and Refugees the services are available under specific conditions in relation to the legal status of the applicant and the state of employment market in specific branches. Free legal support and health services in Greece are accessible for EU, TCN and Refugees as the native population; for asylum seekers there are restrictions for both.

Denmark

In Denmark, all groups of migrants have access to job related training. Based on the Danish integration program, everybody who is “in the system” is able to get access to internships and new qualifications if it is deemed relevant. Asylum seekers, in addition, are eligible to join an internship programme through the Red Cross. Language training is also organized around job-training.

Services such as language courses and guidance/counselling are accessible for EU citizens, TCNs and Refugees but not for asylum seekers. Refugees are also eligible for orientation courses and job placement but the other migrant groups are excluded from such services. Other services available for Refugees in Denmark are: reception, accommodation and integration payment.

France

The French Office of Immigration and Integration (OFII) offers training courses with private services financed by public aid. Mozaik RH, a recruitment and consultancy firm, facilitates graduate migrants to locate work exclusively on their potential without being discriminated against. Companies come into contact with the firm to find profiles that perfectly match their expectations. Each profile is studied in order to be recommended according to their skills and qualities.

Italy

EU residents and sojourners in Italy are eligible to attend state, regional or territorial vocational training and job-related training provided by Public Employment Services (PES), Employment Centers (CPI), Permanent Territorial Centers (CTO and Provisional Centers for Adult Education (CPIA). Similarly, TCN are eligible to attend as long as they have a valid temporary residence permit that allows them to work or an EC long-stay permit. However, the use of these services by first- and second-generation immigrants is scant. The *modus operandi* of these services is based on the principles of individualization, empowerment and active employment policies. Refugees and asylum seekers in Italy may also attend vocational training courses and particularly those established by local authorities where Reception Centers for immigrants are found.

EU citizens in Italy have access to language courses provided by public and private bodies as well to the courses provided by the third sector; exceptions are the courses provided by EIF and AMIF. Similarly, TCN have access to language courses of the public, the private, the third sector and by EIF and AMIF as well. Refugees and asylum seekers can attend language courses funded by institutional bodies and AMIF funds as long as they are legally present in Italy. Additionally, refugees and asylum seekers without a residence permit can attend language courses organized by the third sector.

As far as concern guidance/counselling in Italy, it seems that all migrant groups have access to it offered by the public, private and the third sector bodies and organizations. TCN shall have regular residence permit to make use of the service; in the cases of expiration of permits, TCN may use only the third sector organizations' services. For refugees and asylum seekers, the service of guidance is also provided by trade unions. Similarly, all groups of migrants have access to orientation courses provided by the public, private and third section organizations as long as they legally resident in Italy.

Similarly, EU and TCN can access orientation courses if they are resident in Italy and have a regular RDS, respectively, provided by public and private organizations or the third sector. Orientation courses may include guidance on speculative application, job interviews and the construction of curriculum vitae. Refugees and Asylum Seekers can access orientation services offered by public and private organizations, the third sector as well by charities.

The only group of migrants that doesn't have any access to public work in Italy is Asylum Seekers. EU, TCN and Refugees can access public work if they are residents, have regular PDS or have refugee status, respectively, with a define list of exclusion of specific job positions or senior-level posts including

posts in the peripheral structures of governmental departments, the Bank of Italy, judges positions, state prosecutors and military positions.

2.4.2. MAIN PROBLEMS OF SERVICES PROVIDERS

Service providers in the participant countries (e.g. Public Employment Services, other State Services, private profit organizations, NGOs, associations, etc) confront serious obstacles in supplying the services that are appointed or choose to do. The following lists represents some of the common problems of the participant countries:

- Lack of financial resources,
- Understaffing, often associated with limited resources of the service providers,
- Limited EU financial funding for related actions,
- The lack of continuity of projects/programmes that are externally funded by local or European funds,
- Internal reorganization of public services as a result of the financial crisis, cutting of resources and restrictions in recruitment affecting thus the further development of services,
- Very generic programmes/services and lack of adequate and focused services for migrants,
- Lack of experience or limited capacities of personnel on migrant issues and particularly for the most underprivileged groups of migrants such as people with disabilities, women and people with limited language and communication skills.

2.4.3. MIGRANT-OWNED SMEs IN THE PARTICIPANT COUNTRIES AND SUPPORTIVE MEASURES

It seems that there is a lack of sufficient statistical data on the percentages of migrant-owned SMEs in most participant countries on the project. In Cyprus, migrant-owned SMEs may be distinguished in two different types: (1) the companies registered through the Department of Registrar of Companies of the Ministry of Energy, Commerce, Industry and Tourism and can be registered as Cyprus-based or overseas

companies (offshore companies) and (2) the other type companies owned by migrants or co-owned by migrants and Cypriots but registered officially as owned by Cypriots for bypassing obstacles encountered by migrants. The supporting measures in Cyprus for company ownership are directed to the privileged immigrants that have the means to invest in the country with capitals earned abroad. These measures include the simplification of company registration, low corporate tax and accelerated procedures for granting immigration permits for those immigrants intent to invest in Cyprus. Additionally, a whole network of firms has been established, encouraged by the government, including law offices, audit and consultancy providing specialized services to potential investors in Cyprus.

In Greece, according to a recent survey, the percentage of migrant-owned SMEs is 2.5%. The sectors of activities of migrant-owned SMEs are: alimentation, textile and phone/internet services. Paradoxically, the economic crisis that hit Greece in the recent years did not impact negatively small entrepreneurship owned by migrants (+14.7) as in compared with the native-born entrepreneurship (-7%, for the years 2009-2012). Legal migrants in Greece are considered a 'special population' and can benefit from specific provisions of the law for cooperative enterprises. Additionally, other actions that may consider supporting for migrant entrepreneurship is the establishment of bilateral commercial and professional chambers and friendship associations like the Hellenic-Chinese Chamber.

In Italy on the other hand, the percentage of such enterprises is 9.1% of the total companies, much higher than in Greece. Additionally, non-European immigrant entrepreneurship in Italy is higher than other Europeans owned firms. Chinese is the group of migrants more active in entrepreneurial work with a 47.5% among the migrant-owned SMEs. The sectors of activities of these enterprises are: service sector (60.4%), commerce (36.4%), construction (23.4%), manufacturing (7.8%) and hotel and restaurants (7.5%). Geographically, the majority of migrant entrepreneurs are located in the regions of Northern Italy. Despite that there are no restriction or different prerequisites for Italians and migrants who wished to run an owned business, some minor rules apply for non-EU migrants or some practices or laws at a regional level may obstruct the opening of 'new ethnic businesses'. Systematic or regulatory support for migrant entrepreneurship in Italy is absent but particular or project based measures or temporary initiatives have been found. For example, in supporting migrant entrepreneurs to overcome obstacles, in some areas, institutions and the third sector have furnished resources such as the establishment of the Chamber of Commerce in Milan. Another example is the project "Start it up. New foreign citizens' enterprises", which supported professional growth and provided basic skills for the start-up of businesses and/or self-employment for third country nationals with regular residence permit in Italy.

In Denmark, no available statistical data for the percentage of migrant-owned SMEs exist. In relation of the type of businesses that migrants run, more than 50% of immigrants, regardless of western/non-western origin, primarily open businesses in the trade, food or hotel industry, construction and less in industry and business services. Additionally, there are no specific rules that support migrant owned businesses as opposed to Danish owned businesses. But, a 2013 report from the ‘Foundation of the Industries’ and the ‘Foundation for Ethnic Entrepreneurship Promotion’, concluded that it is no more difficult for an immigrant to open a business in Denmark, than for a Dane, although securing financing may be harder (Indvandreres involvering i iværksætteri, 2013). The report also concludes that it is comparatively easier for an immigrant to open a business in Denmark, as opposed to surrounding countries.

2.5. INVOLVMENT OF SOCIAL PARTNERS IN LABOUR MARKET INTEGRATION OF MIGRANTS

This part of the study focuses on the ways that social partners in the participant countries are involved (and/or are excluded) in the general design of the labour market integration of migrants in their respective locations. It discusses the institutional arrangements of social partners, where available, and identifies which partners are engaged in such processes. Finally, examples of social partners’ initiatives promoting the integration of migrants in the labour market are presented.

Cyprus

Instead of a National Action Plan, integration of migrants in Cyprus is merely part of the national programme ‘Asylum, Migration and Integration Fund (AMIF)’. Only few paragraphs of the programme are dedicated to integration, combating discrimination is only alluded under the objectives of the programme and racism and the need to combat it receives no attention at all. Integration receives the lowest percentage of the budget of AMIF (25%) indicating the narrow perspective of the Cypriot authorities towards integration. The lack of integration policies and measures and the exclusion of migrants are among the reasons that a number of regional and international bodies and organizations have repeatedly condemned Cyprus.

Most trade unions in Cyprus have clear policy statements on anti-discrimination on the grounds of race and ethnicity; employers, however, tend on the whole to pay lip service to non-discrimination other than gender. Consequently, the policies and measures developed for the integration of migrants at work differ according to their overall policies and approaches. Some examples of social partners' initiatives in regards to the integration of migrants at work includes:

Pancyprian Federation of Labour (PEO): (1) Establishment of the Migrant Bureau, (2) Women's Department dealing with discrimination of migrant women, (3) Organization of awareness-raising campaigns, (4) Seminars on diversity, discrimination, equality, hate speech and hate crimes for trade unionists and workers' trade union representatives , (5) Publication of leaflets and other informative brochures, (6) Language classes for migrants, (7) Demonstrations and mobilizations, (8) Collaboration with NGOs, public organizations and other stakeholders, (9) Collection of data about complains submitted by members and non-members about discrimination.

Democratic Labour Federation of Cyprus (DEOK): (1) Establishment of the Equality and Equal Treatment Department (2) Establishment of the Cyprus Equality Observatory (PIK), (3) Awareness-raising campaigns and (4) Publications and seminars.

Cyprus Employers and Industrialists Federation: Publication of the 'Employers' Guide for Promoting Equality and Diversity in the Workplace'.

Greece

Social partners in Greece have incorporated the question of the social integration of migrants into the social dialogue and often take joint action towards this direction. The educational and counselling programmes of social partners is the most consistent effort in empowering working migrant populations. At the level of advocacy and policy making, social partners are involved in institutions such as the Economic and Social Committee (OKE) and the National Human Rights Commission (EEDA). In this framework, social partners are able to contribute to the formulation of policies promoting the social, cultural and economic integration of immigrants. At the local level, workers and employers' organizations claim, theoretically, the recruitment of new members from the immigrant communities.

Supporting institutions of social partners in Greece, such as the Center for the Development of Educational Policy (KANEP-GSEE), take initiatives for the development of urgent reception actions for refugees providing language learning, guidance and counselling services. At the same time, trade unions and labour centers in the islands of the Eastern Aegean provide supplies and support the newly arrived

refugees. This significant mobilization, although it can be seen as conjuncture, it actually contributed to the creation of a climate of social dialogue that led to a clear condemnation of racism and discrimination in the workplace, by a clear reference to the most recent general collective labor agreement.

Italy

The management of the integration of migrants and work issues in Italy is decentralized at regional and local level. Social partners and regional authorities signed several agreements on integration and social inclusion over the years including housing policy and education. Territorial Councils of Immigration (CTI) in Italy have also discussed themes of integration with the aim to promote consultation on major topics, to foster initiatives for the socio-spatial integration of immigrants and to indicate to the Central State the areas of intervention. Despite that CTIs do not have legal powers functioning as advisory bodies, the meetings they have organized involve representatives of local institutions, third sector actors, voluntary bodies, professional associations, the Chamber of Commerce, trade unions, associations of immigrants and NGOs.

Despite that social partners are not considered policy decision-making bodies in the integration of migrants, they do have a key interventional, consultative and shaping role to play in Italy. Trade unions, for example, support immigrants through their Immigrant Offices and have developed a range of skills related to employment protection, advice services, assistance with bureaucratic demands, renewals of residence permits and counselling. Unionization of immigrant workers, promotion or participation in awareness-raising campaigns, events and demonstrations concerning the fight against discrimination or the emergence of undeclared work and job finding are included in the action list of trade unions on immigrants' integration. Additionally, the third sector associations and NGOs have an important role in regularization by assisting immigrants with application procedures. Finally, trade unions and employers' associations have a fundamental role in the negotiation, conclusion and renewal of collective agreements by adopting provisions on both the integration of immigrants in the labour market and non-discrimination at work.

Denmark

Trade unions (LO), employers' organizations (DA) and local public authorities are all involved in the design of the integration path. This is done through meetings where representatives from all branches try to identify the obstacles and define solutions for facilitating the process. The involvement of the various organizations is considered significant.

France

Employers and trade unions in France perceive migration as a source of wealth creation. The Movement of business in France (MEDEF), for example, supports the creation of companies by migrants. At the level of trade unions, the General Confederation of Work (CGT) is committed to promoting solidarity with foreign workers both on a legal level with the defense of acquired rights and on a social level to avoid exclusion and exploitation. The French Democratic Confederation of Work (CFDT) has presented initiatives to defend "living together" as, for example, mobilizing the population at a local level on the current status of migrants. In addition, the CFDT is working together with the Podkrepia union, which is carrying out information campaigns in Bulgaria with the aim of informing people wishing to work in France about the migration conditions and the procedures.

Social partners are involved at different levels and to different degrees. They participate in corporate diversity meetings and are involved in social dialogue on diversity issues. Additionally, employers' organizations work proactively; they initiate or participate in numerous initiatives - charter, label, professional certificates, training, etc. Associations form an essential basis upon which the various mechanisms and measures to support migrants are implemented. The two examples of best practices are those of the voluntary sector: the ACCELAIR system, supported by the Refugees Forum-COSI association and the RELOREF system, which is supported by the association France-Terre-d'Asile (FTDA), which provides reinforced and specialized support for access to housing and employment. The associations create partnerships with public employment services, adult education organizations and companies. They carry out actions in the direction of the partners identified, exchanges between reference people of projects and professionals via a technical committee, raising awareness of the actors, providing interpreters, training in French as for the refugees themselves, such as, for example, support for employment: assessment, construction of a professional plan, job research techniques, preparation of interviews, meetings with employers. There are also language and/or vocational training centers providing training and orientation courses. Lastly, they have developed a support on the workplace: accompanying migrants throughout the contract, liaison with the employer. The "City of Jobs" (Cité des Métiers) in Paris offers several clubs and workshops that offer special support to migrant populations, to improve their access to employment or training, or to create their activity - for example the club proposed by iriv - Valuing a migratory road- or by the GRDR for creating one's own activity.

2.6. CRITICAL APPRAISAL AND POLICY POINTERS

This last part of the comparative report critically assesses migrants' integration in the labour market and society, at large, in the five participant countries of MigrAID as the national working teams perceived and reported upon. It also points, where available, the most urgent national priorities in addressing integration and provides, at the same time, policy pointers directed to trade unionists, employers' organizations, governments or to all those playing an active role on integration in their respective societies.

CYPRUS

In view of the present migration system, for the overwhelming majority of third-country migrants, who are bound by the rigid, discriminatory and excluding employment and residence regime, integration is of a very limited nature and use. Precisely because of this system, effective labour market integration of migrants, especially of TCN and refugees, is unthinkable to the authorities and by large to employers and trade unions. And this, notwithstanding the repeated declarations to the contrary. Even in the case of EU migrants, who are by law entitled to the same rights as Cypriots, neither the state nor the social partners have developed any policies or measures that address their social and employment integration.

It is more than apparent that, unless and until this migration model and policies change drastically, integration of migrants in general and in the labour market in particular will be necessarily limited. However, the state, trade unions, employers' organisations, civil society and society at large must address at least the most pressing of the problems and challenges that confront migrants and society in general.

The government, in consultation with all public agencies, independent authorities, trade unions, employers' organisations, relevant NGOs and migrant communities, must at last proceed to the development and implementation of a comprehensive national action plan against discrimination and racism. It is, therefore, important for the social partners to pressure the government and rally the support of all agents and forces fighting against discrimination and racism. Collective agreements provide another tool, especially to trade unions, for the elimination of discrimination and racism.

The development of training programmes on anti-discrimination, diversity management and inclusion, to be addressed to both employers and employees, migrants and Cypriots, is in the hands of the social partners as they already have this function in their structures.

While it is important for initiatives such as the European Platform of Diversity Charters to be actively promoted by employers' organisations, trade unions can also join the platform, thereby providing living examples of their anti-discrimination policies.

It is important for the social partners to take cognisance of the essence of migrant integration: that it must be approached as an integrated process of welcome of the ‘other’, of sharing and enrichment, of a ‘win-win’ situation for all. For after all, who benefits if a nuclear scientist, forced to flee his homeland torn by war, is forced to work in a Cypriot farm?

GREECE

Effective integration of migrant populations in the labour markets can't be seen independently of the general economic and social parameters that over determine European societies today. The persistent widening of the gap between capital and labour has the effect of building a climate of generalized suspicion towards organized representation institutions. The electoral rise of xenophobic parties and governments leads to the undermining of integrating immigration policies and the promotion of an agenda that lacks social realism and is definitely not stirred by the spirit of human rights. At the same time the European economies and the social security systems are in danger of collapsing due to the constant decline regarding their population base. From this point of view, the Greek case presents many of these elements that magnified the symptoms of a generalised rejection of social integration policies.

As we mentioned above, the undisputable contribution of immigrants to the Greek economic enhancement and the growth of populations has not been followed by new and efficient migration policies that would offer more social integration possibilities to the immigrants. This is particularly true in the case of the development of immigrant entrepreneurship: the lack of political will and the weak mobilization of social partners had as a result a confined development into the narrow social space of ethnic communities.

ITALY

The integration of immigrants in Italy has mostly been a subordinate integration. For a long time the entry of immigrants in the Italian labor market was favored by employers because immigrants would replace the Italian workers in activities and sectors in which Italians are less available to work. Also the inclusion of foreign workers has never been opposed. Indeed, it has even been supported by employers, who in this way benefit from a higher availability of labor, a more flexible workforce, the possibility of not recognizing (and paying for) the education and professional skills of immigrants. It is the over-education phenomenon (immigrants are more qualified than the jobs they do), that is connected to the so-called "economy of Otherness" described by Calavita (2005). The large presence of immigrant workers in SMEs and in care and domestic work has facilitated their concentration mainly in: a) smaller

companies, which—offer fewer guarantees of stability, b) low-skilled occupations, where they are at greater risk of job loss because they are more easily replaceable; c) fixed-term jobs (Fullin, Reyneri 2013). The presence of immigrants in the Italian labor market is therefore characterized by high instability and mobility, and employment in low-skilled jobs. However, these characteristics, amid the current economic crisis, have given rise to a paradox. In fact, on the one hand there is an increase in the unemployment rate of immigrants, but on the other, there is also a rise in their employment rate due to an increase in domestic work and to their ability to find work quickly, adapting to any type of job (Fullin, Reyneri 2013).

The economic crisis has removed many middle-level jobs, but in some way maintained most of the low-skilled ones, which are those in which immigrants are more frequently employed. The prevalent insertion of immigrant workers in SMEs and domestic work has not favored a discussion about the topic of diversity management. In fact, this issue has entered the policy agenda mainly from the point of view of gender differences management - men and women-and mainly in large companies or in the public sector, although, as we have seen, the Charter of Diversity has been introduced also in Italy, where it is called the Charter for Equality of Opportunity and Equality at Work. The same can be said for the fight against discrimination. Indeed, despite the existence of laws, still little attention is paid to the elimination of ethnic discrimination in the workplace, even if it is an issue to which especially trade unions, the third sector and NGOs are trying to give political visibility through events and awareness campaigns: concrete actions are still few. In fact, the difficulty of eliminating cases of discrimination especially concerns small economic environments, such as those of small businesses or domestic work. Instead more attention and effort have been devoted to the public sector. Although immigrants can use the services provided by Italian public institutions, private services and the third sector, with regard to vocational training, job placement, and job search, we have seen that in general they make less use of these services, which, in turn, do not always have adequate preparation in understanding the needs of immigrant users. In light of the foregoing discussion, we think that the priorities to which the state, trade unions and employers' organizations should pay closer attention are the following:

- 1) recognizing the job skills of immigrants and their consequent inclusion in jobs that are not underqualified with respect to their human capital;
- 2) implementing the rules of the Decrees against discrimination based on race, ethnicity and nationality in work integration, in both public companies and private ones - corporations or SMEs;
- 3) applying the principles of diversity management in personnel management at every company level;

- 4) increasing the participation of immigrants in trade unions.

DENMARK

Many of the challenges mentioned in the following list are part of the previously mentioned agreement, “The three-part-agreement”. This agreement can, due to the involvement of different actors on the topic, be viewed as a step in the right direction. (Though it can also be criticised for focusing too much on employment).

DA is positive towards the agreement due to it placing more responsibility with the municipalities (Dansk Arbejdsgiverforening, 2017). Many of the following concerns call for a change in the administration at the municipalities and at the political level more than it calls for changes at the trade unions and employers.

1. Refugees and family-unified are often assessed as not being ready for the labor market. With the three-part-agreement municipalities should in larger part begin by considering refugees job-ready. Yet the municipalities continue to judge the refugees non-job-ready. There is a need for shifting the way in which municipalities view the refugees. The agreement states that lack of language should not be an obstacle for employment (Toft, 2017).

2. At the moment the refugees' competencies, job possibilities and the like are not taken into account when they are distributed throughout the municipalities. Refugees might experience being placed in municipalities where there are few jobs. The number of refugees allocated to a municipality should reflect the number of job opportunities in the municipality (Toft, 2017). The refugees should be placed in a municipality where their competencies can be usable (Pedersen, 2015).

An early screening of the refugees' competences should be implemented and take into account when a decision on placement is made. The municipalities in which the refugees are placed should have this information, making the process of matching refugees and enterprises easier (Toft, 2017).

3. The integration effort, i.e. how integration is prioritized, varies greatly across the municipalities, making the refugees possibilities depend on whatever municipality they are distributed to. There is a need for a more uniform effort in the municipalities (Pedersen, 2015 & Toft, 2017).

4. In Denmark there is an increasing demand and expectation for high levels of education and many

refugees and migrants simply do not have this level of education (Ritzau, 2015 & Toft, 2017 & Pedersen, 2015). This could call for more screening, training and the like. Further it could also mean that jobcenters should focus in larger part on matching refugees with unskilled jobs (Toft, 2017).

5. It is a big challenge that approximately 70% of the enterprises do not get contacted by the jobcenters, who have to be the connecting link between the jobseekers and the enterprises (Toft, 2017), there might be many untapped opportunities.

FRANCE

Diversity has become a demand for more and more companies in France, whatever their size. It is seen as an opportunity for development and allows companies to improve their image, enrich their skills but also respect the laws in force. In France, from 2004 onwards, the first Diversity Charter was implemented. It has been signed by many companies. It has enabled other States in Europe to adopt this strategy. Its objective is to combat all forms of discrimination against individuals of diversity, understood in a broad sense - gender, age, social or ethnic origin.

Diversity is now promoted by most labour unions such as the Medef (employers' union) and the trade unions of employees which encourage this trend. Private organizations such as Mosaïk RH have been set up and allow skilled migrants to find a job more easily based on their skills. However, there is no control or obligation for SMEs that do not have a human resources department. They often have to outsource these services. Private organizations such as Ingeus offer to help them implement innovative human resources management strategies that promote diversity. The diversity policy implemented by companies has often been associated with a communication strategy because it corresponds to a process that values and appeals to consumers. It is unclear whether it is an integral part of human resource management.

Membership in the Diversity Charter is not mandatory for all companies. SMEs are free or not to be signatories. They do not have human resources employee assigned to promote diversity. It is important that membership of the Diversity Charter remained on a voluntary basis, even if it is an essential step to considerably reduce discrimination on the basis of a tangible and common basis for all companies. A more precise and regular analysis, according to the size of the company and its sector of activity, makes it possible to fight more effectively against inequalities and to promote diversity.

CHAPTER 3: RESEARCH STUDY ON SOCIAL PARTNERS' PERSPECTIVE AND TRAINING NEEDS WITH REGARD TO EXPERIENCING AND HANDLING ETHNIC DIVERSITY IN SMEs

This chapter presents the findings of the fieldwork of the '***Research study on social partners' perspective and training needs with regard to experiencing and handling ethnic diversity in SMEs***', which was carried out in the five participant countries: Cyprus, Greece, Italy, France and Denmark through the distribution and completion of a common quantitative questionnaire (see Methodology chapter for details). The study focuses on the perceptions, opinions, ideas, knowledge and experiences of social partners – trade unionists and business executives – in the five countries in relation to ethnic diversity in SMEs. It investigates the values that social partners ascribe to diversity in general and to ethnic diversity in particular; it documents the practices in relation to diversity that SMEs and trade unions apply in their respective societies and it scrutinizes the training experiences and training needs of the participants. The findings from the focus group interviews took place in the participant countries are also presented in this chapter.

The first part of the chapter illustrates the frequencies of participation per participant country and group of social partners as well as the basic demographic data of the participants selected during fieldwork such as: gender and age of the participants, their employment status, the sector of their employment, the duration of work experience in their organizations, their supervisory status, and their highest level of education. Part II of Chapter 3 demonstrates the perceptions that social partners hold in relation to ethnic diversity and inclusion. Full charts and tables of the nine (9) pertinent questions of this part are presented, discussed and analyzed, accordingly. The discussion is mainly focused on the presentation of the findings but the comparison of data among the participant countries or among the perspectives of the participant trade unionists and business executives is also. This is an analogy that is applied throughout the document with the same or different variables when it is appropriate.

Part III is dedicated to the practices that SMEs and trade unions in the five countries apply in relation to diversity and diversity management and is divided in two sections. The first section refers to the organizational practices of SMEs and the second to those of trade unions as reported by their representatives in the study. The questionnaire distributed for completion divided the section into two parts, one for trade unionists and the other for business executives, in order to document more accurately

the applied integrational practices of each group. Indicatively, organizational practices in relation to the equal opportunities of employees, the organization of events celebrating ethnic and cultural diversity, the procedures for dealing with discrimination complaints and the organization of diversity workshops are topics that this part of the research scrutinizes.

Part IV, 'Skills and knowledge of social partners in handling ethnic diversity and conflict resolution', demonstrates the way that trade unionists and business executives evaluate their personal competences in relation to ethnic diversity, inclusion and conflict resolution. It discusses issues such as the evaluating level of the participants in addressing cultural differences and issues of equality and discrimination, the impact of discrimination on employees and organizations, the recognition of the stressors contributing to conflict and the handle of conflict in the workplace. Finally, Part V illustrates the findings on the training experiences of the participants and the level that their organizations facilitate their continued training on equal treatment and it indicates their training needs.

PART I: DEMOGRAPHICS

This part of the study presents, at first, basic information on the participation frequencies per country and group of participants – trade unionists and business executives. It then analyses the demographic characteristics of the participants selected through the distribution of the questionnaire including the age of the participants, their educational level, supervisory status, years of work experiences, employment status, sector of employment and supervisory status.

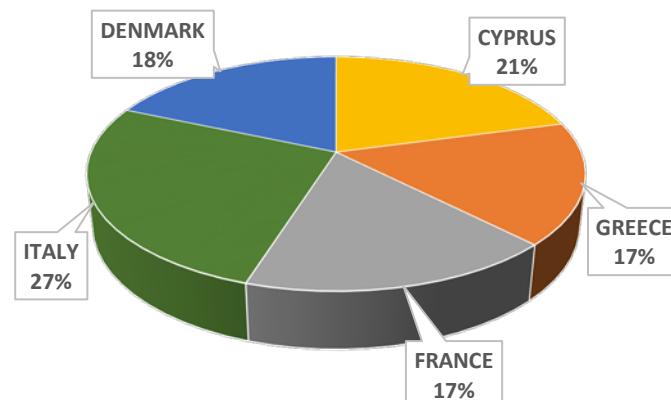
FREQUENCY OF PARTICIPATION PER COUNTRY

As the table 1 below indicates, the total number of participants in the five countries sums up 173. The largest percentage 26,6% of the sample comes from Italy followed by Cyprus 20,8%, Denmark 18,5%, France 17,3% and Greece 16,8%.

TABLE 1: FREQUENCY OF PARTICIPATION PER COUNTRY

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
<i>Base:</i>	173	100
CYPRUS	36	20,8
GREECE	29	16,8
FRANCE	30	17,3
ITALY	46	26,6
DENMARK	32	18,5

CHART 1: FREQUENCY OF PARTICIPATION - COUNTRY



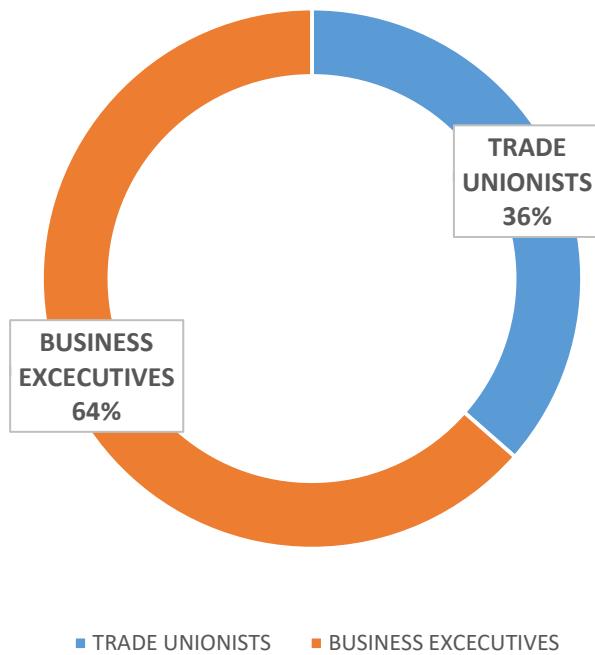
FREQUENCY OF PARTICIPATION – SOCIAL PARTNERS

Business executives represent the largest percentage of the research sample, that is 63,4% or 110 participants whereas as trade unionists made the rest 36,4% or 63 participants.

TABLE 2: FREQUENCY OF PARTICIPATION – SOCIAL PARTNERS

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
<i>Base:</i>	173	100
TRADE UNIONISTS	63	36,4
BUSINESS EXECUTIVES	110	63,4

CHART 2: FREQUENCY OF PARTICIPATION - SOCIAL PARTNERS



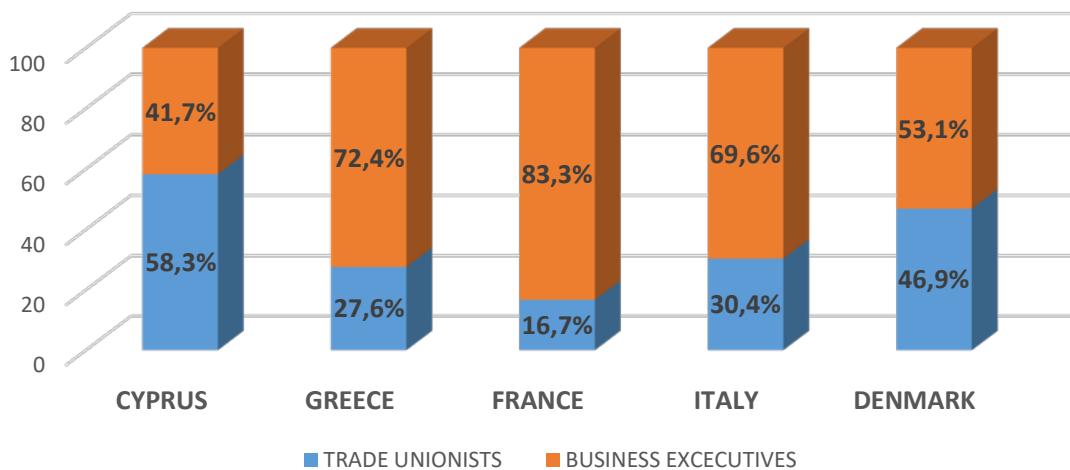
FREQUENCY OF PARTICIPATION PER COUNTRY AND SOCIAL PARTNERS

As the table and chart below indicates, Cyprus and Denmark have a more balanced sample between social partners than Greece, Italy and France. The Cypriot sample of social partners is made up of 21 (58,3%) trade unionists and 15 (41,7%) business executives. The Danish one is composed by 15 (46,9%) trade unionists and 17% (53,1%) business executives. The Italian sample is made up of 14 (30,4%) trade unionists and 32 (69,6%) business executives. 8 (27,6%) trade unionists and 21 (72,4%) business executives represent the Greek sample and 5 (16,7%) trade unionists and 25 (83,3%) business executives the French one.

TABLE 3: FREQUENCY OF PARTICIPAION – SOCIAL PARNTERS AND COUNTRY

	TRADE UNIONISTS		BUSINEES EXCECUTIVES	
	FREQUENCY	PERCENTAGE (%)	FREQUENCY	PERCENTAGE (%)
<i>Base:</i>	173	100	173	100
CYPRUS	21	58,3	15	41,7
GREECE	8	27,6	21	72,4
FRANCE	5	16,7	25	83,3
ITALY	14	30,4	32	69,6
DENMARK	15	46,9	17	53,1

CHART 3: FREQUENCY OF PARTICIPATION - SOCIAL PARTNERS AND COUNTRY

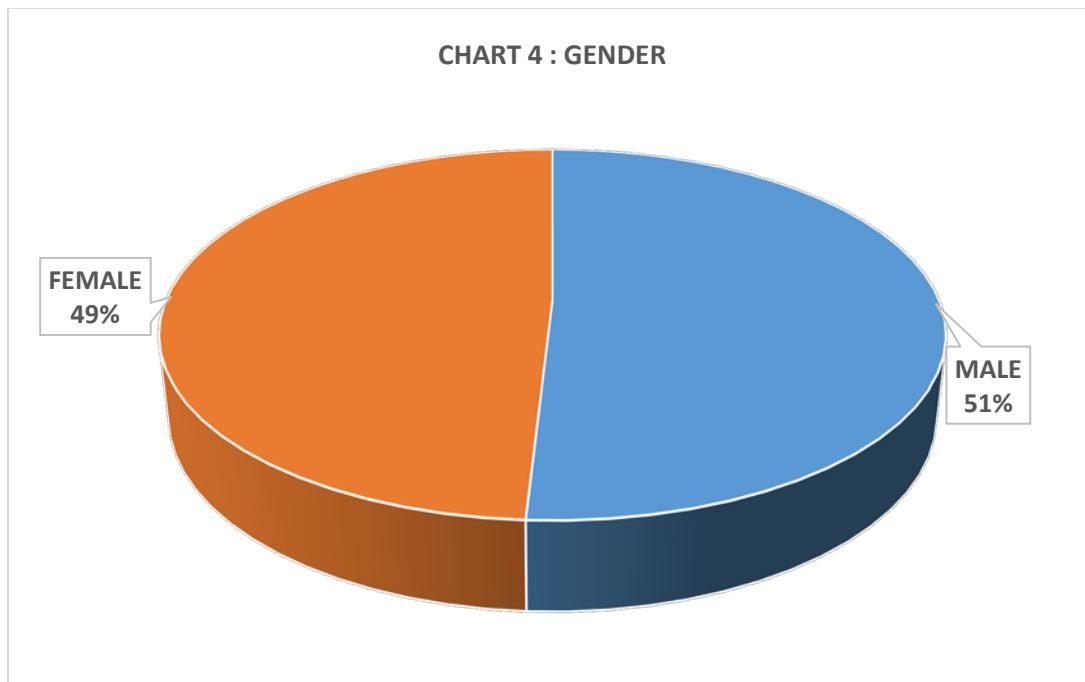


GENDER

In terms of gender, the sample is relatively balanced; male participants make up the 50,9% of the total and female participants the 49,1%.

TABLE 4: GENDER

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
Base:	173	100
MALE	88	50,9
FEMALE	85	49,1



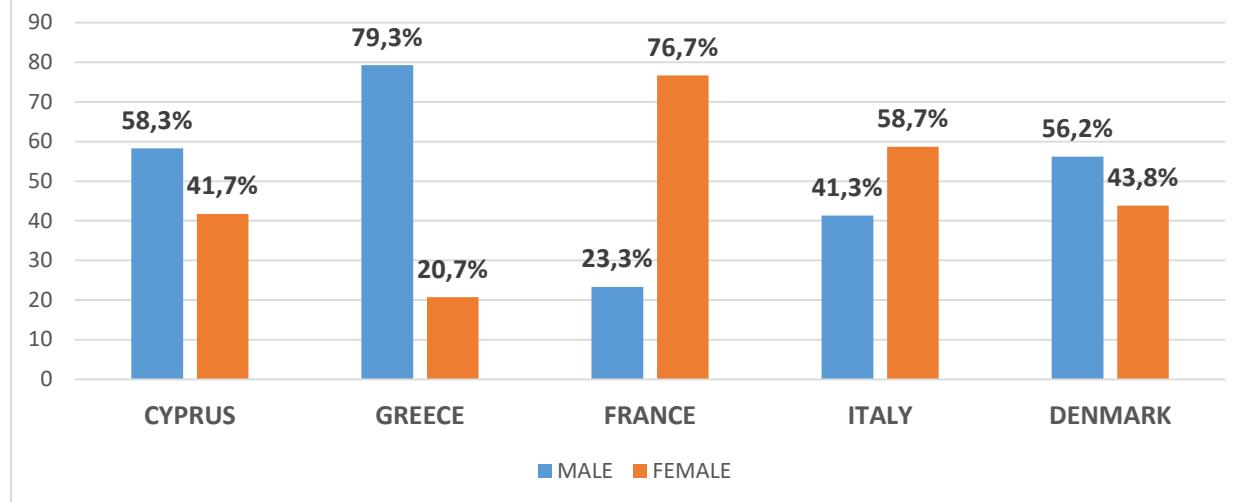
GENDER PER COUNTRY

The composition of the Cypriot sample in terms of gender is made up of 21 (58,3%) male participants and 15 (41,7%) female. The Greek and the French sample, however, is not that well balanced. 23 (79,3%) male participants and only 6 (20,7%) female made up the Greek sample. On the other hand, the French sample is made of more female participants, that is, 23 (76,7%) and only 7 (23,3%) male. The Italian sample is represented by 19 (41,3%) male and 27 (58,7%) female participants. Finally, the male Danish participants are numbered to 18 (56,2%) and the female to 14 (43,8%).

TABLE 5: GENDER PER COUNTRY

	MALE		FEMALE		TOTAL
	FREQUENCY	PERCENTAGE (%)	FREQUENCY	PERCENTAGE (%)	
<i>Base:</i>	173	100	173	100	
CYPRUS	21	58,3	15	41,7	36
GREECE	23	79,3	6	20,7	29
FRANCE	7	23,3	23	76,7	30
ITALY	19	41,3	27	58,7	46
DENMARK	18	56,2	14	43,8	32
TOTAL	88		85		173

CHART 5: GENDER PER COUNTRY



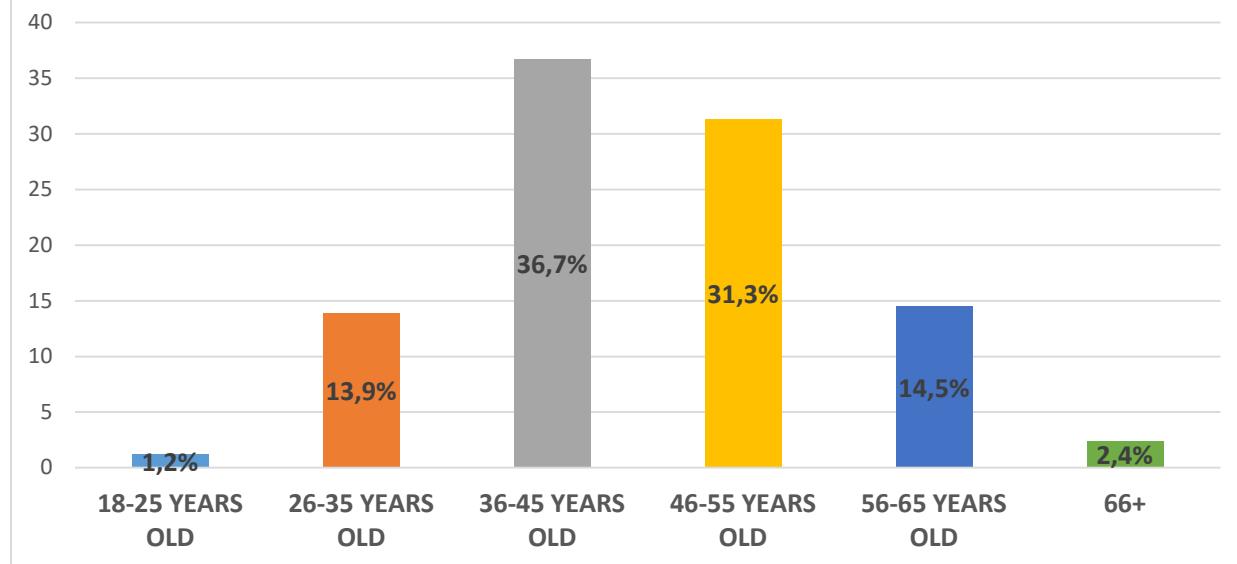
AGE OF PARTICIPANTS

The largest percentage of the participants, which is 36,7%, are found within the age category 36-45 years of age followed by the 31,1% of the age category 46 – 55 years of age. The age category 55-65 years made up the 14,5% of the total percentage, the category 26-35 years of age the 13,9%, the 66+ the 2,4% and the category 18-25 years the smallest representation of only 1,2%. The mean age is 45,49 years of age and the median age (or the middle value) is 45.

TABLE 6: AGE

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
<i>Base:</i>	166	100
18-25 YEARS OLD	2	1,2
26-35 YEARS OLD	23	13,9
36-45 YEARS OLD	61	36,7
46-55 YEARS OLD	52	31,3
56-65 YEARS OLD	24	14,5
66+	4	2,4

CHART 6 : AGE GROUP



EMPLOYMENT STATUS

The vast majority of the sample, that is 89,8% or 149 participants, works on a full-time base whereas the rest 10,2% or 17 participants on part-time status.

TABLE 7: EMPLOYMENT STATUS

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
<i>Base:</i>	166	100
FULL TIME	149	89,8
PART TIME	17	10,2

SECTOR OF EMPLOYMENT

36,7% of the sample (61 participants) stated that they work in trade unionism. From the rest of the sample (105 participants), the largest percentage, which is 19,05% stated that it works in the sector of Sales/marketing/retail, followed by the 14,29% that it works in the sector of Non-governmental organization/civil society, 13,33% in Manufacturing and 10,48% in the sector of Hotel industry/accommodation/food services.

TABLE 8: SECTOR OF EMPLOYMENT

	TOTAL	PERCENTAGE (%)
	FREQUENCY	
<i>Base:</i>	105	100
SALES/MARKETING/RETAIL	20	19,05
MANUFACTURING	14	13,33
HOTEL INDUSTRY/ACCOMODATION/FOOD SERVICES	11	10,48
CONSTRUCTION	9	8,57
AGRICULTURAL/FORESTRY AND FISHING	1	0,95
TRANSPORATION	2	1,9
INFORMATION AND COMMUNICATION	7	6,67
HEALTH	3	2,85
EDUCATION	12	11,43
NON-GOVERNMENTAL ORGANIZATION/CIVIL SOCIETY	15	14,29
OTHER	11	10,48

YEARS OF WORK IN ORGANIZATION

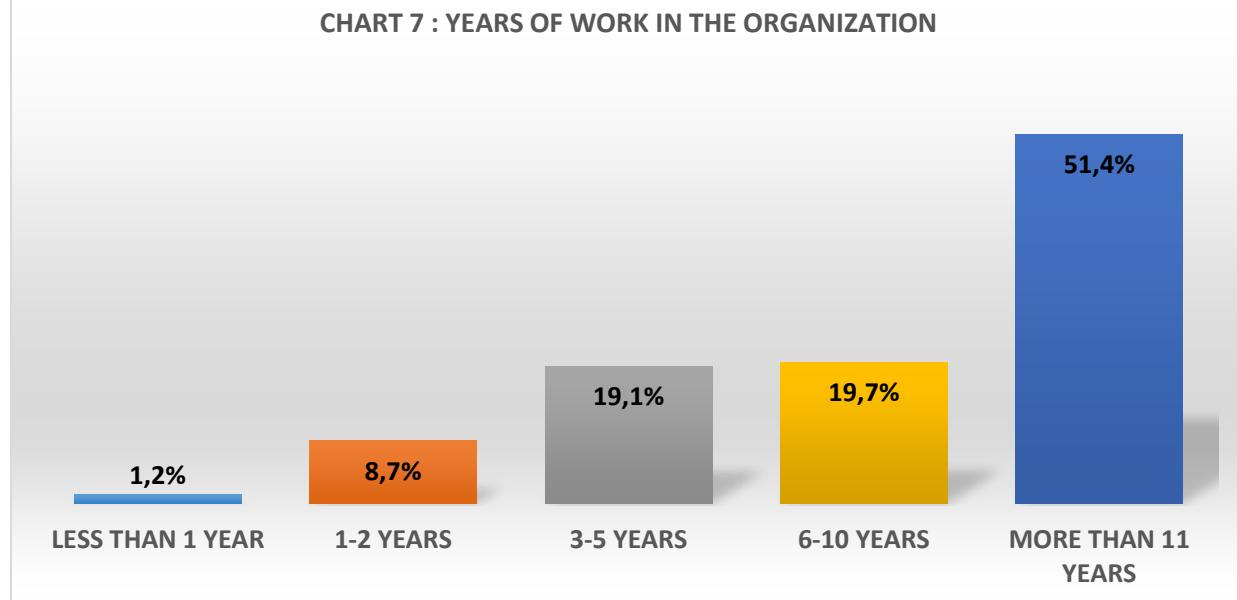
The sample seems to be very well experienced as more than the half, 51,4% in particular, states that it works in the organization for more than 11 years. The second largest percentage, that is 19,7% states that it works between 6-10 years in the organization followed by the 19,1% that it works for 3-5 years, the 8,7% that works for 1-2 years and a tiny percent, 1,2% that it works for less than a year.

In comparing the years of work with the variable 'country', we learn that the largest percent (31,5%) of the category 'more than 11 years' is made by Italian participants followed by Cypriots with a 22,5%, Danish and Greeks with an equal 19,1% and French participants with a 7,9%.

TABLE 9: YEARS OF WORK

	TOTAL	
	FREQUENCY	PERCENTAGE (%)
<i>Base:</i>	173	100
LESS THAN 1 YEAR	2	1,2
1-2 YEARS	15	8,7
3-5 YEARS	33	19,1
6-10 YEARS	34	19,7
MORE THAN 11 YEARS	89	51,4

CHART 7 : YEARS OF WORK IN THE ORGANIZATION



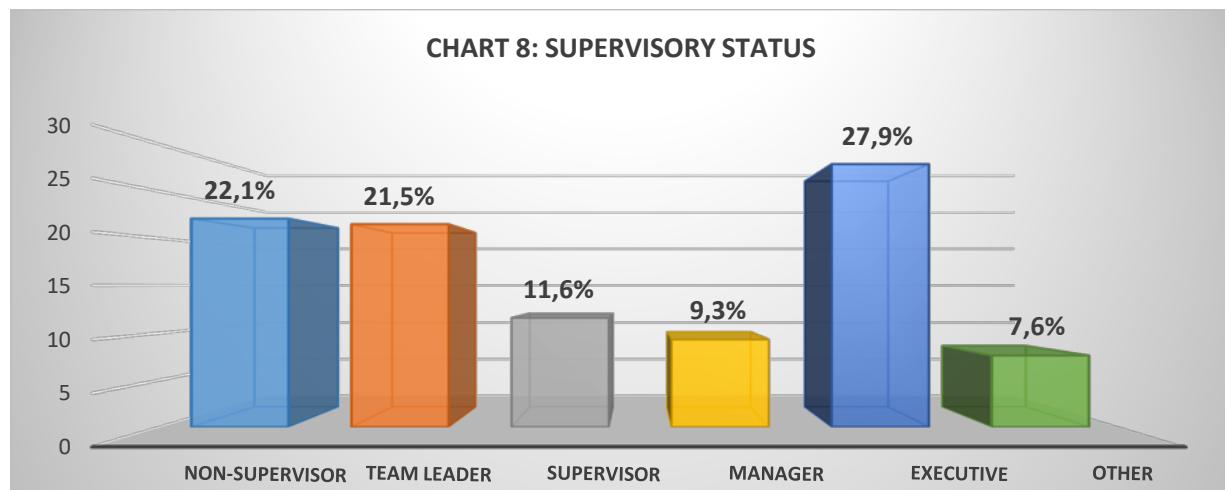
SUPERVISORY STATUS

In terms of the supervisory status of the participants, the largest percentage, which is 27,9% stated that is an executive member of the advisory board of the organization that they represent in the study. The second largest percent (22,1%) stated that does not possess a supervisory status, which is followed by the 21,5% stated that is a team leader, the 11,6% with a supervisor's status and the 9,3% with a manager's status.

In cross tabulating the variables 'supervisory status' and 'country', one may observe that the largest percentage of the category 'executive' is made up of participants from Italy (29,2%) followed by a 25% represented by participants from Denmark, a 20,8% by Cypriot participants, an 18,8% by French and a 6,2% by Greeks. At the same time, the second largest category 'non-supervisor' status is made by Italians with a 28,9%, Greeks 23,7% and Danish, French and Cypriots with an equal 15,8%.

TABLE 10: SUPERVSORY STATUS

	TOTAL	
	FREQUENCY	PERCENTAGE (%)
Base:	172	100
NON-SUPERVISOR	38	22,1
TEAM LEADER	37	21,5
SUPERVISOR	20	11,6
MANAGER	16	9,3
EXECUTIVE	48	27,9
OTHER	13	7,6



HIGHEST LEVEL OF SCHOOLING

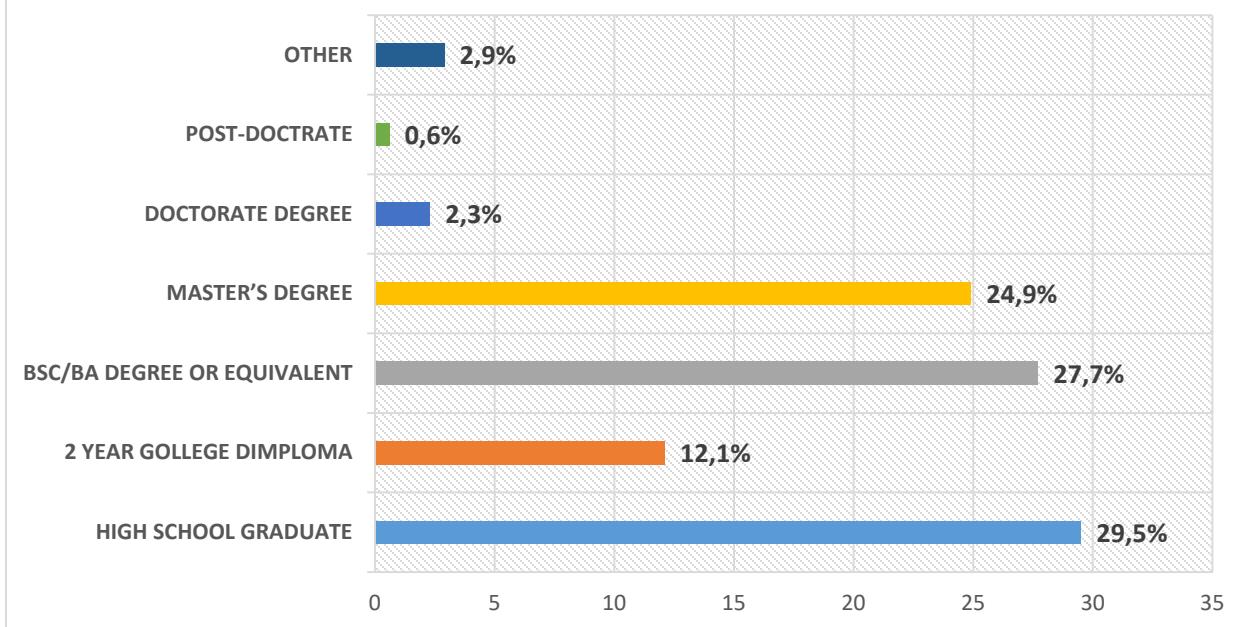
The largest percentage of the participants (29,5%) stated that the highest level of schooling that they completed is 'high school' which is followed by the 27,7% which stated that it holds a Bsc/Ba degree or equivalent and a 24,9% which holds a Master's degree. 12,1% stated that it holds a 2 year college diploma, a 2,3% holds a Doctorate and a 0,6% a post doctorate.

French participants (41,9%) made up the largest percentage of those holding a Master's degree followed by Danish (23,3%). Also, from the percentage of those holding a Bsc/Ba degree, the largest is made by Italians (29,2%), Cypriots (25%), Greeks (20,8%), Danish (16,7%) and French (8,3%). Finally, in crosstabulating the variables 'highest level of schooling' and 'social partners' we observe that the 'high school graduate' category is nearly equally shared by trade unionists (51%) and business executives (49%).

TABLE 11: HIGHEST LEVEL OF SCHOOLING

	TOTAL	
	FREQUENCY	PERCENTAGE (%)
<i>Base:</i>	173	100
HIGH SCHOOL GRADUATE	51	29,5
2 YEAR GOLLEGE DIPLOMA	21	12,1
BSC/BA DEGREE OR EQUIVALENT	48	27,7
MASTER'S DEGREE	43	24,9
DOCTORATE DEGREE	4	2,3
POST-DOCTRATE	1	0,6
OTHER	5	2,9

CHART 9: HIGHEST LEVEL OF SCHOOLING



PART II: PERCEPTIONS OF SOCIAL PARTNERS ON ETHNIC DIVERSITY AND INCLUSION

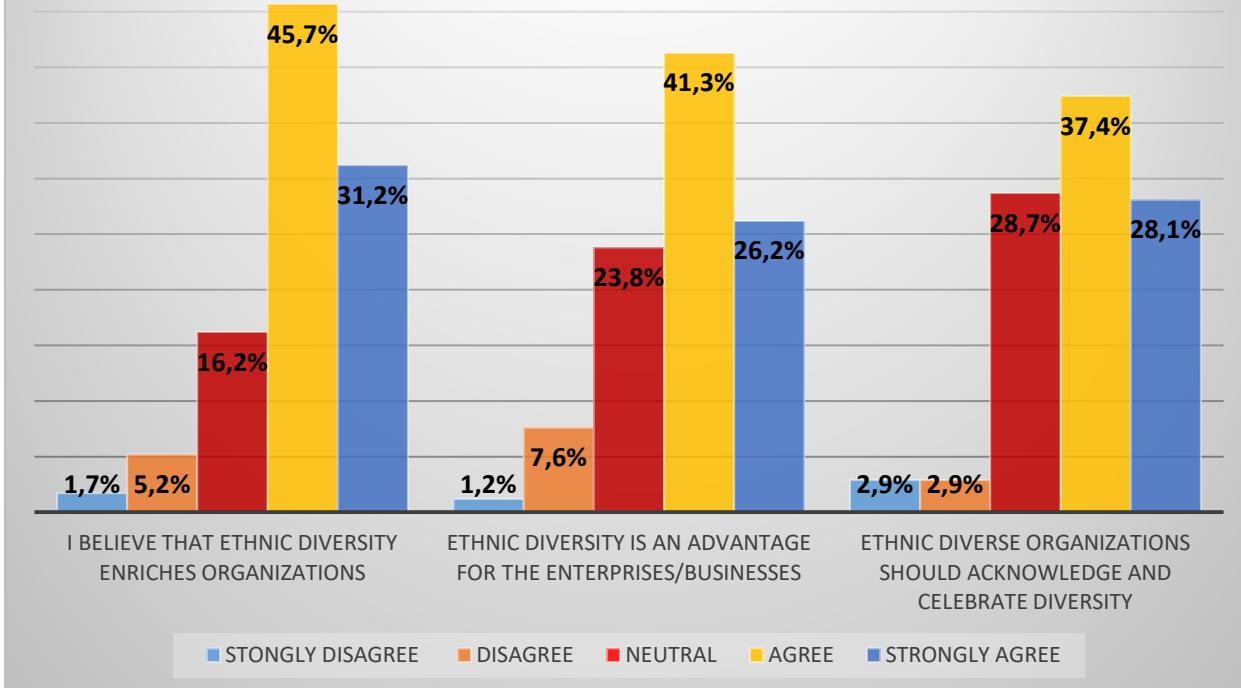
The second part of the study scrutinizes the perceptions of trade unionists and business executives as expressed in nine (9) pertinent questions/statements of the questionnaire distributed for completion. The findings of all questions – frequencies and percentages – are presented in the subsequent three tables and charts.

All three questions/statements at table 12 below, '*I believe that ethnic diversity enriches organizations*', '*Ethnic diversity is an advantage for the enterprises/businesses*' and '*Ethnic diverse organizations should acknowledge and celebrate diversity*', receive very positive evaluations. They sum up 76,9%, 67,5% and 62,5% of 'agree' and 'strongly agree' responses, respectively, and very minor 'disagree' and 'strongly disagree' responses. At the same time, however, the three statements receive high levels of neutral responses particularly the statement '*Ethnic diverse organizations should acknowledge and celebrate diversity*' which riches the 28,7% of the total responses.

TABLE 12: PERCEPTIONS REGARDING ETHNIC DIVERSITY AND INCLUSION A'

	Total		Total		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<i>Base:</i>	172	100	171	100	173	100
	I BELIEVE THAT ETHNIC DIVERSITY ENRICHES ORGANIZATIONS		ETHNIC DIVERSITY IS AN ADVANTAGE FOR THE ENTERPRISES/BUSINESSES		ETHNIC DIVERSE ORGANIZATIONS SHOULD ACKNOWLEDGE AND CELEBRATE DIVERSITY	
STONGLY DISAGREE	3	1,7	2	1,2	5	2,9
DISAGREE	9	5,2	13	7,6	5	2,9
NEUTRAL	28	16,2	41	23,8	49	28,7
AGREE	79	45,7	71	41,3	64	37,4
STRONGLY AGREE	54	31,2	45	26,2	48	28,1

CHART 10 : PERCEPTIONS REGARDING ETHNIC DIVERSITY AND INGLUSION A'

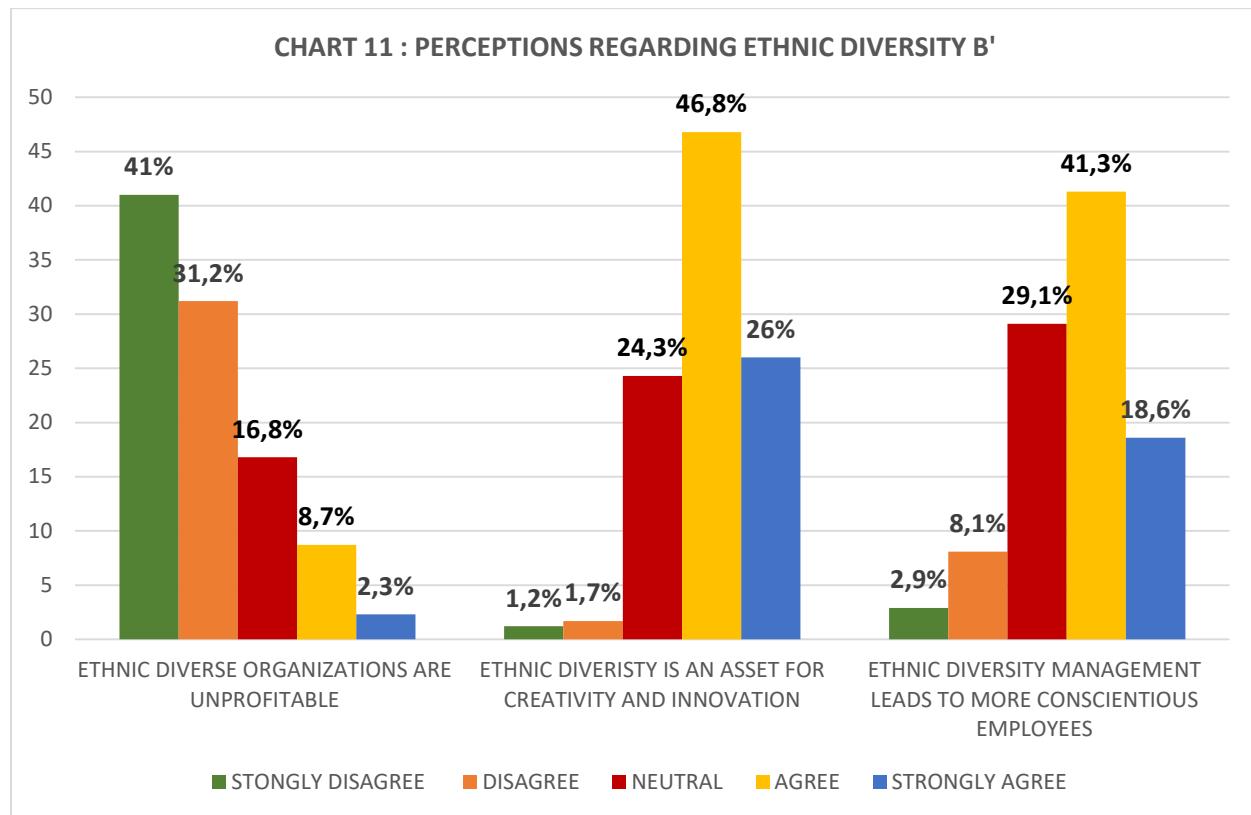


For the first statement of the second group of statements (table 13), that is '***Ethnic diverse organizations are unprofitable***', the participants seem to reject such an idea in their vast majority as 72,2% stated that they 'strongly disagree' and 'disagree' with it. The statement '***Ethnic diversity is an asset for creativity and innovation***' receives a 72,8% of 'agree' and 'strongly agree' responses but once more a high percent of neutrality, which sums up to 24,3%. The third statement '***Ethnic diversity management leads to more conscientious employees***' receives even higher percent of neutral responses (29,1%) than the others and nearly 60% of positive responses.

In crosstabulating the variable '***ethnic diversity is an asset of creativity and innovation***' with the variable 'social partner', we learn that 'business executives' appear more neutral than trade unionists towards such a fundamental statement as they make up the 64,3% of the neutral responses against the 35,7% of trade unionists.

TABLE 13: PERCEPTIONS REGARDING ETHNIC DIVERSITY AND INCLUSION B'

	Total		Total		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Base:	173	100	173	100	172	100
	ETHNIC DIVERSE ORGANIZATIONS ARE UNPROFITABLE		ETHNIC DIVERSITY IS AN ASSET FOR CREATIVITY AND INNOVATION		ETHNIC DIVERSITY MANAGEMENT LEADS TO MORE CONSCIENTIOUS EMPLOYEES	
STONGLY DISAGREE	71	41,0	2	1,2	5	2,9
DISAGREE	54	31,2	3	1,7	14	8,1
NEUTRAL	29	16,8	42	24,3	50	29,1
AGREE	15	8,7	81	46,8	71	41,3
STRONGLY AGREE	4	2,3	45	26,0	32	18,6

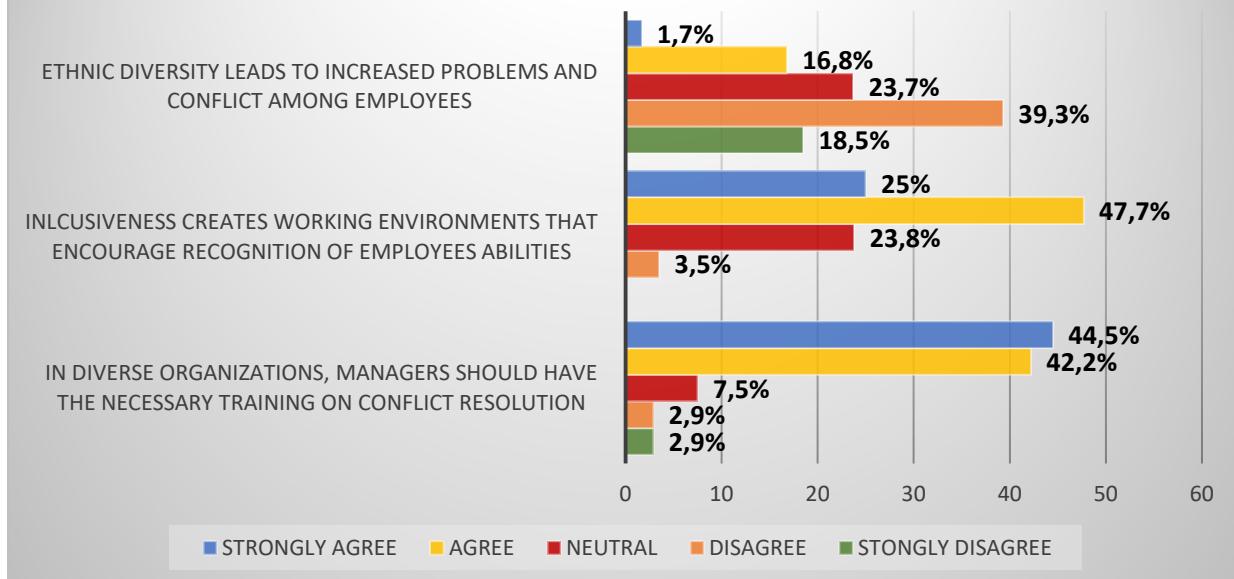


In a similar mode, the participants attribute positive responses to the last three (3) statements of this part (table 14). A huge percentage that rises to 86,7% 'agrees' or 'strongly agrees' with the statement '***In diverse organizations, managers should have the necessary training on conflict resolution***'. Similarly, a 72,7% positively rates the statement '***Inclusiveness creates working environments that encourage recognition of employees abilities***'. Finally, the statement '***Ethnic diversity leads to increased problems and conflict among employees***' receives 57,8% of 'disagree' and 'strongly disagree' statements, a large neutral percent (23,7%) and 18,5% of 'agree' and 'strongly agree' responses.

TABLE 14: PERCEPTIONS REGARDING ETHNIC DIVERSITY AND INCLUSION C'

	Total	Frequency	Total	Frequency	Total	Percentage
	Frequency		Percentage		Frequency	
<i>Base:</i>	173	100	172	100	173	100
IN DIVERSE ORGANIZATIONS, MANAGERS SHOULD HAVE THE NECESSARY TRAINING ON CONFLICT RESOLUTION			INLCUSIVENESS CREATES WORKING ENVIRONMENTS THAT ENCOURAGE RECOGNITION OF EMPLOYEES ABILITIES			ETHNIC DIVERSITY LEADS TO INCREASED PROBLEMS AND CONFLICT AMONG EMPLOYEES
STONGLY DISAGREE	5	2,9	0	0	32	18,5
DISAGREE	5	2,9	6	3,5	68	39,3
NEUTRAL	13	7,5	41	23,8	41	23,7
AGREE	73	42,2	82	47,7	29	16,8
STRONGLY AGREE	77	44,5	43	25,0	3	1,7

CHART 12 : PERCEPTIONS REGARDING ETHNIC DIVERSITY C'



Comments

It seems that the participant trade unionists and business executives in the study perceive ethnic diversity and inclusion very positively. The positive rankings on the above nine (9) statements concerning ethnic diversity and inclusion range from 59,9% - 86,7%, which are indeed very high percentages. On the other hand, six (6) out of the nine (9) statements receive more than 23% of 'neutral' responses. This indicates the doubts or the uncertainty of the participants to fundamental perceptions in relation to ethnic diversity and the workplace, the benefits that ethnic diversity conveys for the businesses and the needs for the management of diversity.

It is also important to mention that from those expressing a neutral position in all nine (9) statements, business executives have a higher share of neutrality than trade unionists; at some of the cases this percentage is over 73%. Gender wise, we found out that in all the cases men appear more 'neutral' than women and the country comparison shows that Italians and Danish participants tend to be more neutral than the others. Finally, in crosstabulating all nine (9) statements with the variable 'supervisory status', we learn that the majority of all negative rankings, 'strongly disagree' and 'disagree', (90,2%, 60%, 100%, 82,9%, 76,9%, 50%, 87,4%, 47,4% and 40%) are coming from the supervisory status category '**Executive**' (member of executive committee).

From the focus group interviews carried out in the five countries, in addition, social partners seem to embrace ethnic diversity and inclusion in the workplace. Even though they often distinguish the two terms, they still recognize their correlation and importance. They also raised the issue for a dialogue on 'ethnic diversity' along with a 'variety' of diversities (e.g cultural diversity). Some participants see the term 'ethnic diversity' as restrictive one and they preferred to talk about integration or inclusion of workers in the workplace than ethnic diversity itself. They generally see diversity as an asset; something that adds value to businesses and organizations, to society, to ourselves and to SMEs in particular. Finally, some participants raised the issue of the lack of adequate management of diverse ethnic groups in the labour market in their respective countries and the accumulation of problems and conflicts within the society at large and the businesses but between and among workers as well.

The participants at the focus groups, in parallel, in addressing the issue of integration raised many of the problems at the workplace which result out of the lack of proper plans of integration such as the distance and lack of positive communication of native and migrant workers, the antagonism among them and the lack of establish processes that bring workers together in a constructive dialogue.

Furthermore, they brought into the discussion the lack of awareness of many employers on ethnic diversity and diversity management, the ignorance they exhibit on immigrants' qualifications, the negative mentality many employers keep for the migrants and the many forms of exploitation that migrants experience at the workplace and the society. The continues training needs on diversity management and conflict resolution of trade unionists, business executives and migrant and native workers have also discussed among the participants within this context.

PART III: ORGANIZATIONAL PRACTICES OF SMEs AND TRADE UNIONS

The 3rd part of the study is divided into two sections. At the first section, we present the responses of the participants falling into the group of business executives, who have responded to eight (8) questions of the questionnaire distributed for completion. Similarly, the second section is devoted to the responses of trade unionists to a set of corresponding and equivalent questions. Thematically, Part III attempts to identify the extent of (and/or the gaps of) practices in relation to diversity, diversity management and inclusion that SMEs and trade unions apply in the five participant countries.

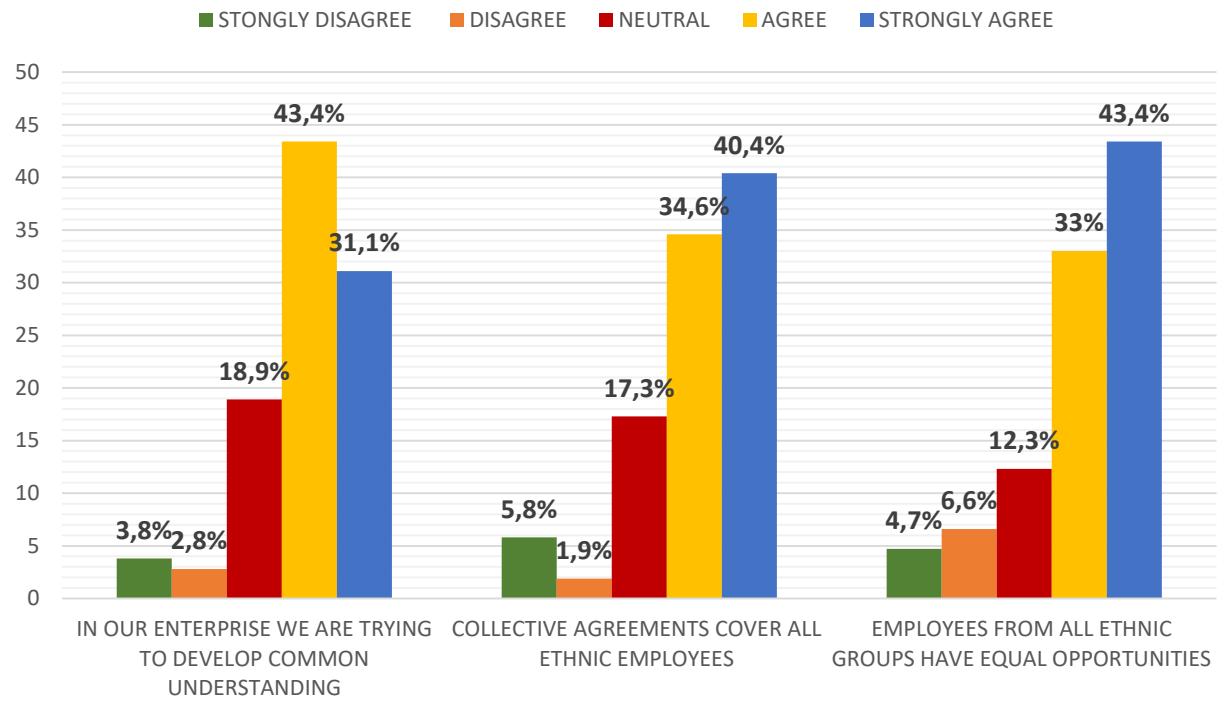
Section I: Organizational Practices of SMEs

The first three statements (table 15) of this sections "*In our enterprise we are trying to develop common understanding to all of our employees and our partners on cultural and ethnic diversity*", "*collective agreements cover all ethnic employees*" and "*employees from all ethnic groups have equal opportunities*" received very high percentages of positive responses. In particular, in summing the 'agree' and 'strongly agree' responses, the three statement receive 74,5%, 75% and 76,4% respectively. High neutral responses are also observed at the first two statements, 18,9% and 17,3% respectively.

TABLE 15: ORGANIZATIONAL PRACTICES – BUSINESS EXECUTIVES A'

	Total	Frequency	Total	Frequency	Total	Frequency
	Percentage		Percentage		Percentage	
Base:	106	100	104	100	106	100
	IN OUR ENTERPRISE WE ARE TRYING TO DEVELOP COMMON UNDERSTANDING			COLLECTIVE AGREEMENTS COVER ALL ETHNIC EMPLOYEES		EMPLOYEES FROM ALL ETHNIC GROUPS HAVE EQUAL OPPORTUNITIES
STRONGLY DISAGREE	4	3,8	6	5,8	5	4,7
DISAGREE	3	2,8	2	1,9	7	6,6
NEUTRAL	20	18,9	18	17,3	13	12,3
AGREE	46	43,4	36	34,6	35	33,0
STRONGLY AGREE	33	31,1	42	40,4	46	43,4

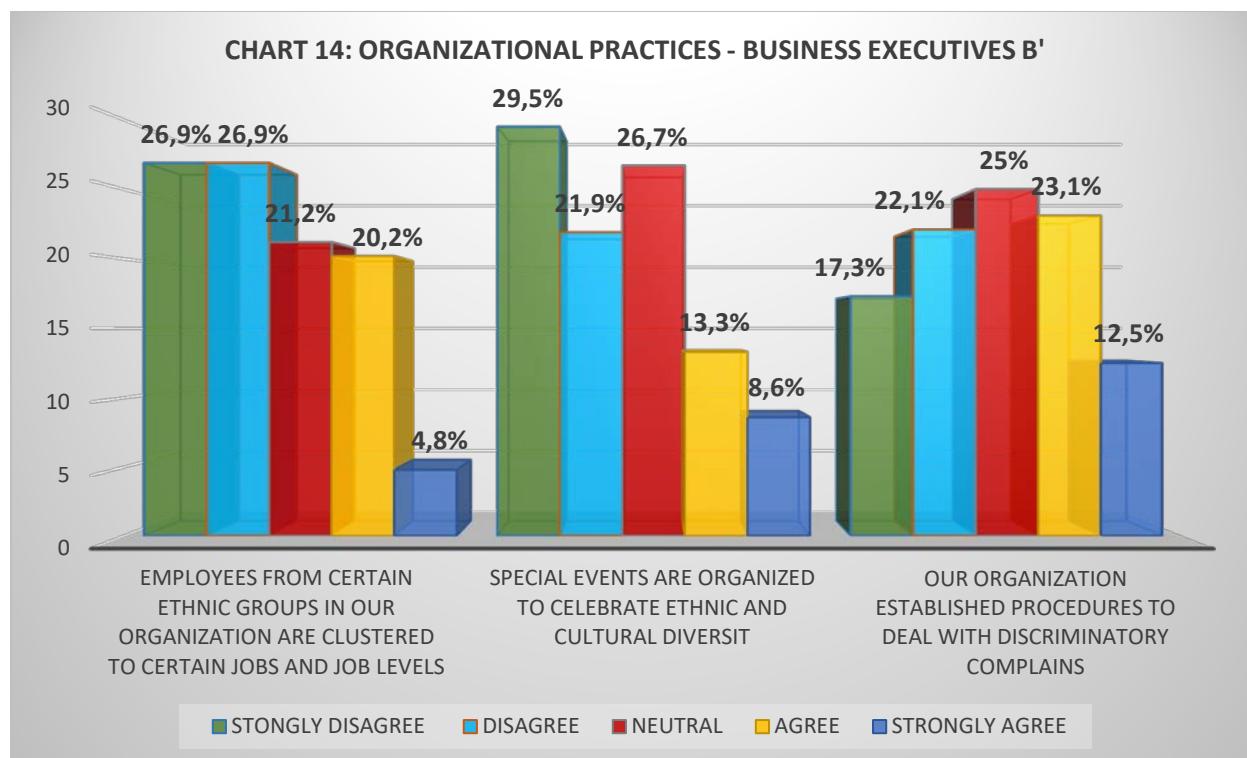
CHART 13 : ORGANIZATIONAL PRACTICES - BUSINESS EXECUTIVES A'



For the first statement of the second set (table 16), '***employees from certain ethnic groups in our organization are clustered to certain jobs and job levels***', the majority 53,8% seems to 'strongly disagree' and 'disagree' with such a practice. Additionally, 21,2% of the sum appears uncertain whether or not such a fact takes place in their organizations and a 25% of the responses states that 'agrees' and 'strongly agrees'. For the second statement '***special events are organized to celebrate ethnic and cultural diversity***', the vast majority 51,4% 'disagrees' or 'strongly disagrees', 26,7% appears uncertain and only 21,9% 'agrees' or 'strongly agrees' with it. The last statement of the set, '***our organization established procedures to deal with discriminatory complains***', receives a 39,4% of negative responses, 'strongly disagree' and 'disagree', a 25% of neutral responses and 35,6% of positive responses.

TABLE 16: ORGANIZATIONAL PRACTICES – BUSINESS EXECUTIVES B'

	Total		Total		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Base:	104	100	105	100	104	100
EMPLOYEES FROM CERTAIN ETHNIC GROUPS IN OUR ORGANIZATION ARE CLUSTERED TO CERTAIN JOBS AND JOB LEVELS		SPECIAL EVENTS ARE ORGANIZED TO CELEBRATE ETHNIC AND CULTURAL DIVERSITY		OUR ORGANIZATION ESTABLISHED PROCEDURES TO DEAL WITH DISCRIMINATORY COMPLAINS		
STONGLY DISAGREE	28	26,9	31	29,5	18	17,3
DISAGREE	28	26,9	23	21,9	23	22,1
NEUTRAL	22	21,2	28	26,7	26	25,0
AGREE	21	20,2	14	13,3	24	23,1
STRONGLY AGREE	5	4,8	9	8,6	13	12,5

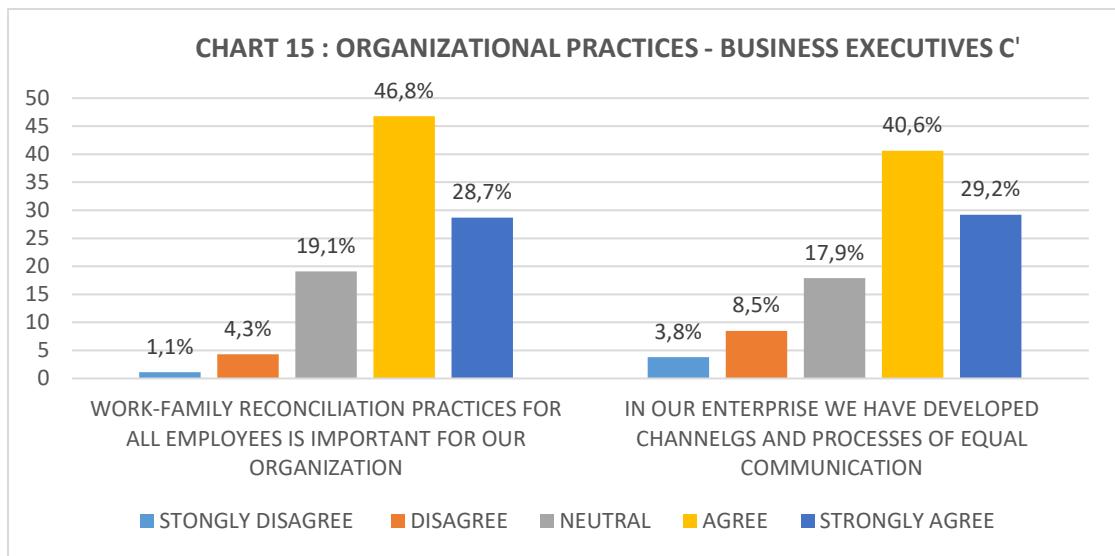


The statement '***work-family reconciliation practices for all employees is important for our organization***' receives a very positive evaluation for the participants as the 75,5% of the sum 'agrees' and 'strongly agrees' with it. 19,1% represents the neutral responses and only 5,4% the negative ones. The last statement '***in our enterprise we have developed channels and process of equal communication***' also receives very positive responses (69,8%), 17,9% neutral and 12,3% of 'disagree' and 'strongly disagree' responses.

One important issue that emerged during the discussion with social partners in the focus group interviews is the organizational practices adopted by businesses just to comply with specific standards or with a kind of a quality system in their respective locations but in practice no positive outcomes for the businesses or the workers ever occur out of them – 'good practices only on papers' or 'good practices only for show' as it has been indicated. At the same time, they embraced bottom-up practices that bring positive outcomes to businesses productivity and competitiveness and the workers. Another aspect raised by business executives is the setting of clear system of goals and rules and the sharing of them with all employees. Finally, some participants raised the problems that SMEs confront in setting particular practices in relation to diversity due to the small sizes of such enterprises, the lack of staff or particular departments for undertaking of such a task and the lack of the training of the staff.

TABLE 17: ORGANIZATIONAL PRACTICES – BUSINESS EXECUTIVES C'

	Total	Frequency	Total	Percentage
	Frequency		Percentage	
<i>Base:</i>	104	100	106	100
	WORK-FAMILY RECONCILIATION PRACTICES FOR ALL EMPLOYEES IS IMPORTANT FOR OUR ORGANIZATION		IN OUR ENTERPRISE WE HAVE DEVELOPED CHANNELS AND PROCESSES OF EQUAL COMMUNICATION	
STONGLY DISAGREE	1	1,1	4	3,8
DISAGREE	4	4,3	9	8,5
NEUTRAL	18	19,1	19	17,9
AGREE	44	46,8	43	40,6
STRONGLY AGREE	27	28,7	31	29,2



Section II: Organizational Practices of Trade Unions

As one may observe at the table 18, the percentage of positive responses for the statement '***the dimension of ethnic diversity is always considered when negotiating for the conclusion and/or the renewal of collective agreements***' is relatively low. Particularly, only 24,2% of trade unionists in the five countries stated that is 'agrees' or 'strongly agrees', a large percentage 32% stated 'neutral' and the majority, that is 43,5% stated that it 'strongly disagrees' or 'disagrees' with the statement. In crosstabulating the statement with the variable 'country', we found out that France and Denmark receive zero of positive statements. Additionally, 40% trade unionists in France 'strongly disagrees' and 60% 'disagrees' with the statement. Furthermore, the 53,3% of Danish trade unionists expressed a 'neutral' position. 50% of the Italian trade union participants expressed a 'neutral' position, 21,4% 'disagrees', 7,1% 'strongly disagrees' and 21,4% 'agrees'. In Greece, 37,5% 'disagrees' or 'strongly disagrees', 37,5% 'agrees' or 'strongly agrees' and 25% remains 'neutral'. In Cyprus 40% 'strongly disagrees' or 'disagrees', 45% 'agrees' or 'strongly agrees' and 15% remained 'neutral' to the statement.

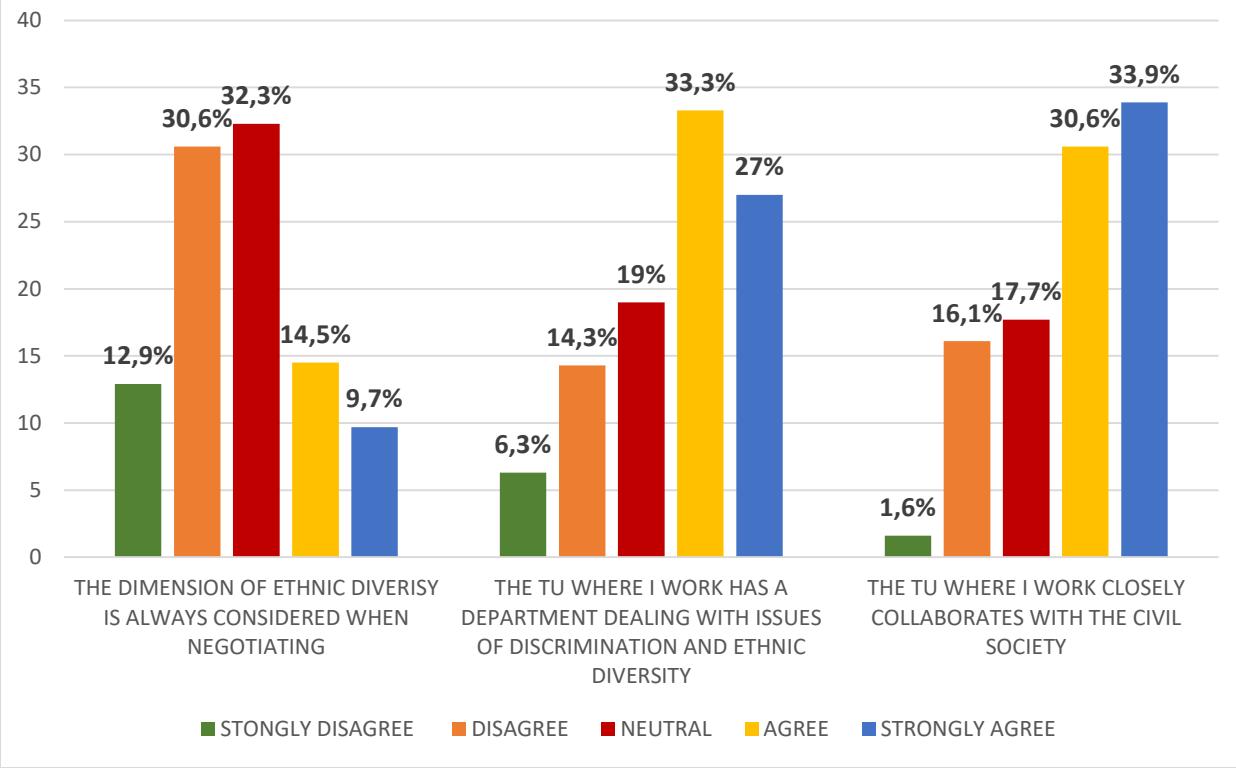
The second statement of the set '***the trade union where I work has a department dealing with issues of discrimination and ethnic diversity***' receives a 60,6% of positive responses, 19% receives a neutral response and 20,6% a negative response. In comparing the statement with the variable 'country', we learn that the Cypriot and Italian participants rate more positively the statement than the participant from the other countries, 76,2% and 71,4%, respectively.

The last statement '***the trade union where I work closely collaborates with the civil society and NGOs to confront issues of ethnic and cultural diversity at work and society***' seems to receive even a higher percentage of positive responses as the 64,5% of the sum stated that it 'agrees' or 'strongly agrees' with it, 17,7% expressed a neutral position and 17,7% stated that it 'disagrees' or 'strongly disagrees' with the statement. The crosstabulation of the statement with the variable 'country' shows that the Cypriot (85%), French (80%) and Italian (71,5%) positive responses are higher than the other two countries Greece (50%) and Denmark (33,3%).

TABLE 18: ORGANIZATIONAL PRACTICES – TRADE UNIONS A'

	Total		Total		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<i>Base:</i>	62	100	63	100	62	100
	THE DIMENSION OF ETHNIC DIVERSITY IS ALWAYS CONSIDERED WHEN NEGOTIATING		THE TU WHERE I WORK HAS A DEPARTMENT DEALING WITH ISSUES OF DISCRIMINATION AND ETHNIC DIVERSITY		THE TU WHERE I WORK CLOSELY COLLABORATES WITH THE CIVIL SOCIETY	
STONGLY DISAGREE	8	12,9	4	6,3	1	1,6
DISAGREE	19	30,6	9	14,3	10	16,1
NEUTRAL	20	32,3	12	19,0	11	17,7
AGREE	9	14,5	21	33,3	19	30,6
STRONGLY AGREE	6	9,7	17	27,3	21	33,9

CHART 16 : ORGANIZATIONAL PRACTICES - TRADE UNIONISTS A'

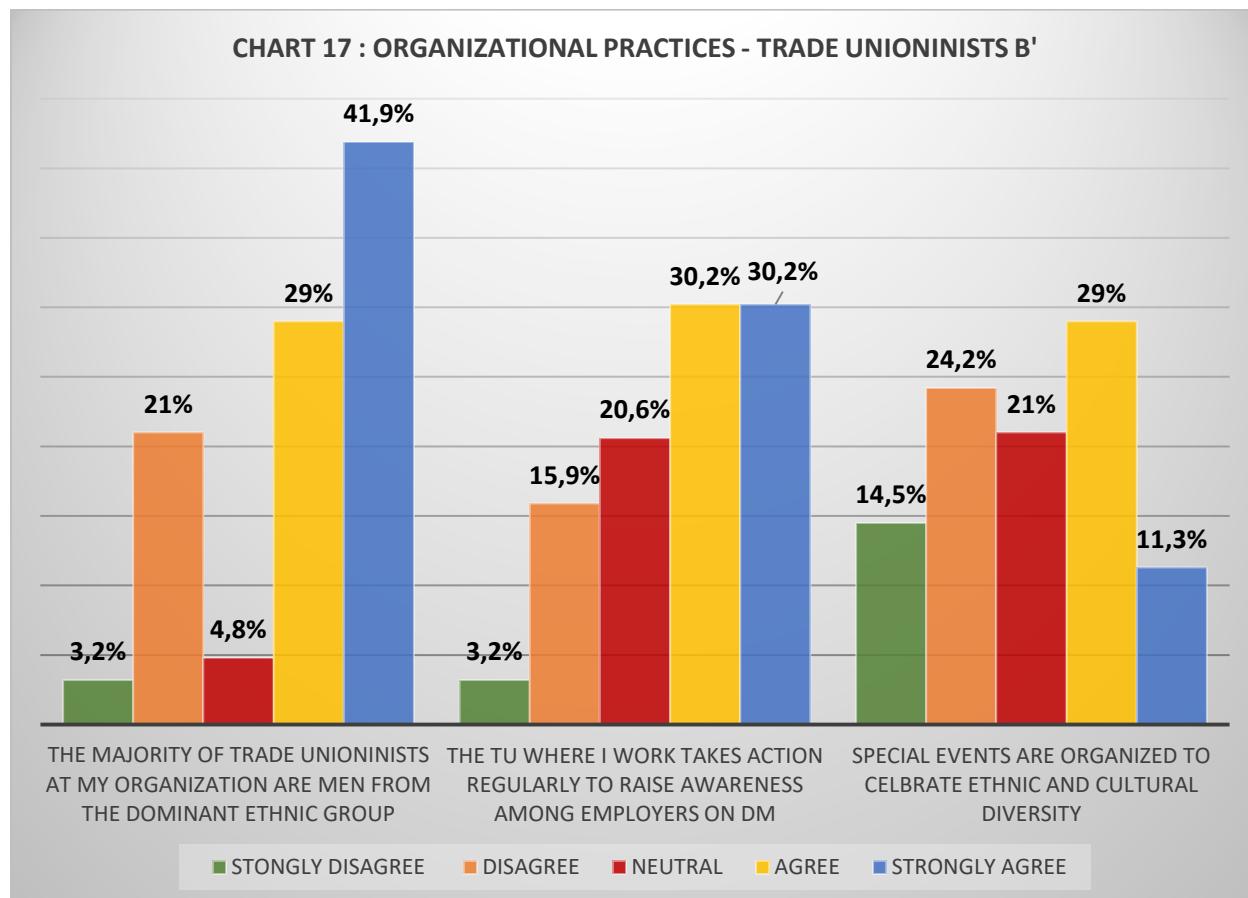


The vast majority of trade unionists (table 19), that is 70,9%, stated that they 'agree' or 'strongly agree' with the statement '***the majority of trade unionists at my organization are men from the dominant ethnic group of my country***'. A small percentage of 4,8% stated 'neutral' and the 24,2% of the sum stated that it 'disagrees' or 'strongly disagrees' with the statement. The comparing of the statement with the variable 'country' reveals that 100% of the Italian participants 'strongly agrees' or 'agrees' with the statement and similarly the 81% of Cypriots states that the trade unionists are mostly men from the dominant ethnic group.

For the second of the statements in this set '***the trade union where I work takes action regularly to raise awareness among employers on diversity management***', 60,6% stated that it 'agrees' or 'strongly agrees', a 20,6% remained 'neutral' and 19,1% stated that it 'disagrees' or 'strongly disagrees' with it. For the last of the statements '***special events are organized to celebrate ethnic and cultural diversity in our organization***', the majority of trade unionists, that is 40,3%, stated that they 'agree' or 'strongly agree' with it, a 21% remained neutral and a large percentage of 38,7% stated that they 'disagree' or 'strongly disagree' with the statement.

TABLE 19: ORGANIZATIONAL PRACTICES – TRADE UNIONS B'

	Total		Total		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Base:	62	100	63	100	106	100
THE MAJORITY OF TRADE UNIONISTS AT MY ORGANIZATION ARE MEN FROM THE DOMINANT ETHNIC GROUP		THE TU WHERE I WORK TAKES ACTION REGULARLY TO RAISE AWARENESS AMONG EMPLOYERS ON DM		SPECIAL EVENTS ARE ORGANIZED TO CELEBRATE ETHNIC AND CULTURAL DIVERSITY		
STONGLY DISAGREE	2	3,2	2	3,2	9	14,5
DISAGREE	13	21,0	10	15,9	15	24,2
NEUTRAL	3	4,8	13	20,6	13	21,0
AGREE	18	29,0	19	30,2	18	29,0
STRONGLY AGREE	26	41,9	19	30,2	7	11,3



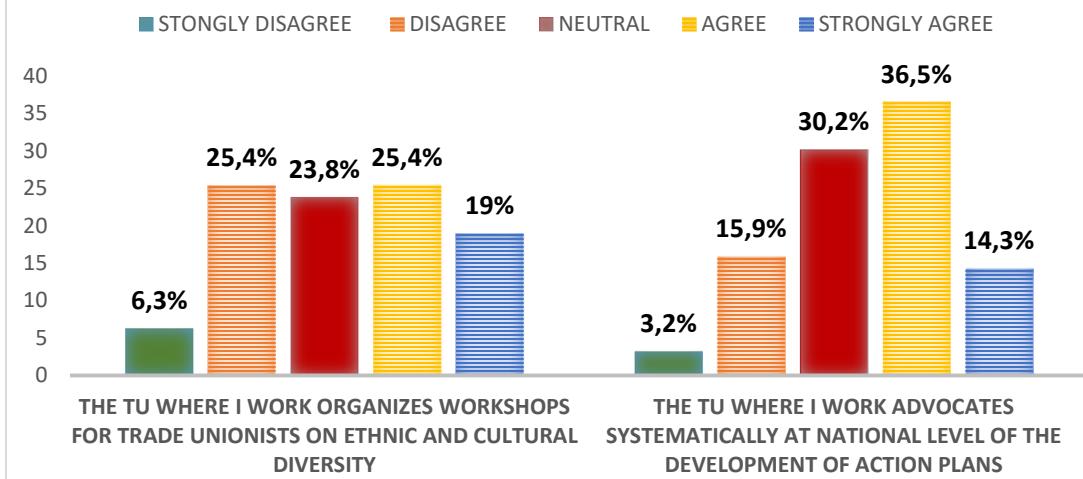
At table 20, for the statement '***the trade union where I work organizes workshops for trade unionists on ethnic and cultural diversity***', the majority 44,4% 'agrees' or 'strongly agrees', 23,8% expresses a 'neutral' position and a large percentage 31,7% 'disagrees' or 'strongly disagrees' with it. In crosstabulating the statement with the variable 'country', we learn that 75% of all trade unionists from the five countries stated that they 'strongly agree' are Cypriots and similarly from all those stated that they 'agree' 37,5% are Cypriots and 25% Italians.

Finally, the statement '***the trade union where I work advocates systematically at national level for the development of action plans on ethnic and cultural diversity***' received 50,8% of positive responses, a huge 30,2% of neutral responses and 19,1% of negative ones. The comparing of the statement with the variable 'country' shows that from all 'strongly agree' responses, the 77,8% is coming from Cypriot participants followed by the rest 22,2% of Greek participants.

TABLE 20: ORGANIZATIONAL PRACTICES – TRADE UNIONS C'

	Total	Frequency	Percentage	Total	Frequency	Percentage
	Frequency			Percentage		
<i>Base:</i>	106	100		104	100	
		THE TU WHERE I WORK ORGANIZES WORKSHOPS FOR TRADE UNIONISTS ON ETHNIC AND CULTURAL DIVERSITY				THE TU WHERE I WORK ADVOCATES SYSTEMATICALLY AT NATIONAL LEVEL FOR THE DEVELOPMENT OF ACTION PLANS
STONGLY DISAGREE	4	6,3		2	3,2	
DISAGREE	16	25,4		10	15,9	
NEUTRAL	15	23,8		19	30,2	
AGREE	16	25,4		23	36,5	
STRONGLY AGREE	12	19,0		9	14,3	

CHART 18: ORGANIZATIONAL PRACTICES - TRADE UNIONISTS C'



PART IV: SKILLS AND KNOWLDEGE OF SOCIAL PARTNERS IN HANDLING ETHNIC DIVERSITY

This part of the study consists of eight (8) questions that intent to examine the skills and knowledge of the participants on the subject matters of the study. More particularly, participants were asked to self-evaluate their personal competencies in relation to ethnic diversity, inclusion and conflict resolution in the following scale: Not Applicable (not required to apply this competency), Fundamental Awareness (basic knowledge), Novice (limited experience), Intermediate (practical application), Advanced (applied theory) and Expert (recognized authority).

For the first skill (see table 21), '***ability to discuss cultural differences openly and to response to biases effectively***', the majority of the participants 29,1% evaluated themselves at the level 'intermediate' and the second largest percentage, that is 25% ranked themselves to at the level 'advanced'. 60% of those they ranked themselves at the 'intermediate' level are business executives and 40% trade unionists. As far as those they ranked themselves at the 'advanced' level, 53,5% are trade unionists and the rest 46,5% business executives. For the top level of 'expert', the 100% of the evaluation is coming from the group of business executives. In comparing the statement with the variable 'country', we learn that the greatest percentage from those at the 'intermediate' level (32%) are Italians followed by Cypriots (26%). At the 'advanced' level, the majority is coming from Denmark (32,6%) followed by Italians (18,6%). Finally, the vast majority of those at the 'expert' level is composed by French participants (53,8%) followed by Danish and Italians equally at 15,4%.

The second skill under examination, '***ability to address issues of equality, discrimination and biases to prevent and reduce oppression and harassment***', and the majority 28,9% ranked itself at the 'intermediate level', the second large percentage 27,7% at 'advanced' level and 7,5% at the 'expert' level. For all three top levels at the rank, business executives share a larger percentage than trade unionists: 58% vs 42%, 54,2% vs 45,8% and 76,9% vs 23,1%, respectively. Italians (38%) and Danish (24%) are the groups with the largest percentages at the 'intermediate' level. French (27,1%) and Danish (22,9%) those with larger percentages at the 'advanced' level. At the 'expert' level, French made the 38,5% of the sum and Cypriots and Italians each 23,1%.

The third skill, '***ability to develop an understanding of the migrant experience***', is evaluated by the participants with 26% at the 'intermediate' level, 24,3% at the 'advanced' level and 9,2% at the expert

level. Among the group of business executives, the larger percent (26,4%) ranked itself at the ‘intermediate’ level whereas the group of trade unionists the larger percent (27%) at the ‘advanced’ level. Among the Cypriots, the larger percent (27,8%) ranked itself at the ‘fundamental’ and ‘intermediate’ levels, the Greeks (27,6%) at the ‘fundamental’ level, the French (30%) at the ‘advanced’ level, the Italians (32,6%) at the ‘advanced’ level and the Danish (34,4%) at the ‘intermediate’ level.

For the forth skill ***‘the ability to understand the impact of discrimination on employees and organization’***, the largest percentage 30,1% ranked itself at the ‘advanced’ level, 24,3% at the ‘intermediate’ level and 8,1% at the ‘expert’ level. Among the group of trade unionists, the larger percentage, that is 38,1% ranked itself at the ‘advanced’ level. The equivalent percentage of business executives, which is at the same level, is 25,5%. The greatest percentages of Cypriots (30,6%) and French (46,7%) ranked themselves at the ‘advance’ level, Greeks (31%) at the ‘fundamental’ one and Danish (40,6) and Italians (28,3) participants at the ‘intermediate’ level.

For the fifth skill, ***‘the ability to recognize the stressors contributing to conflict in the workplace’***, the majority 30,6% ranked themselves at the ‘advanced’ level, 28,9% at the ‘intermediate’ level and 8,1% at the ‘expert’ level. Among trade unionists, the greatest percentage 41,3% ranked itself at the ‘advanced’ level and 27% at the ‘intermediate’ level. Business executives, on the other hand, ranked themselves at the ‘intermediate’ level with a 30% and at the ‘advanced’ level with 24,5%. The comparison across the countries shows that Denmark has the greatest percentage of those that they ranked themselves at the ‘advanced’ level, that is 46,9% followed by France (36,7%), Cyprus (27,8%), Greece (24,1%) and Italy (21,7%).

For the skill ***‘ability to handle conflict among employees and/or supervisors from different backgrounds’***, equal percentages of 25,4% of social partners ranked themselves at the ‘intermediate’ and ‘advanced’ level. The majority of trade unionists (30,2%) ranked themselves at the ‘intermediate’ level whereas the majority of business executives (28,2%) at the ‘novice’ level. Across the five countries, Danish social partners ranked themselves at the ‘advanced’ level with the larger percentage than the others, that is 27,3 % followed by Greeks (22,7%), Italians (18,2%), French (15,9%) and Cypriots (15,9%).

For the seventh skill ***‘knowledge of the national framework on equal treatment’***, the majority (23,7%) of social partners ranked themselves at the ‘advanced’ level followed by a 22% at the ‘fundamental’ level. The majority of trade unionists (36,5%) ranked themselves at the ‘advanced’ level and 20,6% at the ‘intermediate’ level. Business executives, on the other hand, provided a different self-

ranking. 24,5% of business executives ranked itself at the ‘fundamental’ level, 23,6% at the ‘novice’ level, 19,1% at the ‘intermediate’ and 16,4% at the ‘advanced’ level. The comparison across the countries shows that Danish social partners ranked themselves with a higher percentage at the ‘advanced’ level than their colleagues from the other countries: Danish (29,3%), Cypriots (26,8%), French (24,4%), Greeks (9,8%) and Italians (9,8%).

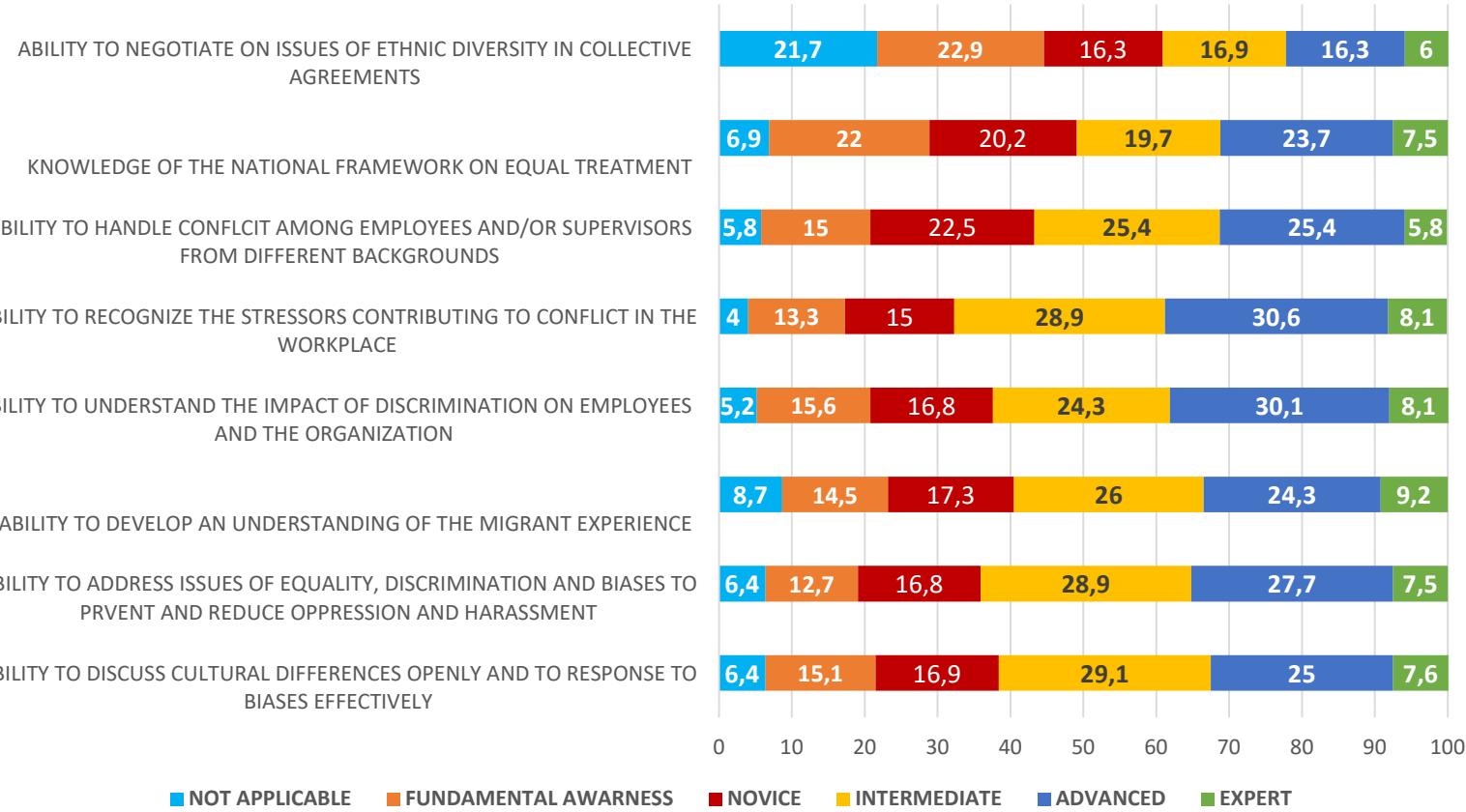
For the last skill ***‘ability to negotiate on issues of ethnic diversity in collective agreements’***, the majority 22,9% ranked itself at the ‘fundamental’ level. The majority of trade unionists ranked themselves at the ‘advanced’ level (31,7%) whereas the majority of business executives at the ‘fundamental’ level (26,2%). A large percentage of business executives (24,3%) stated that this particular skill is not applicable for them. The crosstabulation of the skill with the variable ‘country’ shows that Cypriots ranked themselves with higher percentage (40,7%) than the others followed by Greeks (18,5%), Italians (18,5%), French (11,1%) and Danish (11,1%).

The profiles of the participants in the focus groups carried out in the five countries, in addition, often exhibit social partners’ experiences in handling ethnic diversity or their direct involvement or interest on diversity management and the inclusion of migrants in SMEs. Another group of participants works in social enterprises working directly with the poor, many of them are immigrants, or manage SMEs who employ workers from different cultures and nationalities. On the other hand, only few people in the discussion groups across the countries ever followed particular training sessions on conflict resolution. The majority deals with issues of conflict resolution based on experience than training, their good communication skills, common sense and generally their soft skills. Some even question the fact that they could receive help from such a training; the majority, however, embrace training and recognize that the lack of training may lead to the reproduction of the current system. They recognized that conflict occurs not only between immigrant and native groups but among immigrant groups or native groups themselves.

TABLE 21: SKILLS AND KNOWLEDGE OF SOCIAL PARTENRS IN HANDLING ETHNIC DIVERSITY AND CONFLIC RESOLUTION

	NOT APPLICABLE		FUNDAMENTAL AWARNESS		NOVICE		INTERMEDIATE		ADVANCED		EXPERT	
	FREQ	%	FREQ	%	FREQ	%	FREQ	%	FREQ	%	FREQ	%
ABILITY TO DISCUSS CULTURAL DIFFERENCES OPENLY AND TO RESPONSE TO BIASES EFFECTIVELY	11	6,4	26	15,1	29	16,9	50	29,1	43	25,0	13	7,6
ABILITY TO ADDRESS ISSUES OF EQUALITY, DISCRIMINATION AND BIASES TO PRVENT AND REDUCE OPPRESSION AND HARASSMENT	11	6,4	22	12,7	29	16,8	50	28,9	48	27,7	13	7,5
ABILITY TO DEVELOP AN UNDERSTANDING OF THE MIGRANT EXPERIENCE	15	8,7	25	14,5	30	17,3	45	26,0	42	24,3	16	9,2
ABILITY TO UNDERSTAND THE IMPACT OF DISCRIMINATION ON EMPLOYEES AND THE ORGANIZATION	9	5,2	27	15,6	29	16,8	42	24,3	52	30,1	14	8,1
ABILITY TO RECOGNIZE THE STRESSORS CONTRIBUTING TO CONFLICT IN THE WORKPLACE	7	4,0	23	13,3	26	15,0	50	28,9	53	30,6	14	8,1
ABILITY TO HANDLE CONFLCIT AMONG EMPLOYEES AND/OR SUPERVISORS FROM DIFFERENT BACKGROUNDS	10	5,8	26	15,0	39	22,5	44	25,4	44	25,4	10	5,8
KNOWLEDGE OF THE NATIONAL FRAMEWORK ON EQUAL TREATMENT	12	6,9	38	22,0	35	20,2	34	19,7	41	23,7	13	7,5
ABILITY TO NEGOTIATE ON ISSUES OF ETHNIC DIVERSITY IN COLLECTIVE AGREEMENTS	36	21,7	38	22,9	27	16,3	28	16,9	27	16,3	10	6,0

CHART 19: SKILLS AND KNOWLEDGE IN HANDLING ETHNIC DIVERSITY AND CONFLICT RESOLUTION



PART V: TRAINING NEEDS AND EXPERIENCES OF SOCIAL PARTNERS

The last part of the study examines the experiences of social partners with training and defines their training needs in relation to the corresponding topics of the study. The first set of questions (table 22) of Part V aimed to examine the accessing of trade unionists and business executives in related training and how these groups evaluate the quality of the training they have received.

For the first statement '***my organization provides financial assistance to support my continued education on equal treatment***', the majority 26,7% did not take a clear position as they indicate a 'neutral' response. 40,1% 'agreed' or 'strongly agreed' with the statement, 10,5% stated that this is not applicable for them and 22,7% 'disagreed' or 'strongly disagreed'. More than half of trade unionists, 55,5% in particular, 'strongly agree' or 'agree' with the statement whereas the equivalent percentage of business executives is only 31,2%. In terms of country responses, Cypriots seem to 'agree' or 'strongly agree' with the statement with higher percentage (65,7%) followed by Danish (44%), Italians (41,7%), Greeks (25,5%) and French (23,1%).

For the second statement '***my organization provided me the opportunity to be trained on diversity management***', 43% of the total stated that it 'agrees' or 'strongly agrees' with the statement, a 26,7% expressed a 'neutral' position and 22,7% stated that it 'disagrees' or 'strongly disagrees' with it. Similarly with the first statement, trade unionists stated with a higher percentage (52,4%) that they 'agree' or 'strongly agree' with the statement; the business executives percentage on the same is 37,6%. The country comparison shows that Cypriots at this time as well rated more positively the statement than social partners from the other countries: Cypriots (62,4%), Italians (48,1%), French (34,5%), Danish (31,4%) and Greeks (23,7%).

'***The quality of training received on equal treatment allows me to adequately perform my duties***' statement received a 46,2% of 'agree' and 'strongly agree' responses, a 25,1% of 'not applicable for me' answers, 18,7% of neutral responses and 10% of negative ones. Trade unionists evaluated the quality of training they received more positively than business executives: 58,7% vs 38,9% of positive responses, respectively. A 27% of the sum of business executives, thought, stated that this is not applicable for them. Cypriots rated the quality of training more positively (63,6%) than the others followed by Italians (41,6%), Greeks (35,2%), Danish (34,3%) and French (25,2%).

For the forth statement, '***through the training I received, I'm able to handle conflict at work***', the majority 48,3% stated that it 'agrees' or 'strongly agrees' with it, 25% stated that the statement is not applicable for them, 19,2% expressed a 'neutral' position and only 7,6% 'disagrees' or 'strongly disagrees' with it. The vast majority of trade unionists 65,1% stated that it 'agrees' or 'strongly agrees' with the statement; the majority of business executives as well 45% responded positively to the statement. Cypriots sum up the greatest percentage of positive responses (64,7%) followed by Italians (43,3%), Greeks (36%), Danish (30,2%) and French (25,8%).

The vast majority of the participants 67,4% stated that it 'agrees' or 'strongly agrees' with the statement '***I'm able to identify potential opportunities for conflict resolution***'. 20,3% of the sum remained 'neutral', 6,4% reported that the statement is not applicable for them and only 5,89% stated that it 'disagrees' or 'strongly disagrees' with it. The huge percentage of 78,3% of trade unionists stated that it 'agrees' or 'strongly disagrees' with the statement as well as the 64,2% of business executives. A similar pattern occurs while comparing the findings of positive responses across the countries as above: Cyprus (49,8%), Italy (47,3%), Greece (37,7%), France (34,4%) and Denmark (30,7%).

Lastly, for the statement '***I'm able to take steps to prevent conflict***', the vast majority of 66,3% stated that they 'agree' or 'strongly agree' with it, 19,8% stated 'neutral', 9,39% stated that they 'disagree' or 'strongly disagree' and 4,7% stated that the statement is not applicable for them. This is the only statement of the set that business executives score with a higher percentage of positive responses than trade unionists: 67,9% vs 63,5%. In comparing the positive responses across the five countries, Cyprus sums up the highest percentage again (46,8%), Italy (46,4%), France (39,7%), Greece (36,6%) and Denmark (30,5%).

TABLE 22: TRAINING EXPERIENCES OF SOCIAL PARTNERS

	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		NOT APPLICABLE FOR ME	
	FREQ	%	FREQ	%	FREQ	%	FREQ	%	FREQ	%	FREQ	%
MY ORGANIZATION PROVIDES FINANCIAL ASSISTANCE TO SUPPORT MY CONTINUED EDUCATION ON EQUAL TREATMENT	18	10,5	21	12,2	46	26,7	43	25,0	26	15,1	18	10,5
MY ORGANIZATION PROVIDED ME THE OPPORTUNITY TO BE TRAINED ON DIVERSITY MANAGEMENT	23	13,4	16	9,3	45	26,2	42	24,4	32	18,6	14	8,1
THE QUALITY OF TRAINING RECEIVED ON EQUAL TREATMENT ALLOWS ME TO ADEQUATELY PERFORM MY DUTIES	9	5,3	8	4,7	32	18,7	50	29,2	29	17,0	43	25,1
THROUGH THE TRAINING I RECEIVED, I'M ABLE TO HANDLE CONFLICT AT WORK	5	2,9	8	4,7	33	19,2	49	28,5	34	19,8	43	25,0
I'M ABLE TO IDENTIFY POTENTIAL OPPORTUNITIES FOR CONFLICT RESOLUTION	5	2,9	5	2,9	35	20,3	79	45,9	37	21,5	11	6,4
I'M ABLE TO TAKE STEPS TO PREVENT CONFLICT	6	3,5	10	5,8	34	19,8	74	43,0	40	23,3	8	4,7

CHART 20 : TRAINING EXPERIENCES OF SOCIAL PARTNERS A'

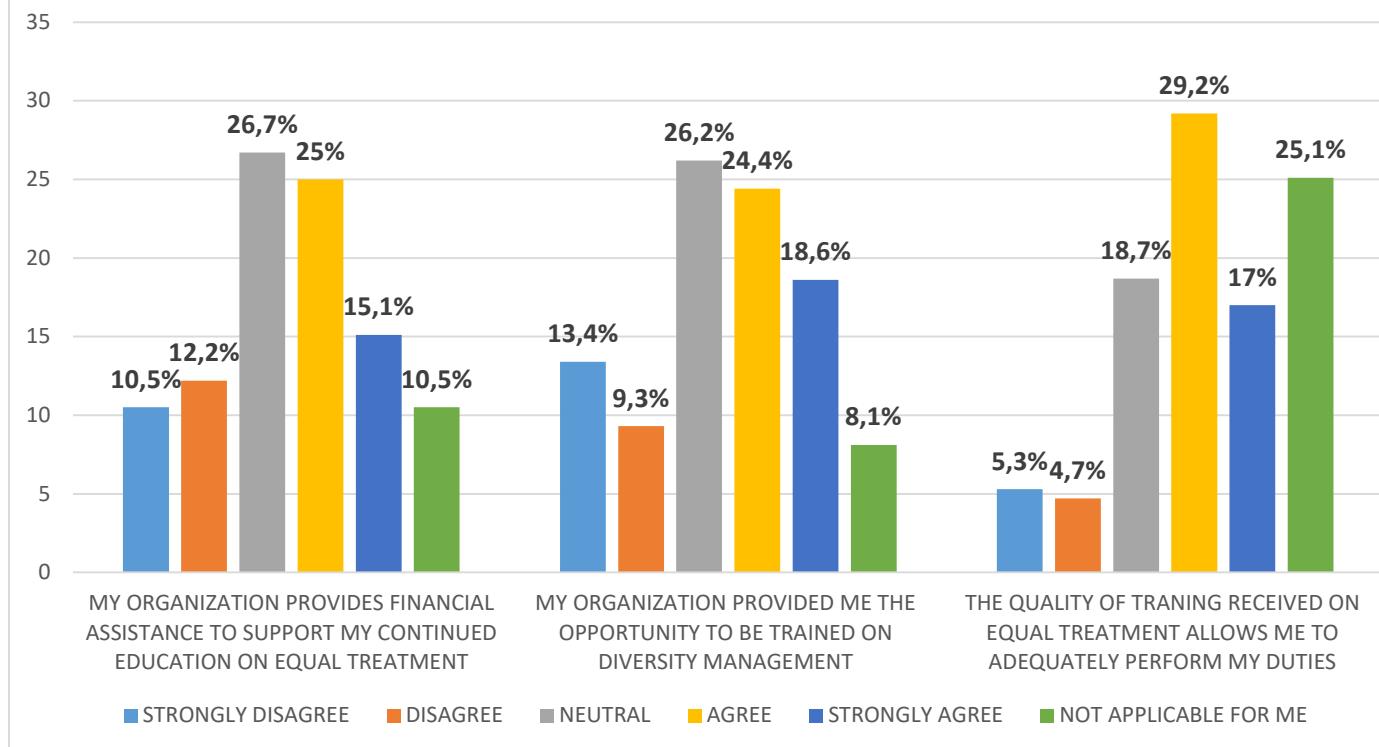
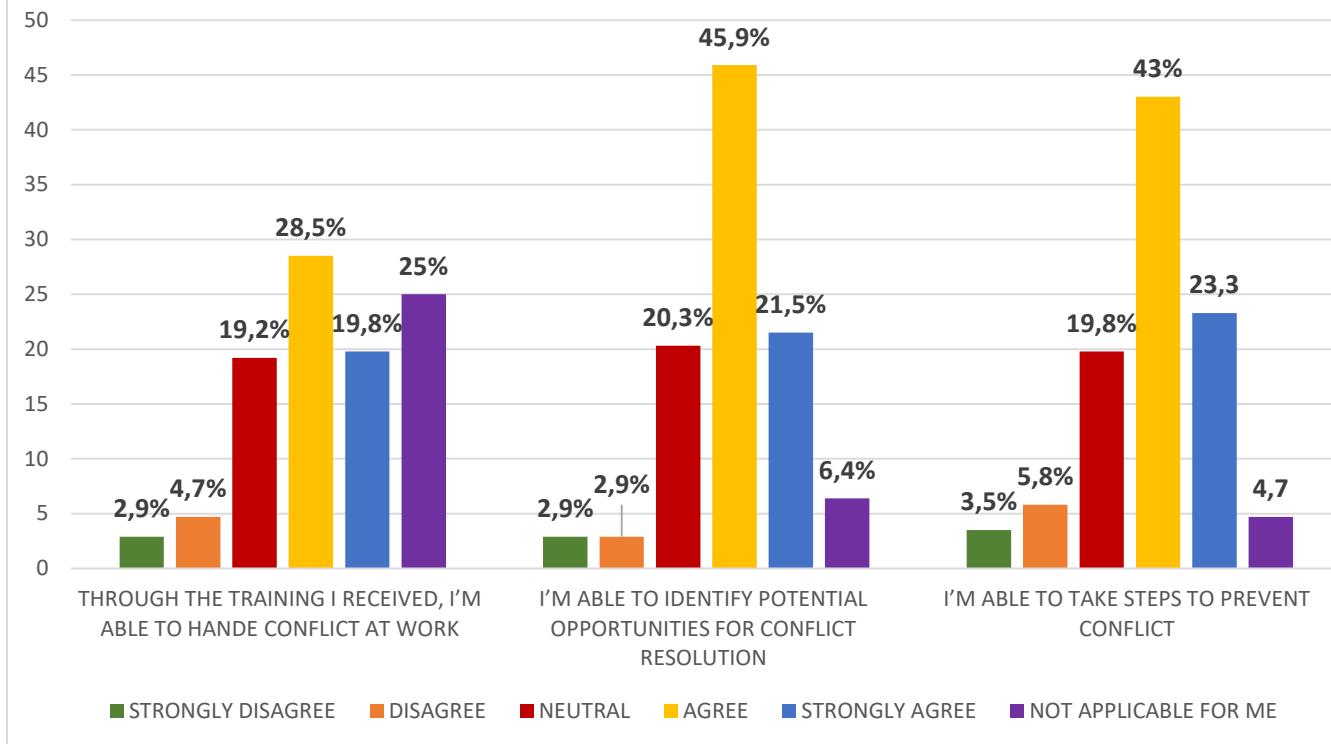


CHART 21 : TRAINING EXPERIENCES OF SOCIAL PARTNERS B'



The participants in this question were asked to select the top three (3) training areas that they feel that they need additional training from a list of 13 possible training areas (table 23). 472 responses have emerged out of this multiple-answer question. The training area with the highest percentage 40,5% is 'conflict resolution' followed by the area 'cultural and ethnic diversity at the workplace' (35,1%), 'diversity management' (27,4%) and 'equal treatment at work' (26,4%). The least areas of interest are 'gender issues and gender equality' (3,6%) and 'food, culture and identity at the workplace' (7,7%). The first topic selected by business executives is 'conflict resolution' (47,7%) followed by cultural and ethnic diversity at the workplace (36,4%). For trade unionists, the first selected topic is the development of diversity action plans (37,7%) followed by cultural and ethnic diversity at the workplace (32,8%).

TABLE 23: TRAINING NEEDS OF SOCIAL PARTNERS

	TOTAL	
	FREQUENCY	PERCENT OF CASES (%)
<i>Base:</i>	472	281%
CONFLICT RESOLUTION	68	40,5
CULTURAL AND ETHNIC DIVERSITY AT THE WORKPLACE	59	35,1
DIVERSITY MANAGEMENT	46	27,4
EQUAL TREATMENT AT WORK	45	26,8
WORKPLACE ETHICS	42	25,0
THE MIGRANT EXPERIENCE	40	23,8
RECRUITMENT AND DISMISAL PROCESSES	37	22,0
DEVELOPMENT OF DIVERSITY ACTION PLANS	35	20,8
EQUALITY, INEQUALITIES AND DISCRIMINATION	34	20,2
RELIGION PRACTICES AT THE WORKPLACE	25	14,9
WORKPLACE VIOLENCE AND HARASSMENT	22	13,1
FOOD, CULTURE AND IDENTITY AT THE WORKPLACE	13	7,7
GENDER ISSUES AND GENDER EQUALITY	6	3,6

The choices for additional training differ per country however:

Cyprus: Development of Diversity Action Plans (38,2%), Cultural and Ethnic Diversity at the workplace (32,4%) and Workplace Violence and Harassment (26,5%)

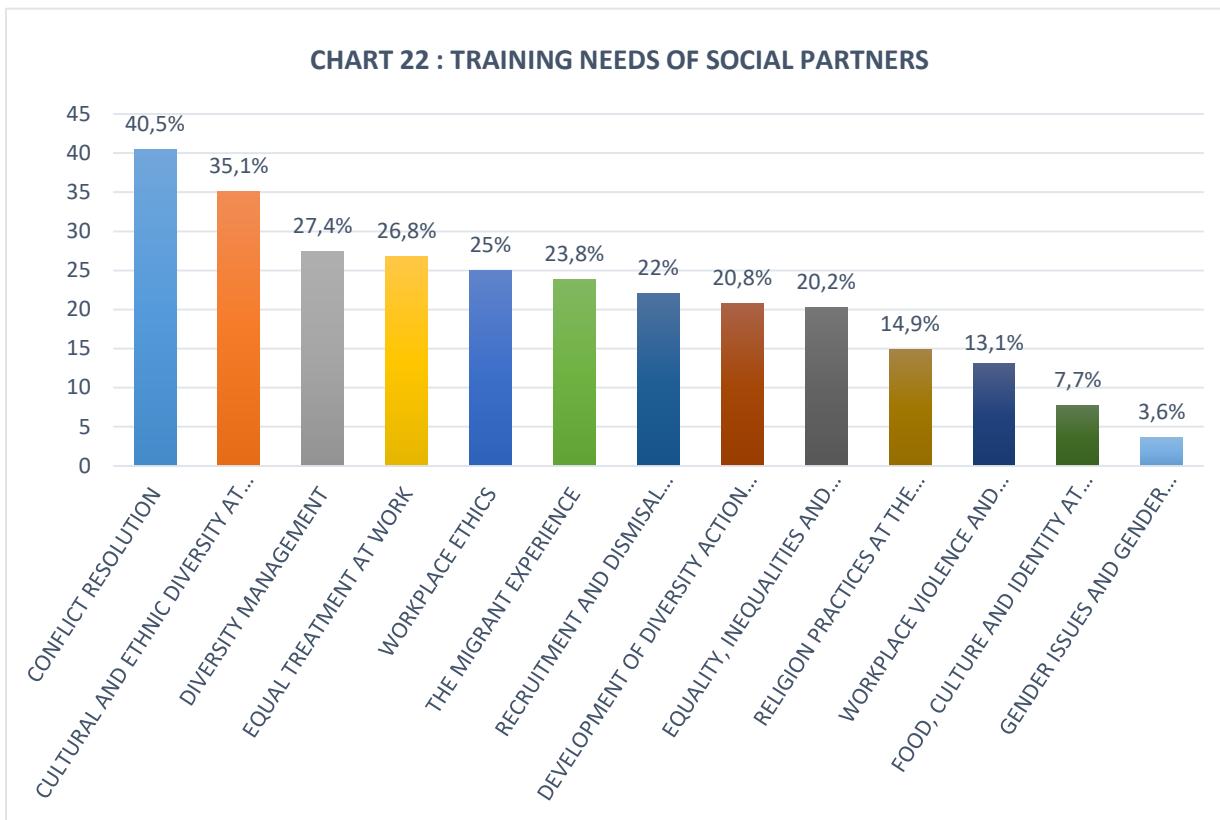
Greece: Conflict Resolution (51,7%), Legal framework on equal treatment (48,3%) and Diversity management (31%)

France: Conflict resolution (50%), Legal framework on equal treatment (36,7%) and recruitment and dismissal processes (33,3%)

Italy: Cultural and ethnic diversity at the workplace (52,2%), Conflict resolution (50%) and diversity management (34,8%)

Denmark: Recruitment and dismissal processes (34,5%), the migrant experience (31%) and cultural and ethnic diversity at the workplace (27,6%).

From the focus group discussions, we learn that most participants recognize the need for their further training and education on diversity related issues. The following topics have been raised as needs of social partners: violence and harassment at work, the migrant experience at work and society, development of diversity action plans, religious practices at work, ethnic and cultural diversity management, conflict resolution and mediation.

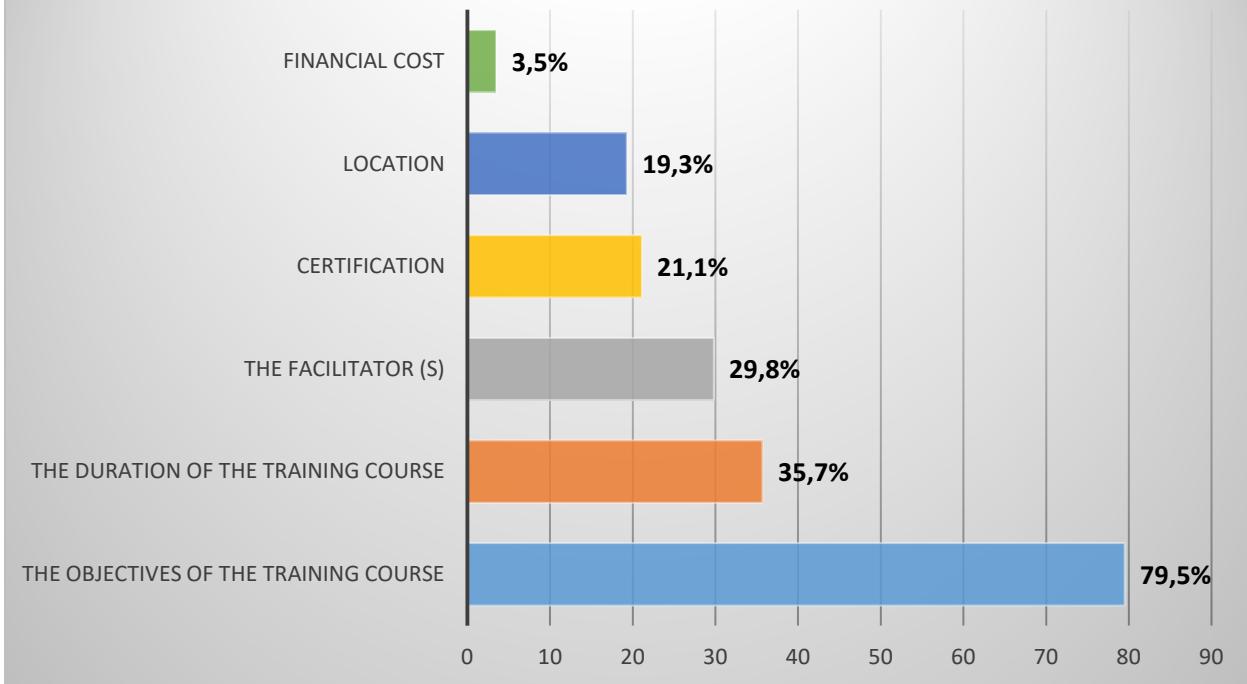


The last of the questions documents the factors that would influence potentially the participants to register for a related course (table 24). This is a multiple-answer question as well and it selected 323 responses by the participants. The vast majority of responses 79,5% answered the ‘objectives of the training course’ and the 35,7% of the responses the ‘duration of the training course’. Trade unionists and business executives both places the ‘objectives of the training course’ as the first factor and ‘the duration of the training course’ as the second factor. In terms of the participant countries, Cyprus, Greece, Italy and Denmark follow the same pattern of the first and second factor: (1) objectives of the training course and (2) the duration of the training course. France, on the other hand, places the same first factor as the other countries but the second factor places ‘the facilitator(s)’.

TABLE 24: FACTORS INFLUENCING PARTNERS TO REGISTER FOR A COURSE

	TOTAL	
		PERCENT OF CASES (%)
<i>Base:</i>	323	188,9%
THE OBJECTIVES OF THE TRAINING COURSE	136	79,5
THE DURATION OF THE TRAINING COURSE	61	35,7
THE FACILITATOR (S)	51	29,8
CERTIFICATION	36	21,1
LOCATION	33	19,3
FINANCIAL COST	6	3,5

CHART 23 : FACTORS INFLUENCING PARTNERS TO REGISTER FOR A COURSE



EXECUTIVE SUMMARY - CONCLUDING REMARKS

The Comparative Analytical Report on migrants' integration in SMEs and in the respective societies of the participant countries brought into the front key issues and challenges that require the attention of the research community and policy makers at local, regional and EU level. The following remarks summarize the most important findings:

- Despite that all participant countries in the study transported the EU Racial Equality directive (2000/43/EC) and the Employment Equality Directive (2000/78/EC) in their national legislation, often with harsh criticism and reactions from their societies, all countries still face important challenges towards the full integration of immigrant populations in their respective societies.
- The transportation of the equality directives in national legislation influenced, at the same time, the amendments of other related discriminatory laws and the establishment of independent authorities working on discrimination complaints, the fight against discrimination and the promotion of equal treatment.
- A key common challenge of the participant countries is considered the full implementation of the provisions of the directives to migrant populations. It seems that there is a lack of a strong political will in confronting discrimination and in enforcing the provisions of the directives.
- Particular challenges exist in the case of Cyprus as Third Country Nationals (TCN) are excluded from the Employment Equality Directive. TCN have restricted rights in Cyprus and are excluded from labour rights such as employment benefits and pension.
- The large number of SMEs in the participant countries, as it is the reality in the other EU member states, makes it difficult to monitor and regulate discrimination at the workplace and unregulated work.
- Despite that collective agreements offer, in general, protection to immigrant populations or to particular groups of immigrants or in particular sectors of the economies of the participant countries, immigrant workers are often discriminated against, receive lesser remunerations and are excluded from decision making processes in comparison to national workers or immigrants coming from other EU destinations and/or immigrants in particular sectors of the economies.
- Despite that EU citizens are in better position than TCN in relation to inclusion and protection in the labour market, they are often subjected to discrimination as well.

- Particular groups of immigrants, such as domestic workers and workers in agriculture and animal farming in Cyprus and Greece for example, are considered as the most vulnerable groups to discrimination, overexploitation and trafficking.
- Despite that collective agreements often do not discriminate against immigrant populations, they rarely introduce specific measures on the inclusion and protections of migrants in the labour market and against discrimination.
- Good practices on migrants' inclusion in the labour market have been identified by all participant countries at local, regional and national level or within the frame of project based initiatives. Despite the positive outcomes of such initiatives, they are usually implemented within specific time frames or applied to particular groups of immigrants. A remarkable national example, however, is the Danish 'Integration Training (IGU), which is a two-year course that combines a paid internship for recognized refugees at an enterprise and education with training compensation.
- The implementation of Diversity Charters varies across the five countries. Cyprus and Greece, however, lack centralized initiatives in order to encourage the signing and implementation of Diversity Charters. Diversity Charters, on the other hand, in France, Italy and Denmark are regulated by centralized bodies, decisions and/or practices; consequently, remarkable work has been done so far in compare to Cyprus and Greece. However, there is much space for improvements in all countries.
- Despite that the resources for SMEs and trade unions in the five participant countries are relatively limited, there are particular funding opportunities for diversity management in all countries for stakeholders. The bodies responsible to distribute such funds differ in every country. The funds available by these bodies, in addition, address different groups of stakeholders. The scope of the funding is also diverse between and among the participant countries and the funding bodies.
- No systematic training programmes, assisted or not by public funds, on diversity management for trade unionists and business executives have been identified in the participant countries. It is more common, instead, to locate training programmes funded by EU or national funds in all countries.
- The availability of services for immigrant populations in the five countries that aim to promote their integration in the labour market differ between the countries and often within regions of the same country. 'Language courses' is one common service that is available in all five counties

for all different groups of immigrants holding valid residence or working permits in their host societies and it is available by both public and private providers. In comparison to the other participant countries, however, Cyprus is the country with most restrictions and obstacles for such services available to immigrant groups – including vocational training, guidance/counselling, orientation course, public work and job placement.

- The main problems of service providers include the lack of financial resources, understaffing, lack of continuity of programmes, internal reorganization of public services as a result of the financial crisis, the lack of focused services for immigrants and the limited capacities of personnel to deal with migrant issues.
- Despite that there is no clear picture on migrant-owned SMEs in the five participant countries on the percentages of such businesses or on the types of businesses that migrants run, it is very clear that there is a lot of space for actions in all countries for supporting migrant entrepreneurship and professional growth of migrants by governments, local communities, chambers of commerce and business associations.
- In relation to the involvement of social partners in labour market integration of migrants, there is a kind of institutional arrangement in each country, which differs in the extent and level of participation. The lack of a National Action Plan on migrants integration in Cyprus as well as the questioning of the social dialogue by the current government the last five years are considered as huge obstacles for the involvement of social partners in compare to the other participant countries in the study. In general, however, the participation of social partners in the social dialogue in their respective countries for the integration of migrants have a shaping role in the formation of respective policies at a national or regional level, respectively.
- Apart from the institutional arrangements that foster the participation of social partners in the shaping of policies, social partners and particularly trade unions in all five countries undertake their own initiatives in promoting migrants' integration in the labour market and the society. Such initiatives include the establishment of bureaus dealing with immigrant issues, the organization of raising awareness campaigns, the organization of seminars and training sessions for different groups of individuals, collaboration with the civil society on the issue, direct support to immigrants including advice services, assistance with bureaucratic demands and renewal of residence permits, provision of supplies and support for the newly arrived refugees and the implementation of funded or non-funded projects and programmes.

The second part of the study, the research on social partners' perspectives and training needs with regard to experiencing and handling ethnic diversity in SMEs, features as well important findings that requires attention and further exploitation. The most important points are summarized as follows:

- It seems that social partners in the study – trade unionists and business executives – have very positive perceptions on ethnic diversity and inclusion. The vast majority of the participants acknowledge that ethnic diversity enriches organizations, that ethnic diversity is considered an advantage for enterprises or that ethnic diversity is an asset for creativity and innovation and reject, at the same time, negative perceptions which support that ethnic diverse organizations are unprofitable.
- It is important, however, to stress at the same instance that large percentages of the participants took 'neutral' position to the respective statements, a fact that indicates the uncertainty of the participant on the advantages that ethnic diversity implies for enterprises. The large percentages of uncertainty responses may also imply the lack of knowledge or awareness of social partners in relation to the benefits that ethnic diversity conveys for enterprises. It is worth to mention, in addition, that the largest percentages in all the statements on the perceptions of social partners in regards to ethnic diversity comes from the group of business executives, the group of men and the group of those stating that are executive members of the councils of their organizations.
- The qualitative data indicates, in addition, that the lack of adequate management of diverse ethnic groups in enterprises is the main issue and not ethnic diversity as such. Social partners brought into the front many of the problems confronted in the workplace due to the lack of management of ethnic diversity: the distance between native and migrant workers, the antagonism among different groups of workers, the lack of a constructive dialogue, the lack of awareness of employers on ethnic diversity and diversity management, the ignorance of employers on immigrants qualifications, the negative mentality of many employers for migrants and the many forms of exploitation that migrant workers experience at the workplace and the society.
- Despite that the majority of business executives in the study stated that adequate organization practices are established in their enterprises, particular practices such as the organization of special events that celebrate ethnic and cultural diversity receive high percentages of negative and neutral responses.

- The focus group discussions also reveal that organizations often adopt organizational practices only to comply with specific standards in their countries but in practice no positive outcomes for the businesses or the workers ever occur out of them. The participants in the focus groups seem to favour bottom-up practices that bring positive outcomes for the workers and to the business productivity and competitiveness rather than top-down decisions that are taken to comply with particular quality systems.
- On the organizational practices of trade unionists, the majority of the participant trade unionists stated that the dimension of ethnic diversity is not always considered during negotiation for the conclusion and/or renewal of collective agreements. In France and Denmark, zero percentages responded positively to such an organizational practice.
- Based on the responses of the trade union participants, the majority of trade unionists (70,9%) are men from the dominant ethnic group of their respective countries. Additionally, practices such as the organization of workshops for trade unionists on ethnic and cultural diversity do not seem to be regular for trade unions; a large percentage, that is 23,8% express a neutral position and even a higher percentage (31,7%) a negative response.
- However, trade unions seem to have other positive organizational practices in relation to ethnic diversity such as the establishment of departments dealing with issues of discrimination and ethnic diversity and the collaboration of trade unions with the civil society and NGOs.
- As far as concern the self-assessment of social partners in relation to certain skills and knowledge in handling ethnic diversity, the participants placed themselves for the seven out of the eight skills provided for self-evaluation at the ‘intermediate’ (practical application) and/or ‘advanced’ (applied theory) level with percentage that range from 44,3% to 59,5%. The only skill that has been self-evaluated by the participants at the ‘fundamental’ (basic knowledge) level is the skill named as ‘ability to negotiate on issues of ethnic diversity in collective agreements’.
- From the focus group interviews, we also learn that only few people ever followed particular training sessions on conflict resolution. Most participants reported that they deal with the issue based on experience, common sense and their soft skills.
- The above seems to be related with the responses of the participants on the question which is related with their training needs. As a first choice of the participants is pointed out the topic of ‘conflict resolution’, which sums up the 40,5% of all responses, followed by the topic ‘cultural and ethnic diversity at the workplace’ (35,1%) and the topic ‘diversity management’ (27,4%).

ANNEX 1: CAR QUESTIONNAIRE

Erasmus+ project: Educating Social Partners towards Ethnic Diversity in SMEs

Questionnaire for the Comparative Analytical Report on SMEs and Migrants' Integration

Intellectual Output 1: A Research Study on Migrants' Integration and Ethnic Diversity in SMEs. A Comparative Analysis in Five European Countries : Cyprus, Greece, Italy, France and Denmark

Leading organization: Cyprus Labour Institute (INEK-PEO)

Participating organizations : KISA, INE/GSEE, IME/GSEVEE, UMIL, ENAIP Veneto, IRIV Conseil and VIFIN.

Introductory Note:

The delivery of the Comparative Analytical Report (CAR) is a contractual obligation of the partnership. It is one of the major activities of the Intellectual Output 1 of the project and aims to construct national specific as well as comparative results on SMEs and migrants' integration. Thus, each participant country has the obligation to complete the questionnaire based on the agreed allocation of tasks. The distribution of tasks to each participating organization for the entire work load of the IO 1, as agreed by the partnership, is found at the Action Plan of the activity (page 4) revised after the suggested changes.

The questionnaire consists of seventeen (17) open-ended questions allocated in six thematic units, which were constructed based on the description of the output in the proposal, the input received from some members of the consortium and the way that I have personally conceptualized the suggested topic.

In completing the questionnaire, bear in mind the following:

- a. This is not an opinion-based questionnaire; for some of the questions you will have to search and locate the respective data from different sources in your country. However, you are welcomed to and encouraged to express your own opinion by critically assess your findings at any point but at the last part of the questionnaire as well, which is specifically designed for this purpose - critical appraisal.
- b. Data from Statistical services, research studies, annual reviews, legislation, assessments-evaluations, publications and your own previous studies and experiences are appropriate sources of information.
- c. Cite and list all references you use to respond.
- d. For most of the questions, I provide notes or further sub-questions to help you respond. This will be very helpful as well to compare the national findings at a later stage; therefore, it is important to follow the suggested structure. However, do not limit your responses to the suggestions if you have more or other interesting information to enrich your answers.

- e. Number of minimum words for all is 2500. For every part, I suggest a number in parenthesis but you can re-define between parts based on the findings you can locate. However, feel free to expand the overall number of words if the number of words restrict your attempt to respond adequately to the questions. **It is more important to provide thick and meaningful descriptions than to stick on word counting.**
 - f. After you submit your first draft of the completed questionnaire, I will review and if necessary I'll ask for clarifications and/or suggestions for improvements.
 - g. The working language of the questionnaire as well as of all final reports of the IO 1 is English.
 - h. Taken that we are a bit behind with the work load of the IO1; I would appreciate if you could stick to the new timeline for the completion of the questionnaire to avoid further delays and complications in the process of the implementation of the other activities of the project.
- Deadline for the submission of your report is **Friday, 31 March 217.**

Name(s) of author(s):_____

Part A: Introduction (300 words)

1. Please provide a brief history of migration in your country.
 - Focus on the major inflows of immigrants account for the significant increase in ethnic diversity in your country. Discuss issues such labour shortages, family reunifications, expatriate returns etc. Possible debates of the consequences of the increase of ethnic diversity in schools, safety, communities, the workplace etc.
 - Historical review of migrants in SMEs in your country if could be reached
2. Briefly discuss the ‘migration model’ of your country, its limitations and challenges in general and for SMEs in particular, and the need for improvements.
 - The purpose here is not to specify a gravity migration model in the EU or among the participant countries. The question rather intents to scrutinize the different ways that migrant populations receive resident and work permits in each country, the processes towards securing work permits, the permanence or/and impermanence of their work contracts and most importantly the anthropocentric treatment or the lack of a human-rights approach of migrant workers by the structures of our societies.

Part B: Institutional Framework (600 words)

3. How the EU directives and policies on immigration and employment equality have been implemented in your country? Please focus on but not limit to the most important EU directives

such as (1) the EU Racial Equality Directive 2000/43/EK¹ and (2) the Employment Equality Directive 2000/78/EK².

- *Discuss the transposition of the Directives in the national law.*
- *The limitations of the national framework – Please discuss any possible debate in your country for the restriction of the Employment Equality Directive to certain grounds of discrimination excluding the ground of ethnicity.*
- *Who and who not receives protection?*
- *What is the scope of the national non-discrimination directives? (E.g. Access to employment, access to vocational guidance and training, conditions of employment, equal pay.. etc?)*
- *The challenges it conveys for migrant populations*

4. Which aspects of the labour market promote the inclusion of migrant workers and their protection against discrimination?

- *Discuss the role of collective agreements at national or sectoral level that promote the inclusion of migrants or fail to do so*
- *Mention the sectors of the labour market that are not covered by collective agreements and the labour conditions and benefits for migrants are regulated by the law or job contracts (maybe domestic work is an example as in the case of Cyprus)*
- *Discuss also welfare policies supporting the protection of migrant workers and families*

5. Please provide a policy (or two) on migrants' inclusion to the labour market that is considered as a 'good practice' or is an innovative practice and could be transferred to other European locations.

- *It would be great if you can identify a policy that is directed on migrants' inclusion in SMEs.*
- *In the case that it is difficult to identify a national good practice, then you may provide negative examples from your country on 'how not to do things'.*

Part C: Diversity Policy and Practice in Companies (400 words)

6. In 2010, the European Commission, in promoting diversity management in companies across Europe, has lunched the **European Platform of Diversity Charters and published the “**Practical Guide to launch and implement a Diversity Charter**” (2015). It encourages companies in Europe to sign a Diversity Charter on a voluntary basis combating discrimination and promoting diversity in companies. Diversity Charters are adapted on the needs and priorities of each county and are culturally specific.**

- *What has been done so far in your country in regards to the implementation of Diversity Charters?*
- *What are the particular national characteristics of Diversity Charters in your country?*

¹ Prohibiting discrimination on the basis of race or ethnicity in the context of employment but also in the accessing the welfare system and social security, goods and services.

² Prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment

- *How SMEs viewed the institution of Diversity Charters and what is their participation in signing Diversity Charters?*
 - *Apart from Diversity Charters, are there any other initiatives in your country that promotes diversity management in companies and particularly in SMEs? Mention any agreements at sectoral and company level promoting diversity management*
 - *What is the role of employers' organizations and trade unions in diversity management in your country?*
- 7. Please identify and briefly describe the funding opportunities at national level (if applicable, at regional and local level) for employers (and/or employers' organizations) and trade unions in relation to diversity management.**
- 8. Are there any available training programmes, assisted or not by public funds, on diversity management for employers and trade union representatives?**
- *Please try to response to the following topics in relation to the training programmes: who is the provider of such programmes, the frequency of the available programmes, the available budget of the provider, the way that the programmes are implemented (e.g. provided by the responsible agency or contracted to private agents), the eligibility criteria for participants and the rates of participation of the last couple of years.*

Part D: Integration of Migrants: Access to Employment and Services to the labour market (400 words)

- 9. Please briefly discuss whether each group of migrants are eligible to join the following services available by the Public Employment Services (PES), other State Services or the private sector supported by public funds in your country.**
- **Are any of the following services specifically addressed to migrants designed to ease their integration in the labour market? Please discuss.**

Note: You may discuss topics about the duration, the content and the levels (if applicable) of services.

Services	EU citizens	Third country nationals	Refugees	Asylum Seekers
Vocational training/job related training				
Language courses				

Guidance/counselling				
Orientation courses				
Public work				
Job placement				
Other (please specify)				

10. **Are any of the above services addressed specifically to migrants working in SMEs?** If yes, please provide some details on the provided services.
11. **What is the added value of the involvement of non-state providers in the provision of the above services?**
12. **What are the main problems that service providers (e.g. PES, other State Services, and private agents) confront? (e.g. lack of expertise, limited resources, understaffing, limited capacities, budget constraints)**
13. **What is the percentage of migrant-owned SMEs in your country?** What kind of businesses migrants run? What kind of restrictions they confront? Please discuss.
14. **What supportive measures in your country facilitates immigrants to start and develop their own businesses?** (e.g. policy efforts that aim to remove the obstacle for developing businesses, the improvement of the market conditions that help immigrants to start-up business, favourable regulations or/and training and coaching, development of entrepreneurial skills, finance and networking)

PART E: INVOLVEMNET OF SOCIAL PARTNERS IN LABOUR MARKET INTEGRATION OF MIGRANTS (500 words)

15. Are social partners involved in any way in the general design of the labour market integration of migrants at national/regional/local level?

If yes, please respond to the following:

- *The way social partners are involved*
- *The institutional arrangement of their involvement*
- *Which social partners are involved? (e.g. trade unions, employers organizations, chambers of commerce, associations etc.)*
- *How you estimate the social partners' involvement in the integration processes of migrants in the labour market?*

16. Please provide concrete examples of social partners' initiatives on the integration of migrants in the labour market and particularly in SMEs.

- *You may discuss about initiatives such as the establishment of Migrant offices or departments run by trade unions and employers' organizations, their scope and duties, on-going awareness raising campaigns, collaborations with non-governmental organizations and state services etc. but the practices they follow when negotiating for the conclusion or renewal of collective agreements.*

Part F: Conclusion – Critical Appraisal (300 words)

17. As a concluding remark and based on your input on the above topics, please critically provide a commentary on the situation of migrants' integration in the labour market and diversity management in your country. What is to be done and what are the most urgent national priorities? What could you suggest to trade unions and employers/employers' organizations?

ANNEX 2: SOCIAL PARTNERS' QUESTIONNAIRE

Erasmus+ project : Educating Social Partners towards Ethnic Diversity in SMEs

Questionnaire for **'Social Partners' Perspectives and Training Needs with Regards to Experiencing and Handling Ethnic Diversity'**

Prefatory statement:

This questionnaire has been developed within the frame of the Erasmus+ project entitled "***Educating Social Partners towards Ethnic Diversity in SMEs***". The research focuses on the perspectives of social partners – trade unionists and business executives – in relation to ethnic diversity, conflict resolution and management in Small and Medium Enterprises (SMEs) and it takes place in five EU member states: Cyprus, Greece, Italy, France and Denmark.

We would like to better understand your perceptions of and opinions about ethnic diversity and inclusion in SMEs. We also look to explore your current practices in managing ethnic diversity in your organizations and record your background profiles and competencies in handling ethnic diversity. Finally, we examine the relevant training you have received on ethnic diversity and diversity management as well as the training that you need in order to do your job more effectively.

The questionnaire is **anonymous** therefore do not write your name on it. There are **no right or wrong** answers therefore feel free to respond to **all of the questions with honesty**.

Thank you for taking the time and energy in completing this questionnaire!

Part A: Perceptions Regarding Ethnic Diversity and Inclusion

Please indicate the extent to which you agree or disagree with each of the following items, on a scale ranging from 1= 'strongly disagree' to 5= 'strongly agree'

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Ethnic diversity is an advantage for enterprises/businesses	1	2	3	4	5
2	Ethnic diverse organizations should acknowledge and celebrate differences	1	2	3	4	5
3	I believe that ethnic diversity enriches organizations	1	2	3	4	5
4	Ethnic diversity management leads to more conscientious employees	1	2	3	4	5
5	Ethnic diverse organizations are unprofitable	1	2	3	4	5
6	Ethnic diversity is an asset for creativity and innovation	1	2	3	4	5
7	Ethnic diversity leads to increased problems and conflict among employees	1	2	3	4	5
8	Inclusiveness creates working environments that encourage recognition of employees abilities	1	2	3	4	5
9	In diverse organizations, managers should have the necessary training on conflict resolution	1	2	3	4	5

Part B: Current Organizational Practices

Please state whether you 'agree' or 'disagree' with the following statements in regards to the current practices of your organization:

- Questions 13-23 to be answered by Business Executives only, Trade Unionists please go to question 10A

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
10	In our enterprise we have developed channels and processes of equal communication for all of our employees no matter the ethnic background	1	2	3	4	5
11	Employees from certain ethnic groups in our organization are clustered to certain jobs and job levels	1	2	3	4	5
12	In our enterprise we are trying to develop common understanding to all of our employees and our partners on cultural and ethnic diversity	1	2	3	4	5
13	Collective agreements cover all ethnic groups	1	2	3	4	5
14	Employees from all ethnic groups have equal opportunities and receive equal access to vocational training	1	2	3	4	5
15	Special events are organized to celebrate ethnic and cultural diversity in our organization	1	2	3	4	5
16	Our organization established procedures to deal with discriminatory complaints	1	2	3	4	5
17	Work-family reconciliation practices for all employees is important for our organization	1	2	3	4	5

Please state whether you ‘agree’ or ‘disagree’ with the following statements in regards to the current practices of the trade union where you work:

- Questions 13A – 23A to be answered by Trade Unionists only, business executive go to question 18

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
10A	The dimension of ethnic diversity is always considered when negotiating for the conclusion and/or renewal of collective agreements	1	2	3	4	5
11A	The trade union where I work has a department dealing with issues of discrimination and ethnic diversity	1	2	3	4	5
12A	The trade union where I work closely collaborates with the civil society and NGOs to confront issues of ethnic and cultural diversity at work and society	1	2	3	4	5
13A	The majority of trade unionists in my organization are men from the dominant ethnic group of my country	1	2	3	4	5
14A	The trade union where I work takes action regularly to raise awareness among employers on diversity management	1	2	3	4	5
15A	Special events are organized to celebrate ethnic and cultural diversity in our organization	1	2	3	4	5
16A	The trade union where I work organizes workshops for trade unionists on ethnic and cultural diversity	1	2	3	4	5
17A	The trade union where I work advocates systematically at national level for the development of action plans	1	2	3	4	5

	on ethnic and cultural diversity					
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Part C: Skills and Knowledge of Social Partners in Handling Ethnic Diversity and Conflict Resolution

How would you evaluate your personal competencies in relation to ethnic diversity, inclusion and conflict resolution in the following scale:

		Not applicable (not required to apply this competency)	Fundamental Awareness (basic knowledge)	Novice (limited experience)	Intermediate (practical application)	Advanced (applied theory)	Expert (recognized authority)
18	Ability to discuss cultural differences openly and to respond to biases effectively	1	2	3	4	5	6
19	Ability to address issues of equality, discrimination and biases to prevent and reduce oppression and harassment	1	2	3	4	5	6
20	Ability to develop an understanding of the migrant experience	1	2	3	4	5	6
21	Ability to understand the impact of discrimination on employees and the organization	1	2	3	4	5	6
22	Ability to recognize the	1	2	3	4	5	6

	stressors contributing to conflict in the workplace						
		Not applicable (not required to apply this competency)	Fundamental Awareness (basic knowledge)	Novice (limited experience)	Intermediate (practical application)	Advanced (applied theory)	Expert (recognized authority)
23	Ability to handle conflict among employees and/or supervisors from different backgrounds	1	2	3	4	5	6
24	Knowledge of the national framework on equal treatment	1	2	3	4	5	6
25	Ability to negotiate on issues of ethnic diversity in collective agreements	1	2	3	4	5	6

Part D: Training Experience and Needs of Social Partners

Please indicate whether you 'agree' or 'disagree' with the following statements on your training experience:

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
26	My organization provides financial assistance to support my continued education on equal treatment	1	2	3	4	5
27	My organization provided me the opportunity to be	1	2	3	4	5

	trained on diversity management					
28	The quality of training received on equal treatment allows me to adequately perform my duties	1	2	3	4	5
29	Through the training I received, I'm able to handle conflict at work	1	2	3	4	5
30	I'm able to identify potential opportunities for conflict resolution	1	2	3	4	5
31	I'm able to take steps to prevent conflict	1	2	3	4	5

32. What areas listed below do you feel that you need additional training:

(this is a multiple answer question, select your top 3 areas)

Conflict resolution	1
Cultural and ethnic diversity at the workplace	2
Recruitment and dismissal processes	3
Workplace ethics	4
Legal framework on equal treatment at work	5
Workplace violence and harassment	6
Equality, inequalities and discrimination	7
Gender issues and gender equality	8
Diversity Management	9
The migrant experience at work and society	10
Development of diversity action plans	11
Religion practices and the workplace	12
Food, Culture and Identity at the workplace	13

33. Which two (2) of the following would influence you to register for a training course?

The objectives of the training course	1
The duration/length of the training course	2
The facilitator(s)	3
Certification offered by the training course	4

Location	5
Other: please specify	6

Part F: Demographics

34. Age: _____

35. Gender:

Male	1
Female	2
Other	3

36. On what basis are you employed:

Full time	1
Part time	2
Other, please specify:	3

37. Which sector do you work in?

Sales/marketing/retail	1
Manufacturing	2
Hotel industry/accommodation/food services	3
Construction	4
Trade unionism	5
Agricultural, forestry and fishing	6
Transportation	7
Information and communication	8
Health	9
Education	10
Non-governmental organization (NGO)/civil society	11
Other, please specify:	12

38. How long have you work for your organization?

Less than 1 year	1
1 -2 years	2
3 – 5 years	3
6 – 10 years	4
More than 11 years	5

39. What is your supervisory status?

Non-supervisor	1
Team leader (day-to-day guidance to employees)	2
Supervisor (supervising employees' performance)	3
Manager (supervising one or more supervisors)	4
Executive (member of executive committee)	5
Other, please specify:	6

40. What is the highest grade or level of schooling you have completed?

High school graduate	1
2 year college diploma	2
BSc/Ba degree or equivalent	3
Master's degree	4
Doctorate degree	5
Post-doctorate	6
Other, please specify:	7

End of Questionnaire

Thank you!

ANNEX 3: FOCUS GROUP INTERVIEW GUIDE

Focus Groups - Interview guide

Prefatory statement:

This focus group takes place with the frame of the Erasmus+ project entitled "***Educating Social Partners towards Ethnic Diversity in SMEs***". The research focuses on the perspectives of social partners – trade unionists and business executives – in relation to ethnic diversity, conflict resolution and management in Small and Medium Enterprises (SMEs) and it takes place in five EU member states: Cyprus, Greece, Italy, France and Denmark.

We would like to better understand your perceptions of and opinions about ethnic diversity and inclusion in SMEs. We also look to explore your current practices in managing ethnic diversity in your organizations and record your background profiles and competencies in handling ethnic diversity. Finally, we examine the relevant training you have received on ethnic diversity and diversity management as well as the training that you need in order to do your job more effectively.

Warm-up question

1. Ask participants to present themselves to the group and their relation, if any, to ethnic diversity and inclusion.

Core Questions:

Thematic Unit I: Perceptions of Ethnic Diversity and Inclusion

2. How do you conceptualize ethnic diversity and inclusion?
3. Ethnic diversity is assumed by many people as an asset for creativity and innovation. How do you feel about this assumption?
4. What do you see as the most challenging aspects of an increasingly ethnic diverse workplace?
5. Describe a situation in which you encountered a conflict with a colleague/employee from a different ethnic background than yours. How did you handle the situation?

Thematic Unit II: Organizational Practices

6. Please describe the current practices that your enterprise/organization/trade union applies to address ethnic diversity at the workplace.

7. What is the established procedures of your organization in dealing with discriminatory complains?
8. What special events are organized by your organization/enterprise/trade union to celebrate ethnic and cultural diversity?

Thematic Unit III: Skills and Knowledge of Social Partners in Handling Ethnic Diversity and Conflict Resolution

9. How would you evaluate your competency to address issues of equality and discrimination at the workplace?
10. Do you feel that you have the skills to recognize the stressors contributing to conflict in the workplace?
11. Please describe a situation in which you utilized your multicultural skills to solve a problem.

Thematic Unit IV: Training Experience and Needs of Social Partners

12. Have you ever followed any courses on equal treatment and/or diversity management? Please describe.
13. What is your organization's approach on continued education on equal treatment? What kind of support your organization provides on your continued education on equal treatment?
14. What are some specific things you are planning to do in the future to further your development on equal treatment/conflict resolution/diversity management?
15. Do you seek for opportunities to improve your competencies on equal treatment/conflict resolution/diversity management?
16. In which areas do you feel that you need further training?

ANNEX 4: CYPRUS – CAR REPORT

Part A: Introduction (300 words)

1. Please provide a brief history of migration in your country.

- *Focus on the major inflows of immigrants account for the significant increase in ethnic diversity in your country. Discuss issues such labour shortages, family reunifications, expatriate returns etc. Possible debates of the consequences of the increase of ethnic diversity in schools, safety, communities, the workplace etc.*
- *Historical review of migrants in SMEs in your country if could be reached*

Up until the 1970s, Cyprus was a country of emigration, with large migrant communities in Britain, Greece, Australia and the U.S.A., while after 1974 Cypriots also emigrated in large numbers in search of temporary employment to Arab, Europe and beyond. As from 2012, emigration from Cyprus increased again.

Migration to Cyprus began in the early 1990s in order to meet acute labour shortages in low-skilled or unskilled jobs and in sectors such as agriculture and animal farming, the construction and hotel industries and the services sector, including private household activities. As clearly indicated by the following data³, from its advent and up until 2011, migration grew continuously. Thus, in 2001, migrants numbered some 65,000 or 9.4% of the population (44.3%, 55.7% women), while in 2011 this number rose to just over 173,000 or 20.3% of the population, with similar gender distribution. In the years up to 2015, with emigration by Cypriots on the rise, net immigration decreased slightly to 172,800, or 20.4% of the population, 13% of whom EU citizens and 7.4% third-country nationals (TCN). Women's share in migration, at 57%, was the highest in the Europe-28. The migrant population in Cyprus consists of EU citizens, mainly from Greece⁴, Britain⁵, Bulgaria, Romania, TCN mainly from the Philippines, Sri Lanka, India, Vietnam, Syria and Russia⁶, refugees under various forms of international protection, asylum seekers, victims of trafficking, TCN who are members of families of Cypriot or other EU citizens, and undocumented migrants.

2. Briefly discuss the ‘migration model’ of your country, its limitations and challenges in general and for SMEs in particular, and the need for improvements.

³ Cyprus Statistical Service (CYSTAT), *Census of Population 2001, Vol. IV Migration*, available at [http://www.cystat.gov.cy/mof/cystat/statistics.nsf/All/B7493AFE7CC36B25C2256D48002F312B/\\$file/POPULATION_N_CENSUS_2001_VOL4.pdf?OpenElement](http://www.cystat.gov.cy/mof/cystat/statistics.nsf/All/B7493AFE7CC36B25C2256D48002F312B/$file/POPULATION_N_CENSUS_2001_VOL4.pdf?OpenElement); CYSTAT, *Census of Population 2011*, <http://www.cystat.gov.cy/mof/cystat/statistics.nsf/All/7F87DE22DC20EC36C2257D63002FA0B8?OpenDocument&sub=2&sel=1&e=&print> ; Eurostat, *Foreign-born population by country of birth, 1 January 2016*, available at [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Foreign-born_population_by_country_of_birth,_1_January_2016_\(%C2%B9\).png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Foreign-born_population_by_country_of_birth,_1_January_2016_(%C2%B9).png)

⁴ Also classified as ‘coming’ from Greece are Pontians, or Pontic Greeks, because, although originating from *Pontus* (by the Black Sea in the Caucasus region), they are of Greek descent, and came to Cyprus in large numbers at the beginning of the 1990s.

⁵ In their overwhelming majority, British people in Cyprus are retirees with previous ties with the country, such as ex-service men and their wives.

⁶ Following the collapse of the USSR and its satellite states, many Russians migrated to Cyprus employed mostly by Russian offshore companies.

- The purpose here is not to specify a gravity migration model in the EU or among the participant countries. The question rather intents to scrutinize the different ways that migrant populations receive resident and work permits in each country, the processes towards securing work permits, the permanence or/and impermanence of their work contracts and most importantly the anthropocentric treatment or the lack of a human-rights approach of migrant workers by the structures of our societies.

The migration model in place in Cyprus, its major parameters, structures and administrative practices were instituted in agreement with the social partners. Even though a number of corrective policies and measures have been effected since its inception, mainly to comply with EU directives and meet other European and international obligations, the basic philosophy and tenets of this migration system still obtain: A system based on the concept of temporary “import of foreign labour” (as of machines), which prescribes strict labour control, a short-term residence (currently of six⁷ years) and employment framework that obliges migrants to sign contracts with highly discriminatory terms and conditions of work, including pay, prior to coming to Cyprus, with a specific employer, for a specific job and in a specific economic sector. The employment contracts are issued by the Ministry of Labour, Welfare and Social Insurance for all migrants except those for domestic workers, issue by the Ministry of Interior.

In this framework, the system leads to the total dependence of migrant workers on their employers, who have the power to arbitrarily terminate their migrant employees’ employment at any time and therefore their work and residence permits, and to actually deport them. A large part of the migration process (recruitment and facilitation of employment) is allocated by the state to private employment agencies, a direct consequence of which is the extremely high cost of migration to Cyprus (between €1,000 and €10,000), the brunt of which is borne by migrants and, to a much lesser extent, by employers. Largely because of debt bondage, migrants are unwilling or unable to return to their home countries when their employment and residence permits expire, thereby becoming undocumented and subject to extreme exploitation, including labour and/or sexual trafficking.

Part B: Institutional Framework (600 words)

3. **How the EU directives and policies on immigration and employment equality have been implemented in your country?** Please focus on but not limit to the most important EU directives such as (1) the EU Racial Equality Directive 2000/43/EK⁸ and (2) the Employment Equality Directive 2000/78/EK⁹.
 - *Discuss the transposition of the Directives in the national law.*
 - *The limitations of the national framework – Please discuss any possible debate in your country for the restriction of the Employment Equality Directive to certain grounds of discrimination excluding the ground of ethnicity.*
 - *Who and who not receives protection?*

⁷This does not apply universally. For example, migrant domestic workers may be allowed to stay longer if their employers are aged (75+); seriously ill; single-parent working families; families with children under 12 with both parents at work and with a minimum income of at least €52.000 - if only one parent works, they must have a minimum income of at least €86.000; or, single working persons with an income of at least €52.000.

⁸Prohibiting discrimination on the basis of race or ethnicity in the context of employment but also in the accessing the welfare system and social security, goods and services.

⁹Prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment

- *What is the scope of the national non-discrimination directives? (E.g. Access to employment, access to vocational guidance and training, conditions of employment, equal pay.. etc?)*
- *The challenges it conveys for migrant populations*

Despite the ratification of almost all international instruments, most notably the International Convention on the Elimination of all Forms of Racial Discrimination, it was only in January 2004, prior to its accession to the European Union, that Cyprus enacted specific legislation¹⁰ on antidiscrimination and racism in order to transpose the EU antidiscrimination Directives and the Council Framework Decision 2008/913/JHA on combating certain forms and expressions of racism and xenophobia by means of criminal law. In addition, in 2011, a new law¹¹ was enacted in order to transpose Council Framework Decision 2008/913/JHA on combating certain forms and expressions of racism and xenophobia by means of criminal law.

These laws comply, to a large extent, with the EU Directives, as they criminalise racially discriminatory behaviour, both in the context of occupation and employment and the areas covered by the Race Directive 2000/43/EC, and they provide for the right of victims of discrimination to seek compensation and safeguards against victimization in case of reporting discrimination as well as for positive action measures, which have never been used up to now¹². Even though these laws include provisions and tools for combating racial discrimination, their implementation in Cyprus is still seriously lacking.

Further, in view of the migration system, the highly restrictive and discriminatory structural setup and administrative practices, TC migrant workers are by default discriminated against as they are in law and in practice excluded from the Employment Equality Directive. The basic labour right to change jobs or employers is restricted to very exceptional circumstances and then only at the administration's absolute discretion. They are also excluded from other basic labour rights such as unemployment benefit and pension, even when they fulfil the time requirement of the Social Insurance Fund¹³. Cyprus governments have repeatedly failed to conclude bilateral agreements with any of the countries of origin of migrants to facilitate transfer of their pension rights when they return home. The following policy statement of the Labour Department encapsulates the essence of the migration system, while at the same time it blatantly attempts to refute the discriminatory regime of employment and residence of TC migrants. "*The signing of Bilateral Agreements as regards employment does not constitute part of the main policy of the Cyprus Government. In fact, there is a special system functioning in Cyprus, which makes possible the employment of labour from any country of the world though priority is given to EU citizens. This system safeguards the protection of the foreigner's working in Cyprus, and guarantees conditions of equal treatment according to Cyprus international obligations.*"¹⁴

In addition, right from the beginning of migration, the employment market has been segmented and segregated both horizontally and vertically. Although TCN are permitted to work in many sectors, they

¹⁰ This legislation comprises the following four laws: Law on Equal Treatment in Employment and Occupation of 2004 (Law 58(I)/2004); Law on Equal Treatment (Racial or Ethnic Origin) (Law 59(I)/2004); Law on Combating of Racial and Some Other Forms of Discrimination (Ombudsperson) (Law 42(I)/2004); and Law (Amendment) Concerning Persons with Disabilities (Law 57(I)/2004)

¹¹ Law on Combating Certain forms and expressions of Racism and xenophobia by means of the criminal law of 2011 (Law 134(I)/2011)

¹² The only area the state has ever used positive action measures up to now is in relation to discrimination on grounds of disability.

¹³ For example, many migrant domestic workers who have resided in Cyprus for 10 or 15+ years.

¹⁴ Labour Department, Ministry of Labour, Welfare and Social Insurance,
http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlbilateral_en/dmlbilateral_en?OpenDocument

can do so only as unskilled labourers. Currently, as a result of the economic crisis and the further tightening of the restrictive migration policies, they are in effect confined to private household activities and agriculture, animal farming, fishing and forestry. According to the Labour Force Survey 2015¹⁵, out of a total of 18.050 people employed in household activities (domestic work), 17.357 or 96.12% were TC migrants, in their overwhelming majority (96%-97%) women, while in the agricultural/ animal farming, forestry and fishing sector, the percentage of TC migrants was 14.61%. In the construction industry, which is one of the hardest hit by the economic crisis and used to employ many TCN, their percentage has now fallen to below 6%.

4. Which aspects of the labour market promote the inclusion of migrant workers and their protection against discrimination?

- *Discuss the role of collective agreements at national or sectoral level that promote the inclusion of migrants or fail to do so*
- *Mention the sectors of the labour market that are not covered by collective agreements and the labour conditions and benefits for migrants are regulated by the law or job contracts (maybe domestic work is an example as in the case of Cyprus)*
- *Discuss also welfare policies supporting the protection of migrant workers and families*

It must be stated from the outset that collective agreements in Cyprus very are by and large very limited in relation to combating and/or promoting anti-discrimination at work, on any ground¹⁶.

On the contrary, most collective agreements contain in verbatim many discriminatory provisions of the employment contract for migrants, such as for example that the employer "*Shall deduct from the Employee's monthly salary the trade union's subscription as provided by the relevant Collective Agreement. The Employer shall distribute the amount of the subscriptions deducted equally between the trade unions.*"¹⁷ In other words, TC migrants are not even asked which trade union they prefer to belong to or whether they want to belong to any union at all. An exception of this general trend is found in the collective agreement in the Old People's Homes sector, which states that "*for non-Cypriot employees, there shall be deducted 1% and paid to the Trade Union of his/her choice. If he/she does not indicate his/her choice, the amount will be paid pro rata to the Trade Unions signing this agreement.*"

¹⁵ Cyprus Statistical Service (CYSTAT), *Labour Force Survey 2015*, 08/07/2016. Available at http://www.mof.gov.cy/mof/cystat/statistics.nsf/labour_31main_en/labour_31main_en?OpenForm&sub=1&sel=2

¹⁶ See for example, Yannakourou, M. and Soumeli, E., *The evolving structure of collective bargaining in Europe 1990-2014, National Report – Greece and Cyprus*, available at http://adapt.it/adapt-indice-a-z/wp-content/uploads/2014/08/matina_yannakourou.pdf; Papadopoulou, A., *Gender Equality and Collective Agreements* (in Greek), June 2018, available at <http://c-adm.eige.europa.eu/gender-mainstreaming/resources/cyprus/i-isotita-gynaikon-andron-stis-syllogikes-symvaseis-ergasias>; Papadopoulou, A. and Soumeli, E., *Gender equality lacking in collective agreements*, Eurofound, available at <https://www.eurofound.europa.eu/ga/observatories/eurwork/articles/gender-equality-lacking-in-collective-agreements>

¹⁷ Department of Labour Relations, *Collective Agreements – Electronic Registry*, available at http://www.mlsi.gov.cy/mlsi/dlr/dlr.nsf/page11_gr/page11_gr?OpenDocument; *Employment contracts*, available at http://www.cyprus.gov.cy/portal/portal.nsf/gwp.getGroup?OpenForm&access=0&SectionId=citizen&CategoryId=E_ρυασία%20και%20Απασχόληση&SelectionId=%Sigmaβάσεις%20και%20σ

Another notable exception, notwithstanding its somewhat limited scope, is the following anti-discrimination clause in the collective agreement in the construction industry: “*Trade union action, religion, race and political beliefs shall not constitute grounds for dismissal and shall not justify discrimination against employees.*”

Third-country migrant workers are included in collective agreements and are, therefore, supposed to enjoy the same rights as Cypriots and other EU citizens. Nevertheless, they are subject to discriminatory terms and conditions of work that are prescribed and regulated by the migration system and policies as well as the employment contract. Examples of these are: Limited period of employment, termination of employment for reasons not applied to Cypriots and other EU citizens and, consequently, termination of their residence and employment permits and deportation. Among others they have their employment terminated if “*found guilty by any court for consumption of alcoholic drinks [...] or gambling, [...] or absent from work for more than one month due to illness, not attributed to accident*”.¹⁸

The position of two categories of migrants, domestic workers and those working in agriculture and animal farming, who currently make up the majority of TC migrants, is far worse, as attested to by the different employment contracts.¹⁹ To begin with, both categories have fixed salaries which are far below the minimum wage²⁰ (€309 net/€460 gross and €374 net/€455 for domestic workers and farm labourers, respectively). It is noted that domestic workers’ salary was the first to be cut, in June 2013, after the bailout and the imposition of salary cuts across the whole economy. They are also discriminated against in terms of the number of public holidays they are entitled to: 9 and 10 days for domestic workers and farm workers, respectively, compared to 15-16 days for employees in all other sectors. Domestic workers are also discriminated against as they are not entitled to any overtime, irrespective of the much longer hours most of them are made to work than the 42 hours provided in their contract, nor are they entitled to 13th salary, which is a widespread labour right in Cyprus. It is also important that they are barred from joining trade unions as, according to their contract, “[the employee] Shall not engage, contribute or in any way, directly or indirectly take part in any political action or activity during the course of his²¹ stay in Cyprus”. Over and above, it must be pointed out that domestic workers are also subject to multiple discrimination on the ground of gender and in addition to migration status, ethnicity, race, religion or any form of diversity. As women, working and living in the confines of the private homes of their employers, which are exempted from labour inspection and protection, vulnerable to the whims and absolute control of the employer, many of them are subjected to extreme violations of their labour and human rights, including threats and withholding of their passports and other personal documents, psychological and physical violence, including sexual harassment and rape.

¹⁸ General Contract of Employment, available at

<http://www.cyprus.gov.cy/portal/portal.nsf/gwp.getGroup?OpenForm&access=0&SectionId=citizen&CategoryId=Εργασία%20και%20Απασχόληση&SelectionId=%E9%9A%90%20και%20σ>

¹⁹ Contract of Employment [for domestic workers]; Sector of Agriculture and Animal Farming – Contract of Employment. Available at

<http://www.cyprus.gov.cy/portal/portal.nsf/gwp.getGroup?OpenForm&access=0&SectionId=citizen&CategoryId=Εργασία%20και%20Απασχόληση&SelectionId=%E9%9A%90%20και%20σ>

²⁰ The minimum monthly wage, regulated by decree of the Council of Ministers and currently set at €870, is meant for especially vulnerable unskilled or semi-skilled workers. Unsurprisingly, migrant domestic workers and farm labourers are not included in the occupations covered by the minimum wage.

²¹ As yet another form of discrimination is the sexist language of the contract, treating the male as the universal, with all pronouns used in the male form, while the overwhelming majority of domestic workers are women.

TCN migrants are exempted from access to the public health care system and welfare benefits. For medical care, they are obliged to take on medical insurance through private insurance companies, which in the majority of cases is inadequate and does not cover serious illnesses and costly treatments. The Pap test, for example, is provided free of charge to all women in Cyprus except TCN migrant women. The insurance premium is paid equally by the employer and the employee.

EU migrants, refugees and asylum seekers are supposed to have free access to the public health care system. However, the present government has amended the laws providing access to health care²², thereby limiting these groups' access. As refugees are very often unemployed, these policies have had a direct negative impact on their right to free health care. In addition, in this area too, there are many problems of discriminatory and humiliating treatment by medical and paramedical staff.

5. Please provide a policy (or two) on migrants' inclusion to the labour market that is considered as a 'good practice' or is an innovative practice and could be transferred to other European locations.

- *It would be great if you can identify a policy that is directed on migrants' inclusion in SMEs.*
- *In the case that it is difficult to identify a national good practice, then you may provide negative examples from your country on 'how not to do things'.*

We could not identify any good or innovative policies on the integration of migrants in the labour market in Cyprus. However, the project "Social Rights for Asylum Seekers – Social Rights for All", implemented under the framework of the Community Initiative EQUAL and co-funded by the European Social Fund and the RoC²³, constitutes in our opinion both a good and innovative practice that can be transferred to other EU countries.

The major aim of the project was the development and pilot implementation of actions, through which the partners joined forces, know-how and experiences in order to apply an integrated approach in tackling the problems faced by asylum seekers and promote their social and employment integration. The project focused on orientation, language and vocational training with work placements and the development and operation of a "Mediation and Support Mechanism for the employment of Asylum Seekers". Other actions included research on the "Social characteristics and social integration of asylum seekers in Cyprus", information and awareness-raising campaigns with leaflets, seminars and other activities.

Thus, 50 asylum seekers received language learning, orientation to Cyprus and the European Union, and vocational training in technical and office occupations, after which they were placed in companies for practical training but also with the prospect of employment after the completion of the project. The Mediation and Support Mechanism included theoretical training and on-the-job training of nine asylum seekers, four of whom were employed at KISA's Migrant and Refugee Centre on a part-time bases for 4 months, and five volunteers as counsellors-mediators. The nine mediators represented a wide range of

²² Ministry of Health, *Revision of Healthcare Scheme in Public Hospitals from 1/8/2013*. Available at http://www.moh.gov.cy/moh/moh.nsf/page93_en/page93_en?openDocument

²³ The project was implemented by the Development Partnership "Equality and Solidarity for Asylum Seekers – Guarantee for Employment and Freedom", comprising Intercollege (Project Coordinator), G & D Social Lab, KISA – Action for Equality, Support, Antiracism, the Pancyprian Federation of Labour (PEO), the Employers' and Industrialists' Federation (OEB) and the Ministry of the Interior. More information available at <https://kisa.org.cy/8740-2/>

cultural and ethnic backgrounds (Bangladesh, Cameroon, Congo, Ghana, Iran, Nepal, Palestine and Sri Lanka).

In addition to the conditions outlined above in relation to the position of migrants in Cyprus, the following cases and/or situations of discriminatory and other negative practices posit some critical issues migrants are faced with in their inclusion in the labour market.

The recognition of academic qualifications obtained in Cyprus or abroad is assigned to KYSATS²⁴, while the recognition of professional qualifications, such as of doctors, lawyers, accountants and others, is the responsibility of competent professional bodies.

In theory, migrants, of whatever category, especially those with academic and/or professional qualifications, may apply to the above bodies for recognition of these qualifications. But very few migrants ever do so. For the majority of TC migrants, recognition of their qualifications does not affect them in the least as they are tied to their employers and jobs, irrespective of qualifications and skills. The position of asylum seekers, many of whom hold high-level academic and professional qualifications, is even worse, in the sense that they do not choose to work in unskilled jobs. Other groups, such as refugees, do not apply either, mostly because they are not aware of these bodies but also because of the realities they face in Cyprus. There have been many cases of refugees, whose academic and professional qualifications were totally disregarded because employers wanted to use them as cheap labour and placed them at the lowest entry point of their profession. For example, an Iranian refugee woman was employed as assistant nurse even though she had taught nursing at the University of Tehran. Other TC migrants, who work in offshore companies, also have their qualifications disregarded, mainly again because the system allows employers, be it Cypriot or foreign, to exploit them.

As the following complaint²⁵ to the Office of the Ombudsperson shows, even EU migrants face discrimination in having their qualifications recognised. In 2011, Mr CF, a Greek migrant in Cyprus, had his application for recognition of his medical qualifications, which is pre-requirement of enrolment in the Medical Register of Cyprus, turned down by the Medical Council because he did not fulfil one of the requirements. In June 2015, he applied again and provided a certificate from the Greek authorities that he met the said requirement. As the Medical Council did not respond to the application, in November 2015 Mr CF submitted a complaint to the Office of the Ombudsperson for undue delay in the examination of his application. In its report, the Office found that the Medical Council's failure to respond to the application violates all relevant EU and national legislation regarding the right of EU citizens to free movement and work without discrimination on the ground, among others, of ethnic origin.

Part C: Diversity Policy and Practice in Companies (400 words)

²⁴ KYSATS (Council of Recognition of Higher Qualifications), established in 1996, is an independent body funded and administratively supported by the Ministry of Education and Culture. More information is available at <http://www.highereducation.ac.cy/en/kysats.html> and <http://www.kysats.ac.cy/>

²⁵ Commissioner for Administration and Human Rights, *Report on violation by the Medical Council of the provisions of the European and national legislation on the right of European citizens to practice medicine in Cyprus, File no. A.K.I. 49/2015, 14/09/2016*, (in Greek). The complaint was submitted to the Equality Body, which is under the Office of the Ombudsperson. Available at http://www.ombudsman.gov.cy/ombudsman/ombudsman.nsf/index_new/index_new?OpenForm

6. In 2010, the European Commission, in promoting diversity management in companies across Europe, has launched the **European Platform of Diversity Charters** and published the “**Practical Guide to launch and implement a Diversity Charter**” (2015). It encourages companies in Europe to sign a Diversity Charter on a voluntary basis combating discrimination and promoting diversity in companies. Diversity Charters are adapted on the needs and priorities of each country and are culturally specific.

- *What has been done so far in your country in regards to the implementation of Diversity Charters?*
- *What are the particular national characteristics of Diversity Charters in your country?*
- *How SMEs viewed the institution of Diversity Charters and what is their participation in signing Diversity Charters?*
- *Apart from Diversity Charters, are there any other initiatives in your country that promotes diversity management in companies and particularly in SMEs? Mention any agreements at sectoral and company level promoting diversity management*
- *What is the role of employers' organizations and trade unions in diversity management in your country?*

According to the Report on the latest meeting of the European Platform of Diversity Chapters, held on 9-10 February 2017²⁶, there was no interest among Cypriot companies and organisations which had been identified and could potentially join the Platform. This lack of interest in adopting and promoting diversity management is in line with the prevailing perception and exclusion of migrants as shaped by the migration system, policies, structural set up and administrative practices, as well as lack of both the political will and the necessary measures to combat discrimination and racism, accentuated further by the economic crisis and accompanied by heightened levels of nationalism and the rise of far right and fascist movements.

7. Please identify and briefly describe the funding opportunities at national level (if applicable, at regional and local level) for employers (and/or employers' organizations) and trade unions in relation to diversity management.

Training and development of the country's human resources is regulated and overseen by the Human Resource Development Authority of Cyprus (HRDA)²⁷. On the basis of their statutory contributions to the Human Resource Development Fund, currently 0.5% of their payroll, all employers/companies in the private sector and semi-government organisations are entitled to subsidies for their employees' training. This setup has resulted in the development of a plethora of training providers offering a wide range of areas and topics. Among these providers are trade unions and employers' organisations, which have developed training departments or sections, aimed mainly at their members. Training abroad is also subsidised by the HRDA, when a particular training need cannot be met in Cyprus. Thus, in theory at least, training is made accessible to all working people, their employers and trade unions.

²⁶ Available at http://fundaciondiversidad.org/wp-content/uploads/2017/03/Reporte_09_10_febrero_ChartersEuropeos_2017.pdf

²⁷ The HRDA is a semi-government organisation, established in 1979 under the name of Industrial Training Authority of Cyprus, which changed to its present name in 1999. The current rate paid to the Human Resource Development Fund is 0.5% of the payroll. It is noted that as an employer, the government is exempted from this obligation. More information about the HRDA, its mission, objectives and activities, including the training programmes approved for subsidisation, is available at <http://www.hrdauth.org.cy/>.

8. Are there any available training programmes, assisted or not by public funds, on diversity management for employers and trade union representatives?

- *Please try to response to the following topics in relation to the training programmes: who is the provider of such programmes, the frequency of the available programmes, the available budget of the provider, the way that the programmes are implemented (e.g. provided by the responsible agency or contracted to private agents), the eligibility criteria for participants and the rates of participation of the last couple of years.*

Up until very recently, there were not any training programmes specifically on diversity management for either employers or trade unions. In fact, the very concept of diversity management and its benefits were hardly addressed or debated until recently. Even when it was mentioned, it was only in the framework of a handful of EU-funded projects²⁸. A more holistic approach to diversity management was adopted by the project “Action Against Discrimination: Capacity building and Awareness Raising Activities”, which also included the conference “Non-Discrimination Mainstreaming and Diversity Management: From Theory to Practice”, co-funded under the EU PROGRESS Programme²⁹.

In recent years, some universities and other academic institutions have included diversity management in their business administration, management or other courses. It is noted that many training programmes, workshops, conferences and other events also address anti-discrimination and inclusion.

Part D: Integration of Migrants: Access to Employment and Services to the labour market (400 words)

9. Please briefly discuss whether each group of migrants are eligible to join the following services available by the Public Employment Services (PES), other State Services or the private sector supported by public funds in your country.

- **Are any of the following services specifically addressed to migrants designed to ease their integration in the labour market? Please discuss.**

Note: You may discuss topics about the duration, the content and the levels (if applicable) of services.

Services	EU citizens	Third country nationals	Refugees	Asylum Seekers

²⁸ One such project was entitled “Anti-discrimination and diversity training”, commissioned by the European Commission under the framework of the European Community Action Programme to combat discrimination (2001-2006). The National Activity Report for Cyprus is available at

http://ec.europa.eu/justice/discrimination/files/antidiscrimination_training_finalreport_en.pdf

²⁹ The project was implemented by INEK-PEO and KISA, in association with the Office of the Ombudsperson and the Cyprus Academy of Public Administration. More information about the project is available at

<https://kisa.org.cy/12th-february-2015-national-conference-non-discrimination-mainstreaming-and-diversity-management-from-theory-to-practice/>

Vocational training/job related training	Please see text below.		
Language courses	Please see text below.		
Guidance/counselling	Other than the Career Service of the Ministry of Education and Culture, which provides rudimentary services to school pupils, there are no guidance/ counselling services for any of the above groups.		
Orientation courses	Orientation courses of a general nature and not specifically addressing employment and the labour market, may be provided at times through EU or other-funded projects.		
Public work			
Job placement – EU citizens	As EU citizens have equal rights in employment as Cypriots, they have full access to the Public Employment Service. However, they also face discrimination at work. In the past, there have been cases of trafficking for labour exploitation, especially of Bulgarian and Romanian workers. There have also been calls and public statements for limiting EU migrants' free access to the employment market and their rights to unemployment and other benefits. One such call was at a press conference of the Institute of Demographic and Immigration Policy, held with the participation of the Ministry of Labour, Welfare and Social Insurance, to present the findings of a "study" on " <i>Unemployment and employment of third-country nationals and EU citizens in the Republic of Cyprus</i> " ³⁰ , which asserted that " <i>it is unthinkable to continue to employ third-country and EU migrants or "foreign labour"</i> ".		
Refugees	Refugees and persons under subsidiary protection are by law ³¹ supposed to have equal rights in employment as Cypriots, with no restrictions as to sectors or occupations. In practice, public employment services refer them to jobs only in animal farming and agriculture, domestic work and cleaning services. They are also treated with discrimination, suspicion or outright rejection by both public servants at the employment services as well as by employers, in view of their perceived ethnic and religious differences. As a result, a large number of refugees and recognised trafficking victims are currently unemployed.		

³⁰ It was impossible to access any information about either the Institute or the study in question online, so all information reported here derives from media reports. Available at <http://www.philenews.com/el-gr/koinonia-eidiseis/160/172740/etoimo-to-institouto-dimografikis-kai-metanasteftikis-politikis#sthash.tW1nfcD7.dpuf>

It appears that the objectives of the Institute, which was set up in November 2013, include the following: "Monitoring, recording and denouncement of the colonization of Cyprus by Turkey that has changed our country's demographic composition", and "Monitoring and recording of demographic developments and migration flows to Cyprus". Despite the apparent lack of a sound scientific basis of the study, the selective use of statistical data and the manipulative exploitation of people's vulnerability and insecurity, the findings of the study were widely reported by the media, the majority of which reported the results unquestionably and uncritically.

³¹ Refugee Law - Consolidated text (in Greek). Available at: http://www.cylaw.org/nomoi/indexes/2000_1_6.html

Other (please specify)				
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Vocational training/job related training

There are no legal or other provisions, in law or the employment contract, which prevent **TC migrants'** and **asylum seekers'** access to education and training. In reality, however, they are excluded from most training and education opportunities because of the nature, confines and restrictions of their contracts and their position on the occupational scale, as well as because of the attitude of their employers. Few, if any, employers even think of facilitating their TC migrant or asylum seeking employees' participation in such activities. An additional barrier is their lack of knowledge of Greek, as most training courses are conducted in this language. **Refugees and EU migrants** may be in a better position to access training and education opportunities but again there are obstacles, including employers' discrimination and language barriers that hamper their participation in training and education.

Language courses

Up to 2015, language classes in either Greek and/or English³² addressed especially to migrants were conducted by local authorities, language schools or other relevant stakeholders. As from 2016, in the government's list of awarded integration projects³³, Greek language courses were exclusively assigned to one project of a private college. This project offers classes at beginner and intermediate level, 75 hours long each, at six different locations in all major cities, and it is addressed to all migrants, including refugees and asylum seekers. The major drawback of the current and previous language courses is that they are short-lived and lack synergy and coordination and they are meant to meet general needs of communication rather than as an important tool for labour market integration.

The Ministry of Education and Culture also provides language courses in Greek through its Adult Education Centres, the courses of which run from October to May, with two weekly sessions of 90' each. Although these courses do provide the required continuity as they are repeated annually, they present different problems for migrants. The fact that they are conducted during the week and in the early hours of the evening means that either most migrants (domestic workers) are still at work or, if they are not, they cannot attend because public transport is not available.

10. **Are any of the above services addressed specifically to migrants working in SMEs?** If yes, please provide some details on the provided services.
11. **What is the added value of the involvement of non-state providers in the provision of the above services?**

³² As many migrants have already some knowledge of English before they migrate and in view of the difficulties they encounter in learning Greek while in the country, English, which is widely used in Cyprus, is the main language of communication between migrants and Cypriots.

³³ European Funds Unit, Ministry of Interior, *Final Beneficiaries List*. Available at http://www.moi.gov.cy/MOI/eufunds2015.nsf/page13_en/page13_en?OpenDocument

12. What are the main problems that service providers (e.g. PES, other State Services, and private agents) confront? (e.g. lack of expertise, limited resources, understaffing, limited capacities, budget constraints)

13. What is the percentage of migrant-owned SMEs in your country? What kind of businesses migrants run? What kind of restrictions they confront? Please discuss.

There are two types of migrant-owned SMSs in Cyprus: One type is the straight forward one, that is companies registered through the formal channels of the Department of Registrar of Companies and Official Receiver³⁴, which is part of the Ministry of Energy, Commerce, Industry and Tourism. These companies can be registered either as Cyprus-based or overseas (or, as previously known, "offshore") companies. The other type is that which is owned by migrant/s or co-owned by migrant/s and Cypriot/s but registered officially as owned by Cypriot/s in order to bypass some of the problems encountered by migrants.

14. What supportive measures in your country facilitates immigrants to start and develop their own businesses? (e.g. policy efforts that aim to remove the obstacle for developing businesses, the improvement of the market conditions that help immigrants to start-up business, favourable regulations or/and training and coaching, development of entrepreneurial skills, finance and networking)

Cyprus has traditionally encouraged foreign investment, including company-ownership, through a series of measures. These include the simplification of company registration and low corporate tax, at present 12.5%. In addition, as from 2012, the government of Cyprus introduced a new and accelerated procedure for granting immigration permits³⁵, within 2 months of application, to TCN who intend to invest in Cyprus. This is based on a minimum annual income, increased for every dependent person; residential or other property in Cyprus; and a capital deposit maintained for at least 3 years. Applicants must prove that they earn their income abroad, the funds required are transferred from abroad, they have a clean criminal record, vouch not to work in the country and visit Cyprus at least once every 2 years.

In May 2013, the government introduced the "Scheme for naturalisation of investors in Cyprus, by exception"³⁶. Under the scheme, citizenship is granted within 3 months of application, on the basis of investments, in various shapes and forms. In March 2014, there was a revision of the scheme reducing the amount of investment required in at least some forms of investment. No residence conditions are imposed, either before or after citizenship is granted. The only requirement indirectly linked to residency is limited to ownership of permanent residential property of some minimum value. Since then, whenever the government launches another foreign investment campaign, there are further decreases of the amounts and conditions involved.

³⁴ http://www.mcit.gov.cy/mcit/drcor/drcor.nsf/aboutus_en/aboutus_en?OpenDocument

³⁵ Civil Registry and Migration Department, Ministry of Interior. *New and accelerated procedure for granting Immigration Permit to applicants who are third country nationals and intent to invest in the Republic of Cyprus - 29/08/2012*. Available at

<http://www.moi.gov.cy/moi/CRMD/crmd.nsf/All/3C7DAE434B8C3953C2257D2A0039F247?OpenDocument>

³⁶ Civil Registry and Migration Department, Ministry of Interior. *Grant of the Cypriot citizenship to non-Cypriot entrepreneurs/investors through the "Scheme for Naturalization of Investors in Cyprus by exception.*

Available at <http://www.moi.gov.cy/moi/moi.nsf/All/36DB428D50A58C00C2257C1B00218CAB>

The above, although regulated in general by the relevant legislation³⁷, are policy decisions taken by the Council of Ministers, as the supreme executive body. These policies, also in place in a number of other EU countries, were received with mixed reactions, especially by sections of the media, which labelled them as a “promise of visa-free EU travel” or “citizenship for sale”³⁸.

Concomitant to the above policies and actively encouraged by the government, a whole network of law offices, audit, consultancy and other firms has been developed, providing these and other specialised services to potential investors in Cyprus and abroad.

PART E: INVOLVEMNET OF SOCIAL PARTNERS IN LABOUR MARKET INTEGRATION OF MIGRANTS (500 words)

15. Are social partners involved in any way in the general design of the labour market integration of migrants at national/regional/local level?

If yes, please respond to the following:

- *The way social partners are involved*
- *The institutional arrangement of their involvement*
- *Which social partners are involved? (e.g. trade unions, employers organizations, chambers of commerce, associations etc.)*
- *How you estimate the social partners' involvement in the integration processes of migrants in the labour market?*

Since the change of government in early 2013, the Cypriot government has approached integration from a different perspective than that of the previous government and which was based on “*a positive approach to long-term legal migration and a positive perspective of the multicultural nature of Cypriot society*”³⁹ and addressed the following:

- Integration and participation of migrants in the social and public process of Cypriot society;
- Recognition of the social, economic, political and cultural rights and needs of migrants; and
- Combating racism and discrimination.

³⁷ Aliens and Immigration Law (Amended) N/36(1)2013 and Regulations, respectively, (in Greek). Available at [http://www.moi.gov.cy/moi/crmd/crmd.nsf/page10_2_gr/page10_2_gr?OpenDocument](http://www.moi.gov.cy/moi/CRMD/crmd.nsf/All/00AA70C2333B4DC8C2257A40002708B4/$file/K%CE%95%CE%A6%CE%91%CE%9B%CE%91%CE%99%CE%9F%20105%20(19%202%202015)%20-FINAL%20doc.pdf?OpenElement; and at <a href=)

³⁸ The Guardian, newspaper, *Promise of visa-free EU travel prompts influx of Chinese to Cyprus*, 06/02/2013. Available at <https://www.theguardian.com/world/2013/feb/06/cyprus-courts-chinese-property-buyers>; Cyprus Property News, 05/03/2013. Available at <http://www.news.cyprus-property-buyers.com/2013/03/04/visa-free-eu-travel-tempts-chinese-investors/id=0014278>; Financial Mirror, newspaper, *Greece and Cyprus compete for a slice of Chinese housing-for-visa market*, 18/93/2013. Available at <http://www.financialmirror.com/blog-details.php?nid=1083>; Cyprus Property news, online magazine, *Citizenship for sale reports denied*, 21/03/2014. Available at <http://www.news.cyprus-property-buyers.com/2014/03/21/citizenship-sale-reports-denied/id=0017146>

³⁹ Ministry of Labour, *Integration of Migrants* (in Greek). Available at <http://www.moi.gov.cy/moi/moi.nsf/All/9EAA3359F4104437C2257AA8003A37A0>

Instead of a national plan, integration is now merely a part of the National Programme AMIF⁴⁰. The few paragraphs dedicated to integration are very indicative of this changed approach: “*The main needs ... include the excess administrative burden of the Civil Registry and Migration Department in meeting the needs of TCNs, the attitudes faced by TCNs such as lack of educational programmes ... , negative perceptions by the receiving society due to the financial crisis.*” Combating discrimination is only alluded to under the programme objective “Improvement of acceptance of TCNs by the local society” and the programme priority “Raising awareness in the receiving society”, while racism and the need to combat it receive no mention at all.

Also indicative of the government’s approach to integration is its share of the AMIF budget: With 25%, integration receives the lowest percentage of the budget (36% for Returns and 32% for Asylum). It is clear that the current Cypriot authorities conceive integration from a very narrow perspective and not as a two-way process of understanding and mutual respect, exchange and consultation, inclusion and enriching of the whole society, free of discrimination and racism. Confirming these negative developments, a number of regional and international bodies and organisations⁴¹ have repeatedly condemned Cyprus for its lack of integration policies and measures, the exclusion of migrants, especially vulnerable groups such as domestic workers, form the scope of such plans, the exclusion of asylum seekers from many sectors of the labour market, etc.

16. Please provide concrete examples of social partners’ initiatives on the integration of migrants in the labour market and particularly in SMEs.

- *You may discuss about initiatives such as the establishment of Migrant offices or departments run by trade unions and employers’ organizations, their scope and duties, on-going awareness raising campaigns, collaborations with non-governmental organizations and state services etc. but the practices they follow when negotiating for the conclusion or renewal of collective agreements.*

The position of the social partners in Cyprus on the integration of migrants in the labour market, especially on the grounds of race and ethnicity, must be seen in the light of their general agreement with the migration model in place in Cyprus and their acceptance, silent or otherwise, of the a priori and institutionalised discrimination against third-country migrants. Thus, while most trade unions have clear policy statements on anti-discrimination on the grounds at least of race and ethnicity, employers’ organisations tend on the whole to pay lip service to non-discrimination on grounds other than gender. Consequently, the policies and measures developed and adopted for the integration of migrants at work differ according to their overall policies and approach. The fact remains, however, that the position of the social partners on the integration of migrants must be seen in the light of this general agreement with the migration model and system.

⁴⁰ European Funds Unit, Ministry of Interior. Available at
http://www.moi.gov.cy/moi/eufunds2015.nsf/page05_en/page05_en?OpenDocument

⁴¹ Among these bodies are: European Commission against Racism and Intolerance, *ECRI report on Cyprus - fifth monitoring cycle*, Adopted on 17/03/2015, published on 07/06/2016. Available at
<https://www.coe.int/t/dghl/monitoring/ecri/Country-by-country/Cyprus/CYP-CbC-V-2016-018-ENG.pdf>;
Committee on the Elimination of Racial Discrimination (CERD) *Concluding observations on the twenty-third and twenty-fourth periodic reports of Cyprus*, 12 May 2017, available at
http://tbinternet.ohchr.org/Treaties/CERD/Shared%20Documents/CYP/INT_CERD_CO_CYP_27472_E.pdf

Examples of initiatives of social partners which contribute to the integration of migrants include the following⁴²:

The Pancyprian Federation of Labour (PEO) has among its structures the Migrant Bureau or Office, while its Women's Department also deals with discrimination against migrant women. PEO organises awareness-raising and information campaigns, seminars and other events, publication of leaflets, including on anti-discrimination legislation in the languages of the main migrant communities, the organisation of demonstrations and other mobilisations, and they cooperate with NGOs as well as with public and other stakeholders, such as the Office of the Ombudsperson and Human Rights, to which it encourages submission of complaints by migrants, PEO also has a section for Complaints for collecting statistical data about complaints submitted by members and non-members about discrimination in the labour market.

The Democratic Labour Federation of Cyprus (DEOK) has renamed its Department of Working Women to the Equality and Equal Treatment Department in order to extend its competence and mission to include all forms of discrimination. DEOK has also set up the Cyprus Equality Observatory (PIK), which deals mainly with gender equality. DEOK's actions for combating discrimination include awareness-raising campaigns, publications and seminars.

The Cyprus Employers and Industrialists Federation published the "Employers' Guide for Promoting Equality and Diversity in the Workplace", in the framework of a project co-funded by the EU.

Part F: Conclusion – Critical Appraisal (300 words)

- 17. As a concluding remark and based on your input on the above topics, please critically provide a commentary on the situation of migrants' integration in the labour market and diversity management in your country.** What is to be done and what are the most urgent national priorities? What could you suggest to trade unions and employers/employers' organizations?

In view of the present migration system, for the overwhelming majority of third-country migrants, who are bound by the rigid, discriminatory and excluding employment and residence regime, integration is of a very limited nature and use. Precisely because of this system, effective labour market integration of migrants, especially of TCN and refugees, is unthinkable to the authorities and by and large to employers and trade unions. And this, notwithstanding the repeated declarations to the contrary. Even in the case of EU migrants, who are by law entitled to the same rights as Cypriots, neither the state nor the social partners have developed any policies or measures that address their social and employment integration.

It is more than apparent that, unless and until this migration model and policies change drastically, integration of migrants in general and in the labour market in particular will be necessarily limited. However, the state, trade unions, employers' organisations, civil society and society at large must address at least the most pressing of the problems and challenges that confront migrants and society in general.

⁴² For a more detailed account of the policies and actions of trade unions and employers organisations, please see Papadopoulou, A., *The impact of the Racial Equality Directive: a survey of trade unions and employers in the Member States of the European Union – Cyprus*, July 2009, available at file:///C:/Users/user/Downloads/828-RED_Cyprus.pdf. The national report on Cyprus was part of a project commissioned by FRA to the Working Lives Research Institute of the London Metropolitan University.

The government, in consultation with all public agencies, independent authorities, trade unions, employers' organisations, relevant NGOs and migrant communities, must at last proceed to the development and implementation of a comprehensive national action plan against discrimination and racism. It is, therefore, important for the social partners to pressure the government and rally the support of all agents and forces fighting against discrimination and racism. Collective agreements provide another tool, especially to trade unions, for the elimination of discrimination and racism.

The development of training programmes on anti-discrimination, diversity management and inclusion, to be addressed to both employers and employees, migrants and Cypriots, is in the hands of the social partners as they already have this function in their structures.

While it is important for initiatives such as the European Platform of Diversity Charters to be actively promoted by employers' organisations, trade unions can also join the platform, thereby providing living examples of their anti-discrimination policies.

It is important for the social partners to take cognisance of the essence of migrant integration: that it must be approached as an integrated process of welcome of the 'other', of sharing and enrichment, of a 'win-win' situation for all. For after all, who benefits if a nuclear scientist, forced to flee his homeland torn by war, is forced to work in a Cypriot farm?

ANNEX 5: GREECE – CAR REPORT

Part A: Introduction (300 words)

1. Please provide a brief history of migration in your country.

For the first half of the twentieth century, immigration mostly flowed away from Greece. At the turn of the century, most Greek immigrants migrated to the United States, until late 40s. After the end of the Civil War (1946-1949) and during the 60s Greek immigration flows were reoriented towards European industrial counties, mainly the Federal Republic of Germany but also Belgium and France. The migration pattern in Greece started changing progressively after the end of military dictatorship (1967-1974) that coincided with the 1st oil crisis and the end of “thirty glorious years of European prosperity”. The first oil shock has been a brake on industrial growth of North-European countries leading to a significant reduction of low qualified employments, a situation that encouraged the resettlement of Greek immigrants in Greece. At the early 90s the end of Soviet Union and the fall of the allied political regimes in East European and Balkan countries led to a massive entry of migrant populations from Albania and the former Soviet Republics. The absence of coherent institutional and legislative framework and the chronological deficiency of Greek public administration resulted to a misregulated immigration flow without link to a specific economic growth national model. In 2002, the percentage of foreign populations in Greece was as high as 8.4% in proportion to the total population while the 11% of the registered Greek labour force of 4.4 million was foreigners⁴³. Overall, considering the secondary effects of the impact of immigrants on GDP, was approaching 3%⁴⁴. The important contribution of this first immigration wave to the economic development and the growth of population in the beginning of the millennium has not been followed by a new efficient migration policy offering more social integration possibilities to the immigrants. Because of this major and permanent gap between social reality and current immigration policies, the raise of financial crisis in 2007 found Greece with a misintegrated migrant population (15992 naturalizations during the period 2009-2011, only 2.3% of total foreign population⁴⁵), facing an ever-increasing unemployment (35.7% of unemployment rate in 2012, +10.9% than native-born persons, 40.4% of unemployment rate in 2013 +14.4% than native-born persons⁴⁶). Regarding migrants in Greek SMEs we observe an important participation of immigrant populations into self-employment activities. This particular type of employment status is widespread in southern Europe and immigrants are not more likely than the native-born to be self-employed⁴⁷. Given that the percentage of self-employment in Greece is the highest of EU-27 (31.9% in 2013) we estimate that the percentage of self-employed is 30% of employed foreigners, in 2017⁴⁸.

⁴³ Papadopoulou, Aspasia. "Smuggling into Europe: transit migrants in Greece. "Journal of Refugee Studies 17.2 (2004): 167-184

⁴⁴ Ζωγραφάκης Σταύρος, Κασίμης Χαράλαμπος (2014), "Ελληνική Οικονομία και μετανάστες: Χτες ...σήμερα... αύριο", στον Συλλογικό Τόμο «Ανταγωνιστικότητα για ανάπτυξη: Προτάσεις πολιτικής», Ελληνική Ένωση Τραπεζών (επιμέλεια Μασουράκης Μ. και Γκόρτσος Χ.)

⁴⁵ Eurostat, available in http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=migr_acqs&lang=en

⁴⁶ OECD/European Union (2015), Indicators of Immigrant Integration 2015: Settling In, OECD Publishing, Paris. Available in <http://dx.doi.org/10.1787/9789264234024-en>

⁴⁷ ibid

⁴⁸ Eurostat. Available in http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfso_14lemp&lang=en

2. Briefly discuss the ‘migration model’ of your country, its limitations and challenges in general and for SMEs in particular, and the need for improvements.

In Greece, we distinguish four principal ways of legal migration: economic reasons (employment entrepreneurship), family reunification, international protection reasons (asylum seekers and refugees) and education-studies. During the first tide of immigration (1990-2004) the main reason of migration was economic and concerned especially neighboring populations forced into migration because of poverty and armed conflicts (Albanians, Bulgarians, Georgians). These populations have been absorbed by the informal sector of Greek economy during the years that preceded the 2004 Olympic Games. Given that the family reunification legal conditions depend on legal status of household head and his/her financial capacity, we understand that Greek immigration model produced a great number of undocumented immigrants. In 2001 national census 50% of 1,2 million foreigners was undocumented immigrants⁴⁹. In 2001 the first implementation of Schengen Area made Greece a predilection gateway for immigration flows from Middle-East countries. The ongoing European Refugee Crisis combined with the long-term effects of Greek economic crisis, has come to aggravate even more the situation, exposing the weaknesses of the Greek administration regarding the conception of a realistic but also efficient immigration model. The main challenge remains the implementation of new migration management tools susceptible to satisfy both economy needs and firm respect of human rights.

Part B: Institutional Framework (600 words)

3. How the EU directives and policies on immigration and employment equality have been implemented in your country? Please focus on but not limit to the most important EU directives such as (1) the EU Racial Equality Directive 2000/43/EK⁵⁰ and (2) the Employment Equality Directive 2000/78/EK⁵¹.

The European Racial Equality Directive (2000/43 /EK) and the European Equal Opportunities Directive (2000/78 /EK) have been transposed into Greek National law from 2005 to 2016 with the aim of prohibiting discrimination based on race and ethnic origin within the Greek legal framework. The first national text transposing the 2000/43/EK and 2000/78/EK directives was the N. 3304/2005 law. This first text was criticized by the European Commission and many Human Rights Associations because of not providing legal support to discrimination victims (art. 7 2000/43/EK, art. 9 2000/78/EK and art. 3 2014/54/EE) and establishing a complicated procedure for the employees of private sector in front of non-independent ministerial committees. This legal inefficiency has been cured by a new text introduced to the Greek National Parliament in December 2016. The New Law 4443/16 extends the implementation field of the initial text integrating the concept of “sexual orientation”, adopts a more elaborate conception of “discrimination” notion and establishes a unique independent authority as general mediator (National Ombudsman) for all the cases of

⁴⁹ Triandafyllidou, Anna. "Greek Immigration Policy at the Turn of the 21st Century. Lack of Political Will or Purposeful Mismanagement?." European Journal of Migration and Law 11.2 (2009): 159-177.

⁵⁰ Prohibiting discrimination on the basis of race or ethnicity in the context of employment but also in the accessing the welfare system and social security, goods and services.

⁵¹ Prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment

discrimination that occur into the labor place both for private and public sector. Finally, regarding the legal support of discrimination victims in front of courts of laws, article 8 of Law 4443/16 provides extended legal guarantees.

4. Which aspects of the labour market promote the inclusion of migrant workers and their protection against discrimination?

The annex of the latest National General Labour Agreement (February 2017) explicitly mentions that social partners are obliged to take stand in order to tackle discrimination into the labour places and that they recognise the necessity for the development of concrete consciousness-raising actions promoting the notion of cultural alterity and the multi-ethical character of contemporary society. In the same document, the social partners condemn any act of violence and hate that occurs into the labor field and strongly encourage all the employees and employers to report any case of discrimination and hate speech to the Racist Violence Recording Network (RVRN) established in Greece by the United Nation High Commissioner for the Refugees, since 2011. However, this national agreement does not provide a great protection to the vulnerable population of immigrant workers that are usually the most exposed to employer arbitrariness. In Greece among the most unprotected migrant employees remain the undocumented rural workers. Most of them come from third-world countries and have as destination some North-European country. During their transit in Greek territory they look for low qualified employments with the lowest possible legal exigencies and social protections, to avoid any contact with the authorities and law enforcement agencies. Therefore, indelicate rural employers manage to impose a labor status regarding undocumented immigrants that is based on extended overexploitation. At such an extent, that in many cases it becomes clear forced labor and human trafficking. Recently the European Court of Human Rights condemned Greece for violation of Article 4 § 2 (prohibition of forced labor) of the European Convention on Human Rights. The case concerned 42 Bangladeshi nationals who did not have work permits and were subjected to forced labor. Their employers had recruited them to pick strawberries on a farm in Manolada (Greece) but failed to pay the applicants' wages and obliged them to work in difficult physical conditions under the supervision of armed guards. The Court found, firstly, that the applicants' situation was one of human trafficking and forced labor, and specified that exploitation through labor was one aspect of trafficking in human beings. The Court then held that the State had failed in its obligations to prevent the situation of human trafficking, to protect the victims, to conduct an effective investigation of the offences committed and to punish those responsible for the trafficking.

Regarding the welfare policies, the most recent example of legislative action promoting the social inclusion of immigrant population was law 4387/2016 implementing the Social Solidarity Income. For the first time, legal immigrants and native-born citizens will have access into the same welfare benefits, under the same legal and social conditions.

5. Please provide a policy (or two) on migrants' inclusion to the labour market that is considered as a 'good practice' or is an innovative practice and could be transferred to other European locations.

Recent law for Social and Solidary Economy (4430/16) recognizes immigrants and beneficiaries of international protection ("refugees") as a "special group". According to the definition in art. 2

"Special" means those groups of the population who are at a disadvantage in terms of their integration into the labor market for economic, social and cultural causes. Therefore, migrants and refugees have the possibility to create Social Cooperative Enterprises for Social Integration (art. 14), under specific conditions that facilitate corporate funding, professional instruction and participation to public procurements.

Part C: Diversity Policy and Practice in Companies (400 words)

6. In 2010, the European Commission, in promoting diversity management in companies across Europe, has launched the European Platform of Diversity Charters and published the “Practical Guide to launch and implement a Diversity Charter” (2015). It encourages companies in Europe to sign a Diversity Charter on a voluntary basis combating discrimination and promoting diversity in companies. Diversity Charters are adapted on the needs and priorities of each country and are culturally specific.

In Greece at present there is no central policy initiative encouraging the implementation of such diversity charters in companies. The diversity question in Greek enterprises remains a secondary preoccupation that financial crises social effects undermined even more. According to “Global Report Randstad Workmonitor wave 3, 2015 diversity in the workplace” all the selected indicators concerning Greek enterprises were under the global average among 34 countries, confirming the idea that Greek firms appear to be less positive responsive to diversity issues⁵². However, many large companies have adopted such diversity charters on their own initiative, pointing out their choice as a potential commercial argument. The “Great Place to Work Institute Hellas” included “diversity management initiatives” as an independent criterion for its “Best Workplace Annual Ranking” of Greek enterprises⁵³.

Diversity management is one of the topics of social dialogue between social partners. In some cases, these discussions have led to joint initiatives such as the common diversity management training program (2015) under the patronage of ILO Athens liaison office, with participation of Greek General Labor Confederation (GSEE), Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE), Hellenic Federation of Enterprises (SEV), Greek Tourism Confederation (SETE) and Hellenic Confederation of Commerce and Entrepreneurship (ESEE).

7. Please identify and briefly describe the funding opportunities at national level (if applicable, at regional and local level) for employers (and/or employers' organizations) and trade unions in relation to diversity management.

The main funding opportunities at national level concern actions supported by European Social Fund. Specific financial instruments like PROGRESS programme has been used by social partners and public research establishments to support the development and coordination of EU policy in the areas of social inclusion and social protection, anti-discrimination action and gender equality. In a similar way, private foundations participate to the implementation of special initiatives such as “We are all

⁵² Available in https://www.randstad.gr/editor/uploads/files/2015_Randstad_Q3.pdf

⁵³ More information in <http://www.greatplacetowork.gr/home>

Citizens" Programme implemented under the EEA Grants for Greece in cooperation with Bodossaki Foundation. This programme aimed to strengthen civil society and enhanced the contribution of NGOs to social justice, democracy and sustainable development.

8. Are there any available training programmes, assisted or not by public funds, on diversity management for employers and trade union representatives?

Recently (2013-2015) General Labor Confederation (GSEE), Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE) and Hellenic Confederation of Commerce and Entrepreneurship (ESEE) has implemented joint training programmes in topics such as "Discriminations in workplace" and "Social Economy". The training programmes of 70 hours has been funded by European Social Fund in the framework of Soft Skills Action for Workers and SME's Entrepreneurs and has been implemented by the special training institutes of each partner. The target group of trainees has been constituted by active members of affiliated trade unions and entrepreneurial associations. A population of 6000 persons attended 302 training programmes.

The Labor Institute of General Labor Confederation (GSEE) organizes in a regular basis training programmes in topics such as "diversity management" and "Discriminations in workplace", financed by the National Fund for the Employment and the Professional Training (LAEK).

Part D: Integration of Migrants: Access to Employment and Services to the labour market (400 words)

9. Please briefly discuss whether each group of migrants are eligible to join the following services available by the Public Employment Services (PES), other State Services or the private sector supported by public funds in your country.

- Are any of the following services specifically addressed to migrants designed to ease their integration in the labour market? Please discuss.

Note: You may discuss topics about the duration, the content and the levels (if applicable) of services.

Services	EU citizens	Third country nationals	Refugees	Asylum Seekers
Vocational training/job related training	Under the same conditions with native-born populations		During the validity period of international protection status Free access for the minors	Not applicable Restricted possibilities for separated children
Language courses	Under the same conditions with native-born populations			

Guidance/counselling	Under the same conditions with native-born populations	Under specific conditions concerning the legal status of applicants Free access for the minors	During the validity period of international protection status Free access for the minors	Not applicable Restricted possibilities for separated children
Orientation courses	Under the same conditions with native-born populations	Under specific conditions concerning the legal status of applicants Free access for the minors	During the validity period of international protection status Free access for the minors	Not applicable Restricted possibilities for separated children
Public work	Under the same conditions with native-born populations with specific exceptions concerning army and law enforcement agencies			Not applicable
Job placement	Under the same conditions with native-born populations	Under specific conditions concerning the legal status of applicants and other restrictive conditions regarding the state of employment market in specific branches		Not applicable
Free Legal Support		Under the same conditions with native-born populations		Restricted possibilities
Health Services		Under the same conditions with native-born populations		Restricted possibilities

10. Are any of the above services addressed specifically to migrants working in SMEs?

There are not such services specifically addressed to migrants working in SMEs

11. What is the added value of the involvement of non-state providers in the provision of the above services?

It is important to distinguish among the non-state providers and the lucrative ones. In Greece, the involvement of the private sector into the services had as frequent consequence the wastage of limited public resources and an important lack of social accountability. On the contrary, the participation of social partners and non-lucrative social structures (NGOs, Social Cooperatives, etc), facilitated significantly the efficient management of funding resources and the consolidation of a climate of social confidence among the beneficiaries but also among the native-born populations.

12. What are the main problems that service providers (e.g. PES, other State Services, and private agents) confront? (e.g. lack of expertise, limited resources, understaffing, limited capacities, budget constraints)

Public services suffer from a chronic understaffing that has been even aggravated by the recruitment restrictions imposed by the terms of Memorandum of Understanding. Moreover, the fragmentation of European funding actions and the limited duration of their eligibility periods, restrains the possibilities for institutional sustainability and the process of capacity building in the long term.

13. What is the percentage of migrant-owned SMEs in your country? What kind of businesses migrants run? What kind of restrictions they confront? Please discuss.

Recent surveys⁵⁴ define a 2,5% percentage of migrant-owned SMEs, with a significant concentration in the region of Attica (7,7%). The majority of migrant-owned SMEs are active in the sectors of alimentation, textile and phone/internet services and has espouse an ethnic profile concerning both products and customers⁵⁵. Strangely enough the financial crisis effects seem to have a smaller impact on the migrant-owned SMEs compared to the native-born small entrepreneurs. During the first years of economic crisis (2009-2012), the percentage of registered migrants in the Social Security Fund for Self-Employed Persons (OAEE) has increased (+14,7%) while the percentage of native-born has been decreasing (-7%). Although it is difficult to interpret these figures without a longer discussion, we could propose an explanation that takes into account the social structure of migrant communities and more particularly the high degree of dependency from the informal sector of economy, giving access to an alternative network of community funding. At the same time, the native-born entrepreneurs more exposed to the institutional funding and suffering from the increasing reluctance of banks to grant loans, faced more difficulties in adapting into the new hostile economic environment.

14. What supportive measures in your country facilitates immigrants to start and develop their own businesses? (e.g. policy efforts that aim to remove the obstacle for developing businesses, the improvement of the market conditions that help immigrants to start-up business, favourable regulations or/and training and coaching, development of entrepreneurial skills, finance and networking)

⁵⁴ Χατζηπροκοπίου, & Φραγκόπουλος (2015). Αντιμέτωποι με την κρίση: προκλήσεις για τη μεταναστευτική επιχειρηματικότητα στην Αθήνα σε μια εποχή ύφεσης και λιτότητας. Επιθεώρηση Κοινωνικών Ερευνών, 145.

⁵⁵ Ibid

As mentioned above, the legal migrant populations are considered as “special populations” and thus can benefit from specific provisions of the law for cooperative enterprises. In addition, actions are being developed under bilateral trade agreements, particularly in the case of the establishment of bilateral commercial and professional chambers and friendships associations like the Hellenic-Chinese Chamber.

PART E: INVOLVEMNET OF SOCIAL PARTNERS IN LABOUR MARKET INTEGRATION OF MIGRANTS (500 words)

- 15. Are social partners involved in any way in the general design of the labour market integration of migrants at national/regional/local level?**

Social partners have accepted the positive contribution of immigrants to the development of the national economy and to the support of the social security system. However, a basic prerequisite for this is the implementation of a coherent immigration policy that restricts black labour and confines the informal sector of the economy. As already mentioned, social partners have incorporated into the social dialogue the question of the social integration of migrants and often take joint action towards this direction. The education and counseling programs organized by the special institutes of the social partners are the most consistent effort to empower working migrant populations, even in times of explosive growth of unemployment.

At the level of advocacy and policy-making, social partners are involved in institutions such as the Economic and Social Committee (OKE), or even the National Human Rights Commission (ΕΕΔΑ). Within these permanent institutions of social dialogue, the representatives of social partners have the chance to contribute to the formulation of coherent policies promoting the social, cultural and economic integration of immigrants.

Finally, at a local level, both workers and employers' organizations theoretically claim the recruitment of new members from the immigrant communities, without however promoting the development of intensive campaigns with this objective.

- 16. Please provide concrete examples of social partners' initiatives on the integration of migrants in the labour market and particularly in SMEs.**

The 36th Congress of Greek General Confederation of Labour (GSEE) in March 2016 started with a public proclamation on the refugee crisis and the demand for a wave of solidarity as a prerequisite for consolidating social justice in the world of labor. Supporting institutions of social partners, such as the Centre For the Development of Educational Policy (KANEP-GSEE), taking initiatives to develop urgent reception actions for refugees, providing language learning and guidance and counselling services. At the same time, particularly in the islands of the Eastern Aegean, trade unions and labor centres provided supplies and support to newly arrived refugees. This significant mobilization, although it can be seen as conjunctural, it actually contributed to the creation of a climate of social dialogue that led to a clear condemnation of racism and discriminations in the workplace, by a clear reference to the most recent general collective labor agreement.

However, the real social inclusion of migrant populations in the labor market requires more than simple emotional statements. The development of migrant entrepreneurship requires a complete study of objective economic conditions at local and regional level and the exploitation of all possible institutional resources. Social partners have so far been unable to transform principles and political commitments into practical action because the possibilities of effective intervention at the local level remain limited as a result of the widespread economic and social crisis affecting both the general population of workers and enterprises.

Part F: Conclusion – Critical Appraisal (300 words)

17. **As a concluding remark and based on your input on the above topics, please critically provide a commentary on the situation of migrants' integration in the labour market and diversity management in your country.** What is to be done and what are the most urgent national priorities? What could you suggest to trade unions and employers/employers' organizations?

Effective integration of migrant populations in the labour markets can't be seen independently of the general economic and social parameters that overdetermine European societies today. The persistent widening of the gap between capital and labour has the effect of building a climate of generalized suspicion towards organized representation institutions. The electoral rise of xenophobic parties and governments leads to the undermining of integrating immigration policies and the promotion of an agenda that lacks social realism and is definitely not stirred by the spirit of human rights. At the same time the European economies and the social security systems are in danger of collapsing due to the constant decline regarding their population base. From this point of view, the Greek case presents many of these elements that magnified the symptoms of a generalised rejection of social integration policies by the employment, even as a distant possibility. As we mentioned above, *the undisputable contribution of immigrants to the Greek economic enhancement and the growth of populations has not been followed by new and efficient migration policies that would offer more social integration possibilities to the immigrants. This is particularly true in the case of the development of immigrant entrepreneurship: the lack of political will and the weak mobilization of social partners had as a result a confined development into the narrow social space of ethnic communities.*

ANNEX 6: ITALY – CAR REPORT

Part A: Introduction (300 words)

1. Please provide a brief history of migration in your country.

- *Focus on the major inflows of immigrants account for the significant increase in ethnic diversity in your country. Discuss issues such labour shortages, family reunifications, expatriate returns etc. Possible debates of the consequences of the increase of ethnic diversity in schools, safety, communities, the workplace etc.*
- *Historical review of migrants in SMEs in your country if could be reached*

Italy, which for years has been a country of emigration, since the 1990s has become, like other European countries, a country of immigration; although there was already a small number of immigrants in the 1970s and 1980s. It is possible to describe the phases of immigration into Italy as follows. In the 1970s there was a political migration - mostly men from South America, arriving as political refugees - or seasonal migration - men who came mainly from Tunisia, or in general from the Maghreb, and who worked in the fishing or agriculture industry in Italy's southern regions. Moreover, another important migratory flow in the 1970s was that of female domestic workers from Africa. In the 1980s there were the first significant arrivals from Asian countries - although to be stressed is that, for example, the Chinese community in Milan had already been present since the 1920s-1930s - and North African immigration increased. In the 1990s there was an intensification of migration flows to Italy mostly by men - with the exception of the migration from some Eastern Europe and South America countries, like Ecuador following the economic crisis of the mid-1990s, which was predominantly female - coming from all continents (Melotti 1989). In the 2000s, with the phenomenon of family reunification, it became clear that the migratory project was turning into a permanent one. Currently in Italy there are 5,436,000 people of foreign origins (data at January 1, 2016), regularly living here (they become 5,871,000 on adding an estimate of irregular presences (Fondazione ISMU 2016); 52.6% of whom are women. The number of immigrants has increased almost tenfold in 25 years, given the fact that the foreign presence in 1991 amounted to 649,000 persons. This increase is due not only to new arrivals for work, but also to the phenomenon of family reunion and births on Italian territory of the children of foreigners, who maintain their citizenship, because in Italy the *ius sanguinis* rule prevails. This phenomenon is more evident on looking at the issue of entry permits, which in 2015 amounted to 238,936: 9.1% of these were work permits, while 44.6% were permits for family reasons. It should be also noted that just over a quarter of permits have been issued for humanitarian reasons, a reminder that in these years there is a phenomenon commonly called the "refugee emergency". However, these data on permit issues take into account only non-EU citizens, who do not represent the totality of foreigners in Italy, whose most numerous community is represented by Romanians - 22.9% of total immigrants - followed by Albanians (9.3%), Moroccans (8.7%), Chinese (5.4%), and Ukrainians (4.6%) (Idos-Unar 2016).

The increased presence of immigrants in Italy, and the consequent ethnic, cultural and religious diversity, has generated difficulties in various areas. One of the areas where the presence of foreigners has been dealt with by the institutions is the school, although not in a systematic way, but rather at a local level (a *modus operandi* that will be discussed in the following sections). The presence of children has prompted a series of strategies and best practices of hospitality, inclusion, and the teaching of L2 language by different educational and local contexts, which were then systematized in 2007 as guidelines in a document drafted by the Ministry of Education, "the Italian way for intercultural school and the integration of foreign students".

The increase of foreigners has certainly had an impact on society and on the sense of security and insecurity within communities. The presence of immigrants, in particular after some criminal episodes (fights, violence, etc.), has been associated with a sense of insecurity and the onset of a feeling of hostility against them. In some cities the police presence has been intensified and inspections have been increased. From a safety perspective, in 2009 the Ministry of Interior also included the so-called "crime of illegal immigration" in the Immigration Law in order to limit, although without success, the presence of people without residence permits. In workplaces, the presence of foreigner is seen in ambivalent terms: on one hand, the immigrant is often seen as someone that "steals work" but, on the other, s/he is perceived as a useful and indispensable worker willing to engage in activities that the natives no longer do. In this regard, Confindustria (2016) has recently argued that "immigrants are an opportunity for the Italian economy". The Italian economy has always been based mainly on local manufacturing districts, dominated by SMEs. It is in this context, as well as in the service sector, agriculture and domestic work, that immigrants enter the labor market. However, there are no specific data on the presence of immigrants in SMEs. It is possible, however, to outline the migrants' employability pathways. In 2015, immigrant workers in regular employment numbered 2,359 million, 11% of total employment: 30% were factory workers or craftsmen, 90 % were blue collars. For the most part immigrants are employed in food companies, rubber and plastics processing companies, metallurgical enterprises, tourism-catering services, and in private care and health care services. 51.5% of the people that work in personal or home care services are immigrants (mostly women: 81.5%) (Ministero del Lavoro e delle Politiche Sociali 2016; Unioncamere 2016). Also to be reported is the propensity of immigrants to engage in entrepreneurship and self-employment (Cnel 2011); in fact, in 2015 immigrant entrepreneurs amounted to 550,717, 9.1% of all businesspeople (Idos-Unar 2016).

2. Briefly discuss the 'migration model' of your country, its limitations and challenges in general and for SMEs in particular, and the need for improvements.

- *The purpose here is not to specify a gravity migration model in the EU or among the participant countries. The question rather intents to scrutinize the different ways that migrant populations receive resident and work permits in each country, the processes towards securing work permits, the permanence or/and impermanence of their work contracts and most importantly the anthropocentric treatment or the lack of a human-rights approach of migrant workers by the structures of our societies.*

It is possible to argue that Italy has never had a real immigration model. Migration management in Italy has almost always been treated as an emergency. In fact, if over time laws and procedures regulating the entry and the presence of immigrants in Italy have been adopted (until the Consolidated Immigration Law of 1998 (so-called "Turco-Napolitano" Law), still in force although modified in particular by Law no. 189/2002 - so called "Bossi-Fini - and on other several occasions), it is also true that many of the political and legislative actions have been intended to regularize the situation of foreign people living in Italy without a residence permit. The regularization of irregular positions of foreign citizens in the country was already scheduled in Law 943/1986 "Placing of workers. Rules on placement and treatment of foreign immigrant workers, and against illegal immigration". The *ex post* regularization procedure - the "amnesty" - was then repeated 7 times in 25 years - the most recent one being in September-October 2012. An amnesty – as a way to reside and work legally in Italy should be the exception - but we are aware that numerous immigrants have been irregular for a period before regularizing their position through an

amnesty (Ambrosini, 2013a). The official procedure, in theory, should be arrival through quotas established annually by the Ministry of Labor. The arrival and regular stay of foreign workers on Italian territory is linked to the presence of a residence permit (Permesso di soggiorno - PdS), directly related to an employment contract (however, there are also PdS for family reasons, for study, for political asylum, etc.). The residence permit lasts 1 or 2 years, depending on the type. In the case of job loss, it is possible to request, before its expiry, a residence permit while awaiting employment for a period of one year (until a few years ago it was 6 months). Since 2012, foreigners requesting a PdS must sign with the Italian state the so-called "Integration Agreement" (Presidential Decree n. 179/2011), which provides for the acquisition by immigrants of some skills within two years by attending a course of education for citizenship, achieving at least A level in the Italian language, and other activities, on pain of non-renewal of the PdS. Foreigners regularly present in Italy for at least five years can then request the stay permit or residence card for EU long-term residents, a residence permit for an indefinite period. In general, in Italy the management of the practices of entrance and integration, even in the workplace, of immigrants is very bureaucratic and tiresome. Often immigrants are supported in compiling the paperwork by the social partners and the third sector. An example is the management of the 2012 amnesty, where the description of the documents needed to apply for regularization was vague from the beginning, and the problem was resolved in part thanks to the intervention of the trade unions and the third sector. These, in fact, have long replaced (or operated alongside) the institutions in supporting the integration of immigrants into local societies and workplaces, echoing their demands and needs. Besides these, an important role has also been played by the ethnic networks, which have often assumed the role of mediators between the demand for and supply of labor, creating the phenomenon of "ethnic specializations" in the labor market. Trade unions, religious organizations, and associations have promoted "bottom-up" campaigns in favor of immigrants' social rights (e.g.: health care also for irregular immigrants, acceptance of their children in public schools, citizen rights for the second generation) (Ambrosini, 2013a).

The presence of immigrants on the Italian territory is concentrated in the northern and central regions and in highly industrialized areas, but not only in the biggest towns. However, the "patchwork" distribution of immigrants is not strange when one considers, as mentioned above, that for the most part immigrants are employed in local economies based on SMEs and specialized industrial districts. Moreover, it is in these areas that there is a significant presence of associations and organizations in support of migrants, also working to fight the exploitation of immigrants in the underground economy. Despite the (declared) enactment of "gate-keeping strategies" aimed at restricting legal access to the nation and its institutions, their practical implementation continues to be weaker and more contradictory, in particular with regard to the control of the black economy (Triandafyllidou, Ambrosini 2011). In general, however, the presence of immigrants in the Italian economy, including SMEs, results in savings for the economy, society and the state because foreign workers are often paid less than Italians and enjoy, in contrast, fewer rights and benefits than natives: being younger, on average, they weigh less on pensions and health care. For this reason, some authors have called the Italian model a "low cost" immigration model (Pastore, Salis, Villoso 2013). In general, it should also be pointed out that Italy has accepted, for the reasons described above, the presence of immigrants in the economic sphere, even if in the subordinate form. However, acceptance in the economic sphere does not correspond to acceptance in the political field (Ambrosini, 2013a). In fact, the political system still tends to see immigrants as guests - or as a danger, as framed by the Northern League and other right wing parties - and not as an essential part of society, as has been highlighted by the rejection of the law on Italian citizenship for the second generation.

Part B: Institutional Framework (600 words)

3. **How the EU directives and policies on immigration and employment equality have been implemented in your country?** Please focus on but not limit to the most important EU directives such as (1) the EU Racial Equality Directive 2000/43/EK⁵⁶ and (2) the Employment Equality Directive 2000/78/EK⁵⁷.
 - *Discuss the transposition of the Directives in the national law.*
 - *The limitations of the national framework – Please discuss any possible debate in your country for the restriction of the Employment Equality Directive to certain grounds of discrimination excluding the ground of ethnicity.*
 - *Who and who not receives protection?*
 - *What is the scope of the national non-discrimination directives? (E.g. Access to employment, access to vocational guidance and training, conditions of employment, equal pay, etc?)*
 - *The challenges it conveys for migrant populations*

The EU Racial Equality Directive 2000/43/EK and the Employment Equality Directive 2000/78/EK were incorporated into Italian law by Legislative Decree no. 215 "Implementation of Directive 2000/43/EC on equal treatment between persons regardless of race or ethnic origin" and by Legislative Decree no. 216 "Implementation of Directive 2000/78/EC on equal treatment in employment and occupation", both dated July 9, 2003. The two Decrees establish the following areas of application of equal treatment: a) access to employment, both autonomous and dependent, including selection criteria and recruitment conditions; b) employment and working conditions, including career development, remuneration and conditions of layoffs; c) access to all types and levels of guidance and vocational training, improvement training and retraining, including work placement; d) membership of and activities within workers' organizations, employers' organizations or other professional organizations and benefits provided by such organizations. To these areas, Legislative Decree no. 216 adds others: e) social protection, including social security; f) health care; g) social benefits; h) education; i) access to goods and services, including housing. Both the Decrees define the protection of individuals from discrimination, both direct and indirect, and define discrimination as also harassment and all behaviors violating the dignity of a person or creating an intimidating, hostile, degrading, humiliating and offensive climate. They also indicate the ways in which the person victim of discrimination, or bodies and organizations that have received proxy to act by the victims, can file a charge with the authorities. Decree no. 215 also states that the Presidency of the Council of Ministers - Department for Equal Opportunities has established a register of associations and bodies that carry out activities to combat discrimination and promote equal treatment, indicating the ways in which institutions and associations can enroll on this register. It also explains, in Article 7 of that Decree, the institution, again at the Prime Minister's Office - Department for Equal Opportunities, of the Bureau Against Racial Discrimination, UNAR (National Office against Racial Discrimination), also indicating its tasks. Legislative Decree no. 216, however, by transposing the European Directive 2000/78/EC also amends Article 15 of Law no. 300, May 20, 1970 "Statute of workers' rights", defining as invalid the

⁵⁶ Prohibiting discrimination on the basis of race or ethnicity in the context of employment but also in access to the welfare system and social security, goods and services.

⁵⁷ Prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment

acts that discriminate against the employee, not on the grounds of their sex – an issue already mentioned in the Act of 1970 – but also the presence of disability, age, sexual orientation or political beliefs. A further amendment to this article was then made in 2012: on the basis of this change now void are also acts aimed at discriminating on the basis of religious affiliation, race or language. Both the Legislative Decrees, however, affirm the need not to conflict with Law no. 286/1998, "Consolidated Law of the measures governing immigration and the status of alien", then modified in 2002 by Law no. 189 "Amendments to legislation on immigration and asylum". The Summary Report of the activities carried out by the Commission of the Italian Chamber of Deputies points out that, unlike other European countries, Italy has chosen not to merge the two directives, but to issue two distinct legislative decrees. This choice has been criticized because some say that it has led to "a series of protection disparities between those discriminated against because of race and ethnicity, and persons discriminated against because of religion, belief, disability, age and sexual orientation". In order to eliminate discrimination and to implement the principle of equal treatment, limited to the difference between men and women to access employment, training and professional promotion and working conditions, in 2005 also issued was Legislative Decree no. 145 of May 30, 2005, on the transposition of Directive 2002/73/EC of the European Parliament and Council. This Legislative Decree encoded the concepts of sexual harassment and harassment on grounds of sex in the workplace, and indicated the ways in which to act against such actions. Although only the Decree no. 215 explicitly indicates the issue of race and ethnicity in the title, while the Decree no. 216 mentions the concepts of ethnicity, changing the "Statute of Workers' rights", it seems clear that most of the recommendations of equal treatment in the workplace are aimed at all workers, if regularly living in Italy. However, despite the presence of specific legislation on non-discrimination, it is possible to indicate at least two critical points. The first is the difficulty of acting against discrimination based on race, ethnic, or nationality in both the private and the public sphere. In fact, in private in particular, the nature of the Italian economy based on small and medium enterprises, or on domestic work, makes it harder to monitor situations of discrimination. Even more complicated, and almost impossible, is monitoring situations of discrimination in undeclared work. In particular, this monitoring activity should be carried out by UNAR, which through the National Network of Anti-discrimination Centers (NEAR) should detect cases of discrimination occurring throughout the country, though not only in the workplace. The second issue, now partly resolved, concerns the impossibility of access to employment in a public sectors by non-Italian citizens. Cases of discrimination in access to work opportunities and training based on citizenship have occurred in the healthcare area, transport, and in access to the civil service for young people. In the health sector there have been episodes where people of foreign origin employed on temporary employment contracts have been denied the opportunity to participate in recruitment procedures for open-ended contracts. Similarly, in 2009 the Public Transport Company of Milan prevented, by applying a regulation of 1931, a Moroccan citizen resident for years in Italy from presenting his curriculum to participate in a call for recruitment. The fight against these discriminations has been carried out mainly by unions and third sector organizations, which have succeeded, through lawsuits, to ensure that the difference in employment conditions - in this case access to work - on the basis of nationality is regarded as discriminatory, allowing the hiring of persons unjustly excluded from recruitment processes. Also thanks to the pressure exerted by unions and the third sector, with Law no. 97/2013, in the transposition of Directive 2004/38/EC on the right of movement and residence of EU citizens and their family members, the possibility of access to jobs in the public administration (except military roles) was finally extended to citizens of third countries with a long-term residence permit.

4. Which aspects of the labour market promote the inclusion of migrant workers and their protection against discrimination?

- *Discuss the role of collective agreements at national or sectoral level that promote the inclusion of migrants or fail to do so*
- *Mention the sectors of the labour market that are not covered by collective agreements and the labour conditions and benefits for migrants are regulated by the law or job contracts (maybe domestic work is an example as in the case of Cyprus)*
- *Discuss also welfare policies supporting the protection of migrant workers and families*

Although foreign workers have been in the Italian business and economic environment for a long time, rarely have CCNLs (National Collective Labor Agreements) introduced specific measures concerning the inclusion and protection of migrants against discrimination. Otherwise, it is possible that such indications may be included in a plant-level bargaining. This kind of bargaining, according to the unions' agreement of June 28, 2011, may derogate on certain aspects of the provisions contained in the national agreements. These exceptions are limited to certain industries and only for the issues of services, schedules and organization of work (Lai 2011). The lack of specific indications is mainly due to the fact that, because of the high occupational segregation of foreign workers, few sectors are involved in the protection of specific interests of this category of workers (Ambrosini, De Luca, Pozzi 2016). Furthermore, little attention is paid to some specific needs of immigrants, like the possibility to obtain longer holidays, have prayer spaces, attend Italian language courses. And still limited is the attention to the fight against discrimination in the workplace. Agreements focus mainly on more general issues such as wages, working hours, staff support, etc., thus avoiding the discontent and clashes with the Italian workers. Analysis carried out on CCNLs by Ambrosini, De Luca and Pozzi (2016) shows that, in general, the sectors with the highest presence of foreign workers are those which have included in the National Agreement rules in favor of immigrants, though they are often conceived as cross-cutting rules applicable to all workers. An example of these rules is the possibility to accumulate holidays over several years, present in the 2007 CCNL for domestic workers, the 2010 CCNL for the cleaning industry and also of the hairdressing, aesthetics, tattooing and piercing craft companies, the 2014 CCNL for the tourism and commerce, the 2010-2013 CCNL for the natural stone industry, in the 2013 CCNL for metalworkers, in the 2010-2012 CCNL for bakery workers, and the 2012 CCNL for the food Industry. Only in the contract for the employees of trade, distribution and services of 2013 is there an explicit reference to foreign workers. In the same CCNL, as well as in that of transport, goods and logistics of 2011, also expressly included is the possibility to "promote initiatives aimed at integration, equal opportunities, and training" because of the increasing presence of foreign citizens in the sector. Another example of measures aimed in particular at the inclusion of immigrants is the option to choose a day off different from Sunday in the case of other religious faiths: this aspect is covered by the CCNL for domestic workers. Another aspect that should facilitate the inclusion of immigrants is the inclusion of rules in the CCNL for cleaning, integrated and multi-services and in the CCNL for agricultural laborers, which provide the possibility for immigrant workers to use the hours of right to study to attend literacy courses. The CCNL for construction companies even foresees that companies may send their foreign workers to FORMEDIL (National Institution for education and training in the construction industry) in order to be adequately trained; while the 2010-2013 CCNL of wood industries specifies the need for language training for immigrant workers. Interesting is the provision of the 2010 CCNL for cooperatives and agricultural consortiums which states the parties'

commitment to "solving the problems of social integration (housing, transport, etc.) of non-EU workers in compliance with immigration laws".

Hence, analysis of the national collective bargaining agreements shows that almost all employment sectors tend to insert norms to promote the integration of immigrants into work, although these norms are directed to all workers and are not specific for immigrants. Nevertheless, what seems to be lacking in these documents is specific protection against discrimination. However, once again, the anti-discrimination issue is pursued almost exclusively by trade unions, also through individual disputes, especially in the public sector, not in the private one, as we will discuss later. In general, the protection against discrimination in the workplace is equal to that given to local workers, via the current legislation, as indicated in the previous point. In fact, there is no specific protection for immigrants. As regards welfare policies supporting the protection of migrant workers and their families it should be noted that, in this case, there are no standards or specific actions. Migrant workers and their families, in general, may take advantage of welfare policies - family allowances, housing assignment, etc. They are also eligible for income support in the form of unemployment benefits or access to the Wages Guarantee Fund in the case of company crisis, where they are provided. For immigrants, access to these policies is the same as for native workers, on the condition that they have a valid residence permit either temporary or long-term. In some local environments, immigrants have been excluded from access to certain welfare policies – i.e. the baby bonus – (Ambrosini, 2013b): these discriminations are resolved through lawsuits against local governments which have discriminated against immigrants.

5. Please provide a policy (or two) on migrants' inclusion to the labour market that is considered as a 'good practice' or is an innovative practice and could be transferred to other European locations.

- *It would be great if you can identify a policy that is directed on migrants' inclusion in SMEs.*
- *In the case that it is difficult to identify a national good practice, then you may provide negative examples from your country on 'how not to do things'.*

At the national level there are no specific policies that can be categorized as good practices for integrating immigrants into the labor market, also considering that they often use word of mouth for their job search, especially those who work in households and in small firms, or temporary agencies. However, there are regional or local projects and schemes that have been identified as good practices for the integration of immigrants into the labor market. The Isfol report (Marucci, Montedoro, 2010), for example, cites as a good practice the "V.O.C.I., Enhancement and opportunities of skills development for immigrants" project, carried out in Emilia Romagna in the early 2000s. The strong points of the project were: boosting knowledge of migratory flows in four provinces (Modena, Forlì-Cesena, Ravenna and Piacenza), testing methods for the training and work placement of foreign citizens, implementation of *ad hoc* training programs, creation of permanent local agencies providing services to immigrants. Another project shown as a good practice is "City to City", promoted in the Veneto region in 2007-2008, which promoted an informational pathway to self-employment and the promotion of training and updating on the laws on, and procedures for, the registration of new businesses. Several good practices are suggested for the inclusion of immigrants in domestic work: for instance, "Net-work: system for care and home assistance services", promoted in the Milan area, which sought to enhance the match between the demand for and supply of skilled domestic labor. It should be stressed that many of the good

practices result from projects predominantly financed with European structural funds. In general, it's possible to claim that the fragmentation of the Italian industrial pattern in SMEs and the integration of immigrants in the industrial districts and in the domestic environment, coupled with the job search often conducted through informal ways or "ethnic channels", probably prevent an organic planning of inclusion and employment integration at the national level for immigrants.

Part C: Diversity Policy and Practice in Companies (400 words)

6. In 2010, the European Commission, in promoting diversity management in companies across Europe, has launched the **European Platform of Diversity Charters** and published the "**Practical Guide to launch and implement a Diversity Charter**" (2015). It encourages companies in Europe to sign a Diversity Charter on a voluntary basis in order to combating discrimination and promoting diversity in companies. Diversity Charters are adapted on the needs and priorities of each county and are culturally specific.
 - *What has been done so far in your country in regards to the implementation of Diversity Charters?*
 - *What are the particular national characteristics of Diversity Charters in your country?*
 - *How SMEs viewed the institution of Diversity Charters and what is their participation in signing Diversity Charters?*
 - *Apart from Diversity Charters, are there any other initiatives in your country that promotes diversity management in companies and particularly in SMEs? Mention any agreements at sectoral and company level promoting diversity management*
 - *What is the role of employers' organizations and trade unions in diversity management in your country?*

In Italy, the recommendation to create a Diversity Charter was implemented in 2011 through the draft of the "Charter for equal opportunities and equality at work". The Charter was promoted by various associations - Counselor at Work (Women at work), Sodalitas, Italian Association of Family Businesses, AIDDA (Association of Women Entrepreneurs and women company managers), Impronta Etica, Christian Union of Business Managers - with the adhesion of the Ministry of Labor, Health and Social Policy, the Prime Minister's Office and Minister for Equal Opportunities. The Charter, the subscription of which is voluntary, aims to "enhance pluralism and inclusive practices in the workplace", "contribute to the fight against all forms of discrimination in the workplace - gender, age, disability, ethnicity, religion, sexual orientation - by the commitment [...] to enhance diversity within organizations, with particular regard to equal opportunities between men and women". The following actions are identified to achieve these objectives: 1) define and implement company policies that, starting from the top management, involve all levels of the organization in accordance with the principle of equal dignity and treatment at work; 2) identify company functions to which to assign clear responsibilities with regard to equal opportunities; 3) overcome gender stereotypes through appropriate company policies, training and awareness, including the promotion of career paths; 4) incorporate the principle of equal treatment in the processes that regulate recruitment, training and career development, considering only the skills, experience and professional potential of people; 5) make aware and adequately train all levels of the organization on the value of diversity and on the different ways of managing it; 6) periodically monitor the progress of equal opportunities and evaluate the impact of good practices; 7) identify and provide

to staff tools to ensure the effective protection of equality of treatment; 8) provide concrete tools to promote the conciliation of life and work [...], even with adequate corporate and contractual policies, in partnership with local public and private services; 9) notify staff of the commitment to a culture of equal opportunities, informing them about the projects conducted in these areas and the practical results achieved; 10) promote the company's commitment to external visibility, giving evidence of the policies adopted and the progress achieved with a view to a united and responsible community. Prepared to promote the Charter has been the document entitled "Bussola for SMEs. An aid to the orientation in the issues of equal opportunities and diversity". This document was addressed mainly to companies included in the Convergence Objective regions (Campania, Calabria, Puglia and Sicily), where the presence of women in the labor market is very low. In fact, generally, the idea of diversity management put forward in the Charter concerns gender rather than racial or ethnic equality - although the preparatory document "Bussola per le PMI" suggests presenting as a success factor non-discrimination by age, disability, gender, ethnicity, religion, sexual orientation (Bussola per le PMI, p. 4). The document was supported by employers' associations at the local level (e.g. Confindustria Sicilia), trade unions (CGIL, CISL), by regional governments (Emilia Romagna, Sicily, Calabria, Puglia, Campania, Lombardy, Basilicata, Lazio, Veneto, Liguria), local bodies and local public health authorities. A network of Regional Institutional Round Table was set up to promote the Charter, and to root it up in the territories. The Charter joined together about 700 organizations, for a total of around 700,000 employees (http://www.cartapariopportunita.it/sostenitori/aziende_aderenti.aspx): it is not possible to indicate the number of SMEs accurately. Actually the number of subscription to the Charter is not so important. However, it's important to emphasize that in general the Italian SMEs do not have sufficient economic and management resources to put in place Diversity Management (DM) projects. For this reason, the issue of diversity often is treated according to the "common sense" (Valentini 2008), and not through projects. Apart from the Charter, there are no national programs promoting DM or equal opportunities at the industry level. However, there are regional and local projects, which are discussed in the next section. As previously mentioned, the national collective agreements treat the issue of immigration only marginally and through rules in favor of all employees, and from which especially immigrant workers can benefit. Hence, it is not possible to locate in collective bargaining and in the national agreements any type of DM strategies linked to differences of race, ethnicity or nationality. Therefore, although over the years the employers' associations and trade unions have become increasingly interested in the issue, although primarily in a gender perspective, the management of diversity has been left to the awareness of the Company. In fact, there are numerous associations that have joined the Charter for Equal Opportunities and that have promoted or joined projects of Equal Opportunity and DM at local level: we will discuss it in the next point. The same may be said of trade unions that subscribed to the Charter for Equal Opportunity. It should be stressed that, although cultural diversity management is of fundamental importance in working relations, the results of the TEAM (Trade Unions, Economic Change and Active Inclusion of Migrant Workers) survey conducted in six European countries, including Italy, showed that the DM paradigm is not considered a key issue on the agendas of trade unions (Davis, Jubany, 2015). In fact, unions are still struggling to promote mobility careers of immigrants in companies and within their organizations, probably for fear of conflicts with the Italian workers (Ambrosini, De Luca, Pozzi 2016).

- 7. Please identify and briefly describe the funding opportunities at national level (if applicable, at regional and local level) for employers (and/or employers' organizations) and trade unions in relation to diversity management.**

As mentioned in the previous point, the institutions do not pay great attention to DM management in SMEs. Consequently, it seems there are not many funding opportunities either nationally or locally for the employers or the unions in order to train for themselves on managing diversity. However, there is national and European funding for regional and local projects that promote the culture of equal opportunities and diversity management within enterprises, including SMEs. However, these funds are only directed to workers and, as already mentioned, are focused on gender equality and on the family-work life balance. For example, the "Best in Class. Excellence from experience" (2009) project promoted by SFC-Training Systems Confindustria, and financed by the Ministry of Labor and Social Security - National Committee for Equality, as part of the target program for the promotion of female employment, to overcome the gap in wages and career paths, for the consolidation of women-owned businesses. Instead, a project to promote DM in SMEs is the Koiné project of Unioncamere Lombardia 2006 (Visconti, 2011) or the DyMove Project - Diversity on the Move, promoted by UNAR, in Lazio and aimed at strengthening DM strategies starting from the public sector and public utilities, particularly in the transport sector. However, there are numerous activities for the integration of foreign workers both at the workplace and in wider society. In fact, initiatives to support the integration in the workplace and also the social integration have been established: e.g., courses in Italian literacy for workers and families, also organized in partnership with foreign offices of the employers' associations. Then, in general, the projects were mainly targeted on workers rather than employers or unions. We discuss this in the next point, dedicated to the training programs for companies.

8. Are there any available training programmes, assisted or not by public funds, on diversity management for employers and trade union representatives?

- *Please try to response to the following topics in relation to the training programmes: who is the provider of such programmes, the frequency of the available programmes, the available budget of the provider, the way that the programmes are implemented (e.g. provided by the responsible agency or contracted to private agents), the eligibility criteria for participants and the rates of participation of the last couple of years.*

As can be deduced from the previous point, there is no systematic training program on diversity management for employers and trade union representatives. However, there are projects that go in this direction at national level. An example is the project entitled "Implementation of activities aimed at improving information and impact of companies on Diversity management issues in the regions Convergence Objective", financed by UNAR, and promoted by the Fondazione Brodolini (<http://www.fondazionebrodolini.com/>) in 2014. The project organized a series of seminars for SMEs in selected cities. The purpose was to promote diversity management within SMEs and raise awareness of an approach that posits diversity as a core value of human resource management. The project included a "desk and field" research phase aimed at determining the state of policies for the work inclusion of disadvantaged people in the identified regions and their good practices. However, in this project the focus was not only on the diversity of race, ethnicity, nationality, but also on diversity in general. More specific projects on the issue of race, ethnicity and nationality are the following: the "AHEAD project - Accompany the craft enterprises in the fight against discrimination", promoted by Confartigianato Industria and co-financed by the European Social Fund, in which a training course on "Immigration and Anti-discrimination" has been added. The course was held in six Italian cities and used an e-learning platform (no longer active). Another project also directed at, but not limited to, business owners, was the

"FA.RE project - Facilitating cross cultural relations in multiethnic manufacturing enterprises", promoted by PMI Centro Servizi in 2010-2012 which was also attended by national organizations and associations and trade unions. The project, funded by the Leonardo da Vinci Program - Transfer of Innovation, took place simultaneously in Germany, France and Switzerland. The objective was to train "facilitators of cultural relations in multiethnic enterprises", in order to improve diversity management. It has not been possible to find information on the budgets, participation rates, and success rates of the project actions. Also in the case of trade unions there is no specific training on the issue of DM for union representatives. However, we can report growing attention by the trade unions to the inclusion of immigrants in their staff, although it is still low. It should also be noted that for those who become union delegates within companies there is training which in some cases also includes discussion on the issue of immigrants in the workplace, but from the point of view of immigrant worker rights rather than on management of diversity and career (Ambrosini, De Luca, Pozzi 2016). More numerous are the vocational and language training courses offered to immigrant workers by companies in order to promote their integration and increase awareness of the workers of their role in the company (Isfol 2016), all using inter-professional training funds. Among them is the FAPI "SME training Fund" (in which also the unions are involved) established by Law no. 338/2000, with the aim of promoting the development and growth of companies by focusing on the training of entrepreneurs, employers and workers (<http://www.fondopmi.com/>), or for example, funds managed by local employers' associations such as the Education Account Fondimpresa of Assolombarda, that promotes corporate training courses for workers, but excluding managers.

Part D: Integration of Migrants: Access to Employment and Services to the labour market (400 words)

- 9. Please briefly discuss whether each group of migrants are eligible to join the following services available by the Public Employment Services (PES), other State Services or the private sector supported by public funds in your country.**
 - Are any of the following services specifically addressed to migrants designed to ease their integration in the labour market? Please discuss.

Note: You may discuss topics about the duration, the content and the levels (if applicable) of services.

In Italy, the Public Employment Services (PES), Employment Centers (CPI) have in recent years been involved in many radical reorganizations that make it difficult to obtain accurate data on their use by immigrants at national level, also because they are local services. In general, it is possible to say that the CPI are a "safety net for disadvantaged workers" (Ambrosini, Coletto, Guglielmi 2014), and that most of the users are women, foreigners, aged over 34 years. In fact, a recent study in the Milan area found that young first- and second-generation immigrants make scant use of these services (Icsei 2016). However, in general immigrants use public employment services to a minor extent (OECD 2014). The *modus operandi* of these services is based on the principles of individualization, empowerment, and active employment policies. Alongside these public structures, the management of job search, work placement and initial or continuing training is also promoted by private organizations, employment agencies, and third sector organizations, particularly present in the regions of Northern Italy. The language training services and outplacement in the labor market can also be managed and provided by other

government agencies, such as regions, through both regional and national, as well as European funding, such as the EIF funds and the current AMIF funds, with particular regard to language and civic education (an example is provided by the language integration projects of the Lombardy Region or vocational training courses provided, again in the Lombardy Region, with the Dote Lavoro program).

Services	EU citizens	Third country nationals	Refugees	Asylum Seekers
Vocational training/job related training	In general, EU citizens can attend vocational training and job-related training courses as long as they are residents or sojourners in Italy or in a specific region. For example, they can access the Dote Lavoro courses of Regione Lombardia training if they are domiciled or resident in Lombardy. They can also have access to courses provided by Permanent Territorial Centers (CTP) and by Provincial Centers for Adult Education (CPIA)	Also the citizens of third countries are eligible for the services as furnished to EU citizens, provided they have a valid temporary residence permit that allows them to work or an EC long-stay permit. They can also attend courses provided by the national continuing education system regulated by Law n. 236/1993.	They have the right to attend vocational training courses, in particular those established by the local authority where there is one of the Centers for immigrants Reception System, as established by Legislative Decree n. 140/2005, if they have a valid residency permit. They can also attend courses provided by the national system of lifelong learning education regulated by Law n. 236/1993. Often the courses are also provided by the third sector, or trade unions in accord with the Prefectures.	They have the right to attend vocational training courses, in particular those established by the local authority where there is one of the Centers for immigrants Reception System, as established by Legislative Decree n. 140/2005, if they have a valid residency permit. They can also attend courses provided by the national system of lifelong learning education regulated by Law n. 236/1993. Often the courses are also provided by the third sector, or trade unions in accord with the Prefectures.

Language courses	They can access-language courses provided by public and private bodies and by the third sector, except those provided by EIF and AMIF funds. In particular the third sector is very active in proposing Italian language courses specifically dedicated to immigrants.	They can attend language courses provided by public and private bodies and by the third sector. They are the beneficiaries of language courses funded by EIF and AMIF funds.	They can attend language courses provided by institutional funds and AMIF funds, provided that they are legally present in the country with a valid permit. Those whose request for asylum or refuge has been rejected and are waiting for a residence permit for humanitarian reasons cannot attend the courses. These people can attend language courses organized by the third sector (for example, in Milan the "Schools without permission" network) that also offer courses to people without a residence permit.	They can attend language courses provided by institutional funds and AMIF funds, provided that they are legally present in the country with a valid permit. Those whose request for asylum or refuge has been rejected and are waiting for a residence permit for humanitarian reasons cannot attend the courses. These people can attend language courses organized by the third sector (for example, in Milan the "Schools without permission" network) that also offer courses to people without a residence permit.
Guidance/counselling	They can access counseling services provided by both public and private bodies or by third sector organizations .	They can access counseling services provided by both public and private bodies or by third sector organizations , provided that they possess a	They can access counseling services provided by both public and private bodies or by third sector organizations . There have been experience	They can access counseling services provided by both public and private bodies or by third sector organizations. There have been experience

		regular residence permit. For those whose permit has expired or do not have PdS there are third-sector bodies that offer consulting services (and legal ones) also on the job search mode, even if a valid PdS is needed in order to work in legal forms	s of bodies that supply consulting services also by unions.	s of bodies that supply consulting services also by unions.
Orientation courses	They can access, if resident in Italy, services and job orientation courses, provided by public and private organizations or the third sector, aimed at providing guidance on speculative application, on how to approach a job interview, on the correct and effective writing of a curriculum vitae and other aspects of working life.	They can access, if resident in Italy and a regular PdS, to services and job orientation courses, provided by public and private organizations or the third sector, aimed at providing guidance on self-nomination mode, on how to approach a job interview, on correct and efficient writing of a curriculum vitae and other aspects of working life.	They can access services and job orientation courses offered by public and private organizations or the third sector, as well as by charities.	They can access services and job orientation courses offered by public and private organizations or the third sector, as well as by charities.

Public work	<p>They can access to public employment, if I legally resident, except for some specific job positions:</p> <ul style="list-style-type: none"> senior-level posts in government departments; senior-level posts in the peripheral structures of government departments, in the non-economic public bodies of the provinces and municipalities and regions and the Bank of Italy; positions as judges, administrative, military and accountants, lawyers and state prosecutors; civilian and military roles in the Presidency of the Council of Ministers, the Ministry of Foreign Affairs, the Ministry of the Interior, Ministry of Justice, Ministry of Defense and the Ministry of Finance and the State Forestry Corps. 	<p>They can access public employment, if I legally resident in Italy and if they have a long-term CE PdS, except for some specific job positions:</p> <ul style="list-style-type: none"> senior-level posts in government departments; senior-level posts in the peripheral structures of government departments, in the non-economic public bodies of the provinces and municipalities and regions and the Bank of Italy; positions as judges, administrative, military and accountants, lawyers and state prosecutors; civilian and military roles in the Presidency of the Council of Ministers, the Ministry of Foreign Affairs, the Ministry of the Interior, Ministry of Justice, Ministry of Defense and the Ministry of Finance and the 	<p>They can access public employment, if I legally resident and with refugee status, except for some specific job positions:</p> <ul style="list-style-type: none"> senior-level posts in government departments; senior-level posts in the peripheral structures of government departments, of the non-economic public bodies of the provinces and municipalities and regions and of the Bank of Italy; positions as judges, administrative, military and accountants, lawyers and state prosecutors; civilian and military roles in the Presidency of the Council of Ministers, the Ministry of Foreign Affairs, the Ministry of the Interior, Ministry of Justice, Ministry of Defense and the Ministry of Finance and the 	<p>They do not have access to public-sector employment</p>
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		State Forestry Corps.	State Forestry Corps.	
Job placement	They can access job placement services activated by public and private bodies and by third sector organizations, if they are resident in Italy and in possession of the following characteristics - 18 to 29 years old, long-term unemployed, workers over 50 years of age, workers who have not worked in the past two years, women regardless of age, who are residents in areas with special rates of female unemployment, disabled people.	They can access job placement services activated by public and private bodies and by third sector organizations , if resident in Italy, in possession of a valid residence permit and having the following characteristics - young people aged 18 to 29 years old, unemployed long term, workers over 50 years of age, workers who have not worked in the past two years, women with no age limits who are residents in areas with special rates of female unemployment, disabled people.	Refugees who have already obtained international protection and who reside in SPRAR centers and are waiting for job insertion, have access to job placement services activated by private companies as a result of a framework agreement between the Minister of Interior and Confindustria signed June 22, 2016	Asylum seekers have access to job placement services provided by public, private bodies and by the third sector even before the two months time limit, after which they have the right to work in Italy, provided that the application for asylum has been made. In particular they can attend job placement schemes for disadvantaged people.
Other (please specify)				

10. Are any of the above services addressed specifically to migrants working in SMEs? If yes, please provide some details on the provided services.

In general, the services described above are directed at immigrant workers employed in all sectors and workplaces, and not only in SMEs. Referring exclusively to SMEs, we can report that 70% of vocational training courses have been directed to the training of workmen (ISFOL 2016), a category in which immigrants are mainly concentrated.

11. What is the added value of the involvement of non-state providers in the provision of the above services?

In the provision of the services described, the role of private institutions, the third sector and associations is very important. The third sector, religious institutions, trade unions and informal associations, in fact, are important interlocutors for immigrants, especially for recently arrived and irregular ones, who find in these institutions services of various types (legal, social, and in some cases medical). Regarding the provision of the services described above, non-state institutions, particularly the third sector ones, are especially important for the supply of Italian language courses, which are often organized with the timetables most convenient for immigrant users, who are often engaged in the workplace for longer hours per day than natives, or work with atypical schedules (in the evening, at night, early in the morning). The third sector has an important role with regard to the guidance / counseling services that in many cases are also offered for free (e.g. Caritas - Immigrant Welcome Service). In general, however, the non-state service providers are complementary to or, in some cases, replace public services, thanks both to the agreements with governments that give the third sector the management of some services, and participation in national, European calls for proposals. In other cases, they receive funds from private foundations (of banking origin and others) through calls for proposals or charitable gifts.

12. What are the main problems that service providers (e.g. PES, other State Services, and private agents) confront? (e.g. lack of expertise, limited resources, understaffing, limited capacities, budget constraints)

One of the main limitations currently facing all the actors involved in the above-discussed provision of services is certainly the lack of financial resources, both for public bodies and for the third sector and associations. In particular, as mentioned in the previous section, for these bodies the provision of certain services or programs is often linked to the presence of external funding associated with projects that, by their nature, are not continuous but limited in time. This implies that it is not always possible to ensure a service's continuity. With regard to the Public Employment Service, as already mentioned, in recent years it has undergone a series of internal reorganizations which have often also entailed a reduction of personnel and financial resources. Furthermore, because the service is generic and not specific to the immigrant population, there is in some cases a lack of experience in dealing with immigrant users, who have difficulties and special needs - language difficulties, temporary solutions for the job search in order to maintain the residence permit - (Icei 2016). It is no coincidence that in 2016 foreign users went to a CPI to find immediate work (52.6%), to confirm their unemployment status (25.9%), or to renew it (22.0%) ; while the demand for advice and guidance or training opportunities services was minimal (Ministero del Lavoro e delle Politiche Sociali 2016).

13. What is the percentage of migrant-owned SMEs in your country? What kind of businesses migrants run? What kind of restrictions they confront? Please discuss.

There are no accurate data on the percentage of SMEs that have an immigrant owner. However, we know that, in 2015, companies managed by people born abroad amounted to 550,717, 9.1% of total companies. We also know that the rate of entrepreneurship of the non-EU immigrants is higher: 10.2% of non-EU immigrants have been employed on their own account, mostly in small businesses (Ministero del Lavoro e delle Politiche Sociali 2016). The nationality with the highest rate of entrepreneurial work is Chinese (47.5%). Immigrants have in particular individual enterprises (8 out of 10) in the service sector (60.4%), in commerce (4 out of 10, 36.4%), in construction (23.4%), in manufacturing (7.8%) and in hotel and restaurant services (7.5%) (UNAR 2016). The majority of immigrant entrepreneurs are located in the regions of Northern Italy, mainly in Lombardy, 18.9% of the total. In general, for businesses managed by immigrants there are no rules or restrictions different from those applying to businesses managed by locals, at least at national level. However it should be noted that non-EU citizens who want to open their own business but have a temporary residence permit must verify whether the reciprocity rule applies: that is, the agreement that provides that the country of origin of the foreign citizen offers the same opportunity for self-employment to Italian citizens. Non-EU citizens who have a long-term EU residence permit may perform any self-employment activity in Italy. Moreover, it is necessary to emphasize that in some regional and local contexts, regional laws or municipal ordinances try to obstruct the opening of new ethnic businesses and their management: for example, through the so-called 'anti-kebabs orders' which have been issued in some municipalities of Lombardy, limiting the opening times of shops selling take-away food or preventing take-away bars from installing tables for food consumption (Ambrosini 2013b).

14. What supportive measures in your country facilitates immigrants to start and develop their own businesses? (e.g. policy efforts that aim to remove the obstacle for developing businesses, the improvement of the market conditions that help immigrants to start-up business, favourable regulations or/and training and coaching, development of entrepreneurial skills, finance and networking)

Generally, immigrants, who have a valid residence permit and are resident in Italy can open their own businesses in the same way as natives. Unlike the Italians, however, foreign entrepreneurs often encounter difficulties in opening their own business: the processing of the start-up paperwork the scarcity of financial resources, financing, banking concessions and loans. To overcome these difficulties, in some areas the institutions and the third sector have furnished resources. One example has been the creation, at the Chamber of Commerce of Milan, of the Immigrant Entrepreneurship point, constituted in 2005, which is no longer active. This desk gave information and support to business creation and business development. Over time, other agencies have proposed projects to support business start-ups, some directed at everyone, including foreign citizens, others dedicated exclusively to immigrants. One example is the "Start it up. New foreign citizens' enterprises", project promoted by the Ministry of Labor and Social Policy and by Unioncamere in 2012 and now concluded. The project was created to support professional growth and provide basic skills for the start-up of businesses and/or self-employment for people from countries outside the European Union, living in Italy, and in possession of a regular residence permit. Also to be pointed out is the "A.Mi.Ci-Access to Microcredit for Immigrants Citizens" project promoted in 2010 by the Ministry of Labor and Social Policy and the Italian Permanent National Committee for Microcredit, and financed with European funds EIF. For immigrant entrepreneurship, therefore, there is no specific regulatory or systematic support. Instead, there are measures related to

projects and temporary funding, which offer coaching services, support in the creation of start-up and business planning, and in the search for funding.

PART E: INVOLVEMENT OF SOCIAL PARTNERS IN LABOUR MARKET INTEGRATION OF MIGRANTS (500 words)

15. Are social partners involved in any way in the general design of the labour market integration of migrants at national/regional/local level?

If yes, please respond to the following:

- *The way social partners are involved*
- *The institutional arrangement of their involvement*
- *Which social partners are involved? (e.g. trade unions, employers organizations, chambers of commerce, associations etc.)*
- *How you estimate the social partners' involvement in the integration processes of migrants in the labour market?*

As is also apparent from what we have discussed in the previous points, Italy takes an approach decentralized at regional and local level to the management of immigrants' integration, also on work issues. Several agreements have been signed over the years at both local and regional level between authorities and social partners, on integration into the labor market, as well as on social inclusion, housing policy, education - which are the most discussed and managed aspects. The themes of integration of immigrants into the labor market and their work inclusion are also discussed by the Territorial Councils for Immigration (CTI), established in all the Prefectures (local offices of the national Government) by Decree of the President of the Republic n. 394/1999. Their role is to promote consultation on important topics, to foster initiatives for the socio-spatial integration of immigrants, and to indicate to the central State the areas of intervention and the proposals that emerge at the provincial level. Therefore, these Councils are pure advisory bodies, with no powers of legislative or policy decision-making, and they do not have independent financial resources, unless they receive external funding. The meetings, often thematic, organized by CTI, involve the Prefecture, representatives of local institutions, the Region, local third sector actors, voluntary bodies, professional associations, the Chamber of Commerce, trade unions, association of immigrants and NGOs. It should be pointed out that the issue of labor policy management is a regional responsibility. In fact, the central government has established five areas - work, access to essential services, minors and second generations, education and learning, housing and district administration - on which it is necessary to work to promote the integration of immigrants. The Regions can decide in which of these areas to invest more (OECD 2014). For this reason, there is a disparity in regional levels of both investment from an economic point of view and the involvement of the social partners in managing the integration of immigrants into the labor market. Since the 2000s, some regions have approved laws in regard to immigration which also address the issue of work; and have also created regional consultative bodies or regional monitoring centers, in which several social partners of the area participate. Once again, these bodies are only consultative and deal with specific issues, including that of work, according to the needs of the partners. At the regional level, in 2015 and for 18 months, the social partners - trade unions, third sector and employers' organizations - were involved in planning the

integration of immigrants through the "Integrated Plans of Actions relating to the work and social integration of migrants". These Plans are part of a system of interventions and integrated planning with regard to migration policies in the period 2014-2020. They have the aim of promoting integration and job placement actions - involved in which are public and private bodies and third sector - using regional national and European funds. Then at the local level there are Councils for immigrants in which all the aforementioned actors can participate more or less actively. Also in this case, the actions of these councils are often purely consultative; or, at most, they may make proposals for local projects and interventions, which can be financed through external tenders. Also the employers' associations are often involved in supporting local projects, particularly when planning regards training and integration into the labor market and the promotion of entrepreneurship (OECD, 2014). These employers' associations, together with representatives of the government and trade unions, are also present at the bargaining tables established to negotiate collective agreements at both national and enterprise level, where they can exert pressure for the inclusion of norms that could also favor immigrants, as we have already discussed in the above paragraph relating to CCNL.

16. Please provide concrete examples of social partners' initiatives on the integration of migrants in the labour market and particularly in SMEs.

- *You may discuss about initiatives such as the establishment of Migrant offices or departments run by trade unions and employers' organizations, their scope and duties, on-going awareness raising campaigns, collaborations with non-governmental organizations and state services etc. but the practices they follow when negotiating for the conclusion or renewal of collective agreements.*

The social partners have an important role in the integration of immigrants into society, although, for the reasons outlined above, they cannot perform a similarly central role in the integration of immigrants into the labor market. In general, however, to be noted is the important role of trade unions in this process, mainly due to the support, particularly bureaucratic, that unions give to immigrants through their Immigrants Offices (Ambrosini, De Luca, Pozzi 2016). Over time, Immigrants Offices, established in the 1980s and 1990s, have developed a range of skills related to employment protection, advice on immigration regulations, assistance with and management of bureaucratic demands and requests and renewals of residence permits, counselling on services aimed at both regular and irregular migrant workers. Due to their ability to provide social work (Ambrosini, De Luca, Pozzi 2016), Immigrants Offices also perform a key role in incentivizing enrolment with the union, so that in Italy unionized immigrants number 938,983, 7.9% of total members. Also important is the action of trade unions in promoting or participating in awareness campaigns in regard to the social rights of foreigners, in events or demonstrations concerning the fight against discrimination, or the emergence of undeclared work. Moreover, unions have had an important role, as we have already indicated in a previous point, in the chances of immigrants finding employment in some specific categories of public-sector work, such as transport and hospital care. They have also participated actively, through their "patronati" (offices that manage bureaucratic procedures for access to welfare provisions), to the local governance of the application of amnesties. They acted as stakeholders, working with the Ministry of the Interior in finding solutions to dubious or complicated issues. Also the employers' organizations have had a role in the amnesties, giving their political support to ensure that they are adopted. Moreover, also the third sector associations and NGOs have had an important role in regularization by assisting immigrants with

application procedures. Even in the negotiation and conclusion of the renewal of collective contracts, trade unions and employers' associations have a fundamental role in inserting provisions that facilitate not only the integration of immigrants in the labor market, but also their inclusion and non-discrimination at work, as highlighted in a previous point.

Part F: Conclusion – Critical Appraisal (300 words)

- 17. As a concluding remark and based on your input on the above topics, please critically provide a commentary on the situation of migrants' integration in the labour market and diversity management in your country.** What is to be done and what are the most urgent national priorities? What could you suggest to trade unions and employers/employers' organizations?

The integration of immigrants in Italy has been a subordinate integration. For a long time the entry of immigrants in the Italian labor market was favored by employers because immigrants would replace the Italian workers in activities and sectors in which Italians are less available to work. Also the inclusion of foreign workers has never been opposed. Indeed, it has even been supported by employers, who in this way benefit from a higher availability of labor, a more flexible workforce, the possibility of not recognizing (and paying for) the education and professional skills of immigrants. It is the overeducation phenomenon (immigrants are more qualified than the jobs they do), that is connected to the so-called "economy of Otherness" described by Calavita (2005). The large presence of immigrant workers in SMEs and in care and domestic work has facilitated their concentration mainly in: a) smaller companies, which offer fewer guarantees of stability, b) low-skilled occupations, where they are at greater risk of job loss because they are more easily replaceable; c) fixed-term jobs (Fullin, Reyneri 2013). The presence of immigrants in the Italian labor market is therefore characterized by high instability and mobility, and employment in low-skilled jobs. However, these characteristics, amid the current economic crisis, have given rise to a paradox. In fact, on the one hand there is an increase in the unemployment rate of immigrants, but on the other, there is also a rise in their employment rate due to an increase in domestic work and to their ability to find work quickly, adapting to any type of job (Fullin, Reyneri 2013). The economic crisis has removed many middle-level jobs, but in some way maintained most of the low-skilled ones, which are those in which immigrants are more frequently employed. The prevalent insertion of immigrant workers in SMEs and domestic work has not favored a discussion about the topic of diversity management. In fact, this issue has entered the policy agenda mainly from the point of view of gender differences management - men and women- and mainly in large companies or in the public sector, although, as we have seen, the Charter of Diversity has been introduced also in Italy, where it is called the Charter for equality of opportunity and equality at work. The same can be said for the fight against discrimination. Indeed, despite the existence of laws, still little attention is paid to the elimination of ethnic discrimination in the workplace, even if it is an issue to which especially trade unions, the third sector and NGOs are trying to give political visibility through events and awareness campaigns: concrete actions are still few. In fact, the difficulty of eliminating cases of discrimination especially concerns small economic environments, such as those of small businesses or domestic work. Instead more attention and effort have been devoted to the public sector. Although immigrants can use the services provided by Italian public institutions, private services and the third sector, with regard to vocational training, job placement, and job search, we have seen that in general they make less use of these services, which, in turn, do not always have adequate preparation in understanding the needs of immigrant users. In light of the foregoing discussion, we think

that the priorities to which the state, trade unions and employers' organizations should pay closer attention are the following:

1. recognizing the job skills of immigrants and the consequent inclusion in jobs that are not underqualified with respect to their human capital;
2. implementing the rules of the Decrees against discrimination based on race, ethnicity and nationality in work integration, in both public companies and private ones - corporations or SMEs;
3. applying the principles of diversity management in personnel management at every company level;
4. increasing the participation of immigrants in trade unions.

ANNEX 7: FRANCE – CAR REPORT

Part A: Introduction.

1. Immigration in France first developed during the industrial revolution (second half of the 19th century) with the arrival of southern European populations (Spanish, Italian and Portuguese) working in industry and agriculture. During the 1st World War (1914-1918), the second wave of immigration concerned countries belonging to the previous French Empire - mainly Algeria (but also other countries from Northern Africa). The people of these countries were recruited as workers and soldiers (the so-called "tirailleurs sénégalais"). This phase was maintained during the inter-war period but stopped with the Second World War (1939-1945). The third wave corresponded to the "Thirty glorious years" - "Trente glorieuses" expression from the French Economist J. Fourastié -(1945-1974). During this period, immigration met the labor needs of companies.

In 1974, the French government decided to stop immigration faced to the rising of unemployment among national workers. The residence permit for immigrants from former colonies was set up as well as family reunification to improve their quality of life.

In 2010, there are 5.3 million immigrants in France according to INSEE, which represents 8% of the total population.

2. In France, 4 types of migration are taken into account: for economic reasons (employment), for family reunification (women and children), for political reasons (asylum seekers / refugees) and for studies (students).

In 2006, an immigration law created a new category of migrants- "skills and talents" for highly qualified foreigners compared to low-skilled foreigners.

Since the 1970s, France has restricted its entry to limit the flows of immigration. For this purpose, the country has implemented two types of visas: for short stay (less than 3 months) and for long stay (more than 3 months), as well as a restriction of entry by nationality.

In terms of access to the labor market, immigrants have more difficulties than nationals. They are more likely to have fixed-term contracts and have to ask for a work permit. SMEs consider these obligations to be dissuasive, which in turn leads to unequal opportunities.

Part B: Institutional Framework

3. The European Racial Equality Directive (2000/43 /EK) and the European Equal Opportunities Directive (2000/78 /EK) have been transposed into French national law (as in the other 14 EU members at the time-Europe of 15 members) from July 2003 to 2008 (over a five-year period) with the aim of prohibiting 'any discrimination based on race and ethnic origin' within the French law framework.

In France, these laws were drafted on the basis of several texts transposing them, as well as the setting up of an independent administrative authority called the High Authority for Combating Discrimination and Equality (HALDE) in 2005. As far as the Directive 2000/43 / EC is concerned , the concerned French Laws are: N°2001-1066 on the fight against discrimination, N°2002-73 on social modernization, N°2005-843 on the transposition on the Community law to the civil service and N°2008 -496. All these laws concern various provisions for adapting to Community law in the field of combating discrimination in French law.

4. The High Authority for Combating Discrimination and Equality (HALDE) was set up to comply with the requirements of the Racial Equality Directive 2000/43 / EC as no effective arrangements were implemented at the time in France. This High Authority deals with racial discrimination but also with all other types of prohibited discrimination in France. In addition to the field of employment and work, it includes the following topics: access to housing, administration, education, recreation and health...

(reference: Borrillo (Daniel) & Chappe (Vincent-Arnaud), 2011)). Since 2014, the last ground of discrimination added concerns the place of residence (habitat). As an independent organization, the HALDE cannot receive orders from a third party. In addition to being repressive, it is at the origin of campaigns of prevention and information among the population. At its initiative, in 2007, Houses of Justice and Law were created with the aim of welcoming and informing potential victims of discrimination. Indeed, the HALDE was included in the later Defender of Rights (together with other public entities meant to defend human rights). This new public entity generally is meant to defend the rights and freedoms of any French citizen or person living in France.

The National Inter-professional Agreement (ANI), adopted in 2006 by trade unions and employers, focuses on the legal framework of non-discrimination as far as the ethnic criteria are concerned. The French State, on the basis of this agreement, wishes to encourage social partners to take up the ethnic dimension of inequalities.

5. Corporate Social Responsibility (CSR) is a strategy recognized by the European Union and the ISO 26000 standard, which promotes respect for human rights and promotes diversity. It is promoted by companies in general and also aims to respect sustainable development and the environment. There is no law that obliges companies to adopt CSR strategies. However, the States encourage them to become more socially responsible. To this end, CSR advocates an improvement in the living and working conditions of employees, both ethically and socially, with wage increases and equal treatment for all employees.

Another authority intervenes in the fight against discrimination and promotion of diversity, the High Council for Integration (HCl), created in 1989. It is allowed to "give its opinion and make any useful proposal, on request of the Prime Minister on all matters relating to the integration of foreign residents "(official definition). The objective of the HCl is to support associations to promote the integration of migrant. The HCl also advocates and defends neutrality of religions within the company (the so-called "laïcité" which is a Republican principle in France). A decision of the European Court of Justice in March 2017 reinforced this obligation of religious neutrality and respect for the Secularity in enterprises.

Part C: Diversity Policy and Practice in Companies.

6. In 2010, the European Commission, as part of the promotion of diversity in companies, launched the Diversity Charters and published a practical guide in 2015. The diversity charter is adopted according to the needs and priorities of each Country. They are culturally specific. This Diversity Charter is a French initiative initiated in 2004. The companies want to give a more genuine picture of the diversity of the French population in their personnel. It promotes performance by recognizing professional and individual skills and diverse profiles.

There are many initiatives to promote diversity, such as the Label developed by the National Association of Human Resources Directors (ANDRH) at the request of the State, with public funding, officially launched in 2008. In 2013, 381 legal entities have been labeled 840,000 employees and 85% of companies with more than 50 employees. The labeling commission brings together representatives of the State, trade unions, organizations of employees and employers, the ANDRH and the Solidarity of Solidarity Institute (IMS), organizations composed of networks of leaders.

The Diversity Trophies were created in 2006 by a recruitment firm with the French Association of Managers of Diversity (AFMD), the ESSEC (Leadership and Diversity Chair) and the Foundation Against Exclusion (FACE). They reward companies that have implanted innovative and ambitious practices in terms of promoting and managing diversity with a "Grand Prix PME".

7. As far as funding is concerned, the General Commissariat for Territorial Equality (CGET) has a policy of fighting against inequalities on the ground and to equip territories with the appropriate tools & strategies. It "stemmed from the regrouping of the Delegation for Regional Planning and Regional Attractiveness (Datar), the General Secretariat of the Inter ministerial Committee of Cities (SGCIV) and the National Agency for Social Cohesion and Equality Of the chances (Acsé)". Its aim is to rehabilitate territories, particularly sensitive neighborhoods (the so-called "social sensitive areas") by financing projects and creating sustainable local employment by supporting ethnic diversity.

A National Observatory of Sensitive Urban Areas (ONZUS) was also set up, which regularly publishes reports on the special problems encountered by these territories, particularly in the field of employment and diversity.

The French Office of Immigration and Integration (OFII), created in 2009, is the only State operator whose mission is to support migrants and businesses in access to employment foreign people. It offers migrants training to create their activity in partnership with local and national employment agencies.

8. The CNAM (National Conservatory of Arts and Crafts) offers employers & employees the opportunity to participate in diversity management training and to be involved in the fight against discrimination in companies, organizations and associations. Its objectives are to prevent discrimination, to promote professional equality according to ethnic diversity or gender, to design appropriate tools and practices in the field of Human Resources. In 2007, the OFII and the Employment Pole (National Employment agency) developed personalized follow-up to help job-seeking migrants and ensure that labor laws are respected without any form of discrimination.

Part D: Integration of Migrants: Access to Employment and Services to the labour market. Are any of the above services addressed specifically to migrants working in SMEs?

9. OFII can also offer training courses with private services financed by public aid.

The recruitment and consultancy firm Mozaïk RH, created in 2004, allows graduate migrants to find work exclusively on their potential without being discriminated against. Companies come into contact with the firm to find profiles that perfectly match their expectations. Each profile is studied in order to be recommended according to their skills & qualities. This allows companies to optimize their performance and develop their human potential.

Ingeus advises companies in the field of human resource. It aims to develop the company's social strategy by orienting them towards choices that will increase the attractiveness of the company and encourage them to develop diversity.

The Kodiko program is a partnership together with the Medef. Its objective is to transmit professional and cultural codes to migrants and businesses. The principle is to provide migrants with knowledge on the labor market and to be able to talk about their skills and professional projects and then be referred to companies. The program also gives companies a good image, a development of their competitiveness and opportunities for further development.

10. The difficulties encountered by service providers are problems of access to protected data and problems of financing. The Charter of Diversity has been signed by many companies-mainly over 50 employees (big firms) but also SMEs. It was conceived as a communication tool rather than as a real tool of Human Resources. Indeed, SMEs very rarely have their own Human Resources department. This complicates the follow-up of social procedures. For this reason the Ingeus organization is useful, both for companies & employees to promote diversity in society.

11. The percentage of SMEs headed by immigrants is not available in France. Indeed, ethnic data are not recorded in France for ethical reasons due to the history of France - The Vichy regime had set up a system of filing French Jewish religion as part of the policy of collaboration with the Nazi regime implemented by Maréchal Pétain which led to the deportation of thousands of fallen Jewish French citizens of their nationality during the Second World War (1939-1945).

Part E: Involvement of Social Partners in labour market integration of migrants.

As a rule, employers and trade unions agree that the arrival of migrants is a source of wealth creation. The Movement of business in France (MEDEF), for example, supports the creation of companies by migrants. Indeed, the movement works in cooperation with the Kidoko program (see part D) to support migrants graduating in their professional project.

The CGPME- a trade-Union representing SMEs- for its part, did not express itself on the issue of migration.

At the level of trade unions, the General Confederation of Work (CGT) is committed to promoting solidarity with foreign workers both on a legal level with the defense of acquired rights and on a social level to avoid exclusion and exploitation.

The French Democratic Confederation of Work (CFDT) has presented initiatives to defend "living together" as, for example, mobilizing the population at a local level on the current status of migrants. In addition, the CFDT is working together with the Podkrepia union, which is carrying out information campaigns in Bulgaria with the aim of informing people wishing to go to France about the migration conditions and the procedures to be followed in order to work.

The social partners are involved at different levels and to different degrees.

The trade unions of employees signed the ANI (2006). They participate in corporate diversity meetings and are involved in social dialogue on diversity issues.

Employers' organizations are very proactive and create or participate in numerous initiatives - charter, label, professional certificates, training, etc.

Associations form an essential basis upon which the various mechanisms and measures to support migrants are implemented.

The two examples of best practices are those of the voluntary sector: the ACCELAIR system, supported by the Refugees Forum-COSI association and the RELOREF system, which is supported by the association France-Terre-d'Asile (FTDA), which provides reinforced and specialized support for access to housing and employment.

The associations create partnerships with public employment services, adult education organizations and companies.

They carry out actions in the direction of the partners identified, exchanges between reference people of projects and professionals via a technical committee, raising awareness of the actors, providing interpreters, training in French as for the refugees themselves, such as, for example, support for employment: assessment, construction of a professional plan, job research techniques, preparation of interviews, meetings with employers.

There are also language and/or vocational training courses: training courses and orientation courses, adaptation training at the workplace, financing of specific training not covered by common law. Lastly, they have developed a support on the workplace: accompanying migrants throughout the contract, liaison with the employer.

The "City of Jobs"(Cité des Métiers) in Paris offers several clubs and workshops that offer special support to migrant populations, to improve their access to employment or training, or to create their activity -

for example the club proposed by iriv - Valuing a migratory road- or by the GRDR for creating one's own activity.

Part F: Conclusion – Critical Appraisal

Diversity has become a demand for more and more companies in France, whatever their size. It is seen as an opportunity for development and allows companies to improve their image, enrich their skills but also respect the laws in force.

In France, from 2004 onwards, the first diversity charter was implemented. It has been signed by many companies. It has enabled other States in Europe to adopt this strategy. Its objective is to combat all forms of discrimination against individuals of diversity, understood in a broad sense - gender, age, social or ethnic origin....

Diversity is now promoted by most labour unions such as the Medef (employers' union) and the trade unions of employees which encourage this trend. Private organizations such as Mosaïk RH have been set up and allow skilled migrants to find a job more easily based on their skills.

However, there is no control or obligation for SMEs that do not have a human resources department. They often have to outsource these services. Private organizations such as Ingeus offer to help them implement innovative human resources management strategies that promote diversity. The diversity policy implemented by companies has often been associated with a communication strategy because it corresponds to a process that values and appeals to consumers. It is unclear whether it is an integral part of human resource management.

Membership in the Diversity Charter is not mandatory for all companies. SMEs are free or not to be signatories. They do not have human resources employee assigned to promote diversity.

It is important that membership of the diversity charter remained on a voluntary basis, even if it is an essential step to considerably reduce discrimination on the basis of a tangible and common basis for all companies. A more precise and regular analysis, according to the size of the company and its sector of activity, makes it possible to fight more effectively against inequalities and to promote diversity.

Definitions:

ACCELAIR: European program to promote the socio-professional integration of refugees by providing a coordinated answer in terms of access to employment, training and housing.

Source: <http://www.forumrefugies.org/missions/missions-aupres-des-refugies/programme-d-integration-des-refugies-accelair>. Downloaded in 04/07/17

ANI : Agreement concernant the working conditions and social garanties which employees may benefit from within the business companies. This agreement is national and therefore covers all the territory.

Source: <http://www.vie-publique.fr/actualite/dossier/rub1716/accord-competitivite-securisation-emploi-mesures-portee-encore-incertaine.html> Downloaded in 04/07/17

Charte of diversity : Text of commitment proposed for signature by any company, whatever its size, condemning discrimination in the field of employment and decides to work for diversity.

Source : <http://www.charte-diversite.com> Downloaded in 04/07/17

CFDT : Confederation interprofessionnelle of French trade unions of employees, the first by the number of members.

Source : <http://www.cfdt.fr> Downloaded in 04/07/17

CGT : French trade union of employees created in 1895. It was one of the five confederations of trade unions of French employees considered, by irrefutable presumption, as representative by the State.

Source: <http://www.cgt.fr> Downloaded in 04/07/17

CGPME : French employers organization representative the small and medium-sized companies.

Source: <http://www.cpme.fr> Downloaded in 04/07/17

CNAM : Public institution of higher professional training, applied research and dissemination of scientific and technical culture.

Source: <http://www.cnam.fr> Downloaded in 04/07/17

DATAR : Former French administration, from 1963 to 2014, that was responsible for preparing the guidelines and implementing the national planning and development policy.

Source: <http://www.logement.gouv.fr/la-datar-50-ans-au-service-de-l-aménagement-du-territoire>
Downloaded in 04/07/17

Défenseur des Droits: An independent constitutional authority responsible for defending the rights of citizens not only against administrations, but also with specific prerogatives for the promotion of children's rights, fight against discrimination, respect for ethics or security.

Source: <http://www.defenseurdesdroits.fr> Downloaded in 04/07/17

France Terre d'Asile : Member of the European Union Agency for Fundamental Rights, the European Council for Refugees and Exiles (ECRE) and the United Nations Economic and Social Council (ECOSOC), which works for the maintenance and development of one of the Oldest French traditions, that of asylum, and to guarantee in France the application of all the relevant international conventions.

Source: <http://www.france-terre-asile.org> Downloaded in 04/07/17

HALDE : French independent administrative authority created in 2005 and attached to the Defenders of Rights in 2011. It was competent to treat "all discrimination, direct or indirect, prohibited by law or by an international commitment to which France is a party."

Source: <http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/114000234.pdf>
Downloaded in 04/07/17

HCI : reflection and proposal body which prepares an annual report and issues advisory opinions at the request of the government on the integration of foreign residents or foreigners.

Source: <http://archives.hci.gouv.fr> Downloaded in 04/07/17

Ingeus : A major actor in Human Resources and Professional Mobility.

Source: <http://www.ingeus.fr> Downloaded in 04/07/17

INSEE : Institute responsible for the production, analysis and publication of official statistics in France: annual and quarterly national accounts, assessment of national demography, unemployment rate, etc. It is a general directorate of the Ministry of Finance.

Source: <https://www.insee.fr/fr/information/1302230> Downloaded in 04/07/17

MEDEF : Employers organization created in 1998, French companies representative.

Source: <http://www.medef.com> Downloaded in 04/07/17

Mozaik RH : Human resources recruitment and consulting firm specializing in the promotion of diversity.

Source: <http://mozaikrh.com> Downloaded in 04/07/17

OFII : Responsible for the reception and integration of migrants during the first five years of their stay in France. It is also responsible for the reception of asylum seekers, return and reintegration aids

participating in solidarity-based development and the fight against illegal work.

Source: <http://www.ofii.fr> Downloaded in 04/07/17

SMEs : Small and Medium Companies.

Podkrepia : Bulgarian trade union organization affiliated to the European Trade Union Confederation and the International Trade Union Confederation.

Source: <http://www.podkrepia-pdx.com> Downloaded in 04/07/17

Pôle Emploi : Operator of the public employment service.

RSE : Taken into account by companies, on a voluntary basis, take into account social and environmental concerns in their activities and in their interactions with other actors, called "stakeholders".

Source : e-RSE.net. (Founded in 2011 by the company Comeen in the initial form of a blog, e-RSE.net is today a media platform that allows everyone, expert as curious, to better understand the stakes of Social, Societal and Environmental Responsibility Of companies and organizations (CSR and SAR)).
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acronyms :

ACSE : Agence Nationale pour la Cohésion Sociale et l'Egalité des chances

AFMD : Association Française des Managers de la Diversité

ANDRH : Association Nationale des Directeurs des Ressources Humaines

ANI : Accord National Interprofessionnelle

CFDT : Confédération Française Démocratique du Travail

CGET : Commissariat Général à l'Egalité des Territoires

CGPME : Confédération Générale des Petites et Moyennes Entreprises

CGT : Confédération Générale du Travail

CNAM : Conservatoire National des Arts et Métiers

DATAR : Délégation à l'Aménagement du Territoire et à l'Attractivité Régionale

ESSEC : École Supérieure des Sciences Economiques et Commerciales

FACE : Fondation Agir Contre l'Exclusion

FTDA : Association France Terre d'Asile

HALDE : Haute Autorité de Lutte contre les Discriminations et pour l'Egalité

HCI : Haut Conseil à l'Intégration

IMS : Institut Mécénat de Solidarité

INSEE : Institut National de la Statistique et des Etudes Economiques

MEDEF : Mouvement des Entreprises de France

OFII : Office Français de l'Immigration et de l'Intégration

RELOREF : Rechercher un Logement pour les Réfugiés

RSE : Responsabilité Sociale des Entreprises

SGCIV : Secrétariat Général du Comité Interministériel des Villes

ANNEX 8: DENMARK – CAR REPORT

Part A: Introduction (300 words)

1. Please provide a brief history of migration in your country. Focus on the major inflows of immigrants account for the significant increase in ethnic diversity in your country. Discuss issues such labor shortages, family reunifications, expatriate returns etc. Possible debates of the consequences of the increase of ethnic diversity in schools, safety, communities, the workplace etc. Historical review of migrants in SMEs in your country if could be reached.

The major inflows of migrant workers and refugees

Since the 1950s Denmark has experienced inflows of immigrants and refugees (Danmarks Radio, 2001a), which has given the otherwise quite uniform Denmark a more variegated look (Clausen & Mikkelsen, 2006, 31).

After WWII 238.000 civil Germans arrived to Denmark as refugees. They were placed in closed camps until the last ones returned to Germany in 1949. In 1956 Denmark received 1000 refugees from Hungary. They were later granted family reunification. (Danmarkshistorien, 2017).

1960s labor shortage invited Turkish, Pakistani and Yugoslav immigrants (Danmarks Radio, 2001a) and in early 1870s refugees from Spain, Portugal and Greece arrived (Danmarkshistorien, 2017).

In 1973 - rising unemployment – closed immigration for foreign workers. Denmark still experienced inflows from Chile and Vietnam. Later a larger inflow of refugees from Iran and Iraq, Palestine and Somalia (Danmarks Radio, 2001a).

In the 1983 the Danish parliament agreed that “de-facto-refugees” should be include in the law and further that family reunification should be a legal right for many migrations and refugees. (Danmarks Radio, 2001a).

The law of migration:

The liberty of the migration law has varied greatly. After the Geneva Convention and up to 1973, gaining a work and residence permit was quite easy and in the 80s Denmark had one of the more liberal migration laws in Europe. Through the 90s and 00s the laws have become stricter (Danmarks Radio, 2001a). The same can be said of the period from 2000-2017. Especially in the later years an extensive number of new laws have been introduced (Christensen, 2012)

The debates and changes of law:

Since 1999 there have been 22 laws of integration (Pedersen, 2015).

As the economic success decreased during the 70s the debates about immigration increased (Danmarkshistorien, 2017) focusing mainly on migrant worker influence on Danish wages (Reintoft, 2017). This discussion still exists (Barfoed, 2016).

The discussion in the 80s was concerned with the topic of the liberal law and how it might result in an increased amount of immigrants. This led to a stricter law, making it more difficult for refugees and migrants to reach the Danish border (Gammeltoft-Hansen, 2016). Denmark has established a “beggar thy neighbor”-policy, making Denmark a less popular country for refugees compared to our neighbors, e.g. the three year long period refugees have to wait for family reunification, reduced benefits and stricter criteria for permanent residence permit (Gammeltoft-Hansen, 2016).

While the discussion in the 70s and 80s might have centered much around issues of employment and influence on wages (Reintoft, 2017), the discussion of today also in large part is about the definition of what it is to be Danish and the definition of the Danish ethnicity and culture (Thykier, 2017).

2. **Briefly discuss the migration model of your country, its limitations and challenges in general and for SMEs in particular, and the need for improvements.** The question rather intends to scrutinize the different ways that migrant populations receive resident and work permits in each country, the processes towards securing work permits, the permanence or/and impermanence of their work contracts and most importantly the anthropocentric treatment or the lack of a human-rights approach of migrant workers by the structures of our societies.

Receive resident and work permits

A resident and working permit is required to legally live and work in Denmark. This is either granted through the processes of gaining asylum or through directly applying (Nyidanmark, 2016a). The Immigration Office manages applications for the residence permits.

When having a residence permit one can apply for a permanent residence permit. There are multiple requirements that both immigrants and refugees must meet in order to gain the permanent permit (Nyidanmark, 2017).

Refugees:

Refugees gaining asylum automatically receives a resident and work permits (Retsinformationen, 2016, §7, §14), which lasts for max. two years and can be extended (Nyidanmark, 2016b).

Migrants:

The following will concern the granting of permits to migrants, who are not citizens in other Nordic countries, European countries, refugees or in other ways exempted from the working permit due to other international collaborations or conventions.

There are multiple ways in which a migrant can receive the permit (Nyidanmark, 2016a) - too many to include in this examination. But, in general, one receives a permit if already offered a well-paid (over 400.000 DKK a year) or demanded job before entering Denmark. Getting a permit is difficult if one is not estimated to have competences and qualifications demanded or necessary for the Danish labor market. The individual's likelihood of getting a job and taking root in Denmark is assessed e.g. on the basis of educational and employment background (Retsinformationen, 2016, §7, §8, §9 & Nyidanmark, 2016a).

Growing criticism, constraints and conflicting interests

Through the years there have been lots of debates about the Danish immigration law and the violation of the human rights (Danmarks radio, 2001b). The Danish law of immigration has been accused of being in contradiction with human rights (Fenger-Grøn, 2004 & Wang, 2016)

In 1998 the «introduction benefit» was introduced meaning lower economic welfare benefits for migrants and refugees than for danes. This has been critiqued by humanitarian organizations and in 2000 the benefits were made equal again. Stricter policies on the topic of refugees and migrants was introduced again in 2001, this times concerning family unification e.g. the so called 24-year-rule. Among more recent policies, which have met critique in connection with, human rights the jewelry-law and the 3 year long wait for family reunification can be mentioned (Wang, 2016).

Part B: Institutional Framework (600 words)

3. Please explain how the EU Racial Equality Directive 2000/43/EK⁵⁸ and the Employment Equality Directive 2000/78/EK⁵⁹ have been implemented in your country.

- *Discuss the transposition of the Directives in the national law.*
- *The limitations of the national framework – Please discuss any possible debate in your country for the restriction of the Employment Equality Directive to certain grounds of discrimination excluding the ground of ethnicity.*
- *Who and who not receives protection?*
- *What is the scope of the national non-discrimination directives? (E.g. Access to employment, access to vocational guidance and training, conditions of employment, equal pay.. etc?)*
- *The challenges it conveys for migrant populations*

Since 1996 Denmark has had a law against discrimination on the labor market. The law states that an enterprise is not allowed to discriminate its employees on the grounds of:

1) Race, 2) ethnicity, 3) skin-color 3) religious beliefs 4) sexuality 5) national or social background 6) political beliefs, 7) age and/or 8) handicap.

This counts for both direct and indirect discrimination. The prohibition against discrimination applies to the recruitment, during the employment and at the dismissal (Ministry of Employment, a). Besides this the Danish law against discrimination based on ethnicity was introduced in 1971. The law of Ethnic Equal Treatment states that discrimination based on ethnicity or race is not allowed. This applies to multiple areas, e.g. all public places and all public and private enterprises (Retsinformationen, 2012, §1 §2 & Danmarks radio, 2001b) Furthermore, in 1969, Denmark signed the UN's international convention on the elimination of all forms of racial discrimination.

⁵⁸ Prohibiting discrimination on the basis of race or ethnicity in the context of employment but also in the accessing the welfare system and social security, goods and services.

⁵⁹ Prohibiting discrimination on the basis of sexual orientation, religion or belief, age and disability in the area of employment

The Danish laws against discrimination are in line with the current international laws on the topic and complies with both above-mentioned directives (CRS kompasset).

Since Denmark already had pre-existing non-discrimination frameworks the implementation of the directives has been modest (European Union Agency for Fundamental Rights, 2012). Actually the directive was in large part considered rather unnecessary by The Danish Local Government (KL) and the Danish Construction Association due to the already existing laws on the topic. In addition the directive and laws were not viewed as being equality promoting as the business oriented reason; many employers had introduced more inclusive policies within their organisation, due to larger migration flows. Beside this multiple employers questioned the effectiveness of a law. Some arguing that laws only send a signal and contain symbolic value but do not actually change people's behavior (European Union Agency for Fundamental Rights, 2010).

The implementation of the law did not result in the development of new training programs in diversity management, since the new laws were just included in the regular and pre-existing education and training. Some employers follow up the directive. The Confederation of Danish Employers (DA), the Danish Local Government (KL) and the trade union LO, cooperated and supported a joint 'integration-jobs' program (European Union Agency for Fundamental Rights, 2010). Both DA and LO are also involved in more recent initiatives to promote the inclusion of migrant on the labor market e.g. the so called three-part-agreement containing the development of the later-mentioned integration program IGU (see question 4.) (Gormsen, 2016).

There have also been negative debates of the directives. They have given rise to concerns about how the unskilled Danish workers might experience being deselected in favor of the migrants or refugees, thus making employment based on something else than the most qualified applicant; what is most favorable for the enterprise risk not being the ground or reason for employment. In line with this concern a representative for the Confederation of Danish Employers (DA) have stated that employers and enterprises should only focus on the most qualified applicant (European Union Agency for Fundamental Rights, 2010).

The Danish Board of Equal Treatment was established in 2009. This Board deals with complaints of discrimination in employment based on sex, race, color, religion/belief, political opinion, sexual orientation, age, disability, national origin, social origin and ethnic origin. The board also handles cases of discrimination based upon sex, race or ethnicity outside the Labor Market (Ankestyrelsen, 2014).

In Denmark one is protected against discrimination both regarding access to employment, education and all public areas but there has been debates concerning discrimination in the welfare system, in particular the introduced "integration-benefit."

The integration benefit was introduced in September 2015 and meant that citizens, who had not been resident in Denmark in 7 out of the last 8 years, would receive reduced benefits. This means that refugees and their families receive a lower benefit than Danes (Udlændinge- og integrationsministeriet, 2017 & Ritzau, 2016). This integration-benefit has been criticized by both the UN, the Institute for Human Rights, the Danish Refugee Council and the Red Cross for not living up to the UN's Convention for Refugees (Just & Jensen, 2015). Beside this the government tried to introduce a new law in 2014 differentiating the demands for working permit based on the persons nationality thus judging some citizen of particular

countries as being less suited for integration than others. This too has been criticized for not being in line with the law against discrimination and international conventions (Amnesty International, 2014).

4. Apart from the legal framework, which other policies in your country promote the inclusion of migrants and/or ethnic minorities in the labor market?

- *You may distinguish policies at the national, regional and local level (if applicable for your country)*
- *You may also refer to the role of different institutions (e.g. Ombudsman) involved in the processes of inclusion of migrants and ethnic/minorities*
- *Focus, if applicable, to the policies for the inclusion of migrants and ethnic minorities in SMEs*

The main focus here will be on refugees' inclusion, since many migrants already have to have job offers before gaining a working and resident permit.

There are multiple offers or arrangement that municipalities and enterprises can look to when considering hiring a refugee (Styrelsen for Arbejdsmarked og Rekruttering, 2017).

The municipalities are responsible for an effective process of integration. The municipalities have to be aware of the possibilities the enterprises have and offers, but of course this also means or calls for the enterprises to stay open and wish to contribute to the process of integration (Udlændinge- og integrationsministeriet, 2016)

Most commonly the municipalities establish the "Reception of refugees" through the local jobcenters, which is part of the municipalities (Dansk Flygtninge Hjælp, 2013). The jobcenters are amongst other things the connecting-link between enterprises and refugees. The enterprises communicate with the jobcenters if they want to employ a refugee, hear about the different arrangement and the like (Kommunernes Landsforening, 2016). The municipalities are obligated to quickly offer individuals in the integration programs a job-oriented approach (Gormsen, 2016), so the municipalities have to offer relevant programs for the refugees with the goal of securing jobs.

The enterprises, refugees and their families can make use of the following arrangements striving to increase the number of working refugees:

- 1) Traineeship: Making it possible for all enterprises to hire a refugee for a period of time without expenditures for wages. The number of refugees included per Enterprise through this arrangement is set on the basis of the amount of personal in the given enterprise.
- 2) Subsidized jobs: The possibility for enterprises to hire an unemployed refugee up to a year only paying part of the salary. The municipality or state (?) will pay a large part of the salary.
- 3) Mentor arrangements: A mentor can support the refugee in his or her work at the enterprise. The enterprise can get a grant for the expenses for such a mentor.
- 4) Employment orientated opkvalificering (upgrade?): In agreement with the enterprise the jobcenter can offer several upgrade courses for (opkvalificering) the refugee. This is without cost for the enterprise.
- 5) Upgrade of qualifications, in regard to ordinary employment.

6) Danish lessons: All citizens in the integration program have the right to free Danish lessons. This can be combined with the above-mentioned arrangements (Styrelsen for Arbejdsmarked og Rekruttering, 2017), ensuring that lessons are not an obstacle for possible employment.

7) Integration training (IGU): The IGU is a two-year course containing the combination of a paid internship at an enterprise and education with training compensation. The enterprise pays the salary but receives a bonus at 20.000 or 40.000 DKK depending on the length of the internship (Styrelsen for Arbejdsmarked og Rekruttering, 2017).

5. Please provide a policy (or two) on migrants' inclusion to the labor market that is considered as a 'good practice' or is an innovative practice and could be transferred to other European locations.

- *It would be great if you can identify a policy that is directed on migrants' inclusion in SMEs.*
- *In the case that it is difficult to identify a national good practice, then you may provide negative examples from your country on 'how not to do things'.*

The previously mentioned Integration training (IGU) can be considered a good practice due to the following:

1) The development of the programme is agreed upon by following "the Danish labor market model" meaning that the government and the labor market's partners have been cooperating. Thus important actors of the Labor market are involved and have an influence on the employment policy, wages and working conditions (Beskæftigelsesministeriet, b)

The agreement upon this integration programme has involved the government, the Confederation of Danish Employers (DA) and the trade union LO (Udlændinge- og integrationsministeriet, 2016a) which may increase the possibility of a successful implementation.

The initiatives in the Program aim at supporting both the municipalities, the enterprises and the employers in their contribution to a successful integration i.e. creating jobs for refugees (Udlændinge- og integrationsministeriet, 2016a).

There are many initiatives in the agreement, but three essential initiatives are:

- 1) The cooperation between municipalities and enterprises.
- 2) The early screening of refugees competencies and skills starting already in the asylum process (before refugees are distributed between the municipalities).
- 3) The flexible system combining Danish lessons and internships realizing that the refugees or family reunited does not need to master Danish before entering the labor market - but benefit from learning language outside the classroom. The language acquisition becomes more hands-on-oriented.

Also, deserving of mention, is the fact that Danish Education is for free for the first 3 years.

Part C: Diversity Policy and Practice in Companies (400 words)

6. In 2010, the European Commission, in promoting diversity management in companies across Europe, has launched the **European Platform of Diversity Charters** and published the "**Practical Guide to launch and implement a Diversity Charter**" (2015). It encourages companies in Europe to sign a Diversity

Charter on a voluntary basis combating discrimination and promoting diversity in companies. Diversity Charters are adapted on the needs and priorities of each country and are culturally specific.

- *What has been done so far in your country in regards to the implementation of Diversity Charters?*
- *What are the particular national characteristics of Diversity Charters in your country?*
- *How SMEs viewed the institution of Diversity Charters and what is their participation in signing Diversity Charters?*
- *Apart from Diversity Charters, are there any other initiatives in your country that promotes diversity management in companies and particularly in SMEs?*
- *What is the role of employers' organizations and trade unions in diversity management in your country?*

The Secretariat for the Danish diversity charter is the official national charter. It is driven by the Association "Nydansker" (eng. New Danes) and is established in cooperation with the ministry of Children, Equality, Integration and Social Affairs and the EU Commission. The Danish charter for diversity is a formal document, which companies, employers and the like can sign and hereby express their support to a diverse Danish labor market (Mangfoldighedscharter, om charteret). The employers and companies then have to live up and implement the values of the Charter in their practice.

The Danish Charter for Diversity unifies both regional and local charters in Denmark (European Commission, 2014). At the moment there are charters and activities promoting diversity in the three largest cities and several other municipalities are supporting the charter (Det danske charter for mangfoldighed, 2014a). Together the three cities have at least 1100 signatories (European Commission, 2014).

The Secretariat for the Danish diversity charter provides knowledge, tools for diversity management and network for the local charters and facilitates the exchange of experiences at all levels (European Commission, 2014). E.g. they have developed an e-tool containing 50 pieces of advice for handling everyday situations with diversity (Det danske charter for mangfoldighed, 2014b). The municipalities also provide knowledge, networks and tools for the employers (Det danske charter for mangfoldighed, 2014c).

In addition to the cities charters and their activities other enterprises promote the diversity management by offering guidance in connection with diversity management. E.g. CABI is such an enterprise. CABI is an independent institution under the Ministry of Employment. CABI offers methods, knowledge, tools and inspiration for jobcenters and enterprises, which can strengthen the cooperation between the two and the inclusive Labor Market. CABI offers courses in diversity and works as a consultant on the topic for enterprises (CABI, 2016).

The Association "Nydansker" - the ones behind Secretariat for the Danish diversity charter - offers several courses and the like about diversity, cultural meetings, management etc. (Foreningen Nydansker).

7. Please identify and briefly describe the funding opportunities at national level (if applicable, at regional and local level) for employers (and/or employers' organizations) and trade unions in relation to diversity management.

There are a number of funding opportunities for SME's although these are mostly applicable when applied for in cooperation with the municipalities, or other organisations relating to immigration and employment, such as the New Dane Association.

The Foundation of the Industry (Industriens Fond) funds and supports development and knowledge through innovative projects which can increase the competitiveness of the Danish Industry (Industriens Fond).

The Ministry for foreigners- and integration, supports municipalities, organisations, **employers**, schools, independent institutions and the like whose initiatives promote the involvement of immigrants in the democratic processes and combats ethnic discrimination (Udlændinge- og integrationsministeriet, 2015).

The **municipalities** can be supported financially within the following topics by the ministry of immigration and integration

- 1) Decisive and coordinated actions focused on methods ensuring an increased employment among refugees and immigrants in municipalities (Udlændinge- og integrationsministeriet, 2016b).
- 2) Actions supporting the spreading of industry-oriented approach which may strengthen thee municipalities' business-oriented efforts and ensure a boost in employment among refugees and immigrants from non-western countries (Udlændinge- og integrationsministeriet, 2016c).

8. Are there any available training programmes offered by State Services on diversity management for employers and trade union representatives?

- *Please try to response to the following topics in relation to the training programmes: who is the provider of such programmes, the frequency of the available programmes, the available budget of the provider, the way that the programmes are implemented (e.g. provided by the responsible agency or contracted to private agents), the eligibility criteria for participants and the rates of participation of the last couple of years.*

"Together on integration" (da. Sammen om integration) is an initiative connecting enterprises, Jobservice Denmark and the jobcenters in the municipalities with the aim of creating a cooperation working to integrate refugees into the labor market. The jobcenters are the enterprises' connecting-link to the refugees. The jobcenters also work together with the different educational institutions offering language courses (Sammen Om integration, 2016a)

"Together on Integration" organizes different arrangements with the collaborating services and enterprises about refugees and employment (Sammen Om integration, 2017). The partners in the collaboration are Jobservice Denmark, the local Jobcenters, New Dane Association, IntegrationNet, LG Insight and CABI (also previously mentioned) (Sammen om integration, 2016b). The partners are both state services and private enterprises.

All enterprises can join the initiative - no matter size (Styrelsen for Arbejdsmarket og Rekruttering, 2017)

So far the initiative has organized 20 arrangements in the period from august 2016 to the end of 2016. Only one arrangement is organized so far in 2017 (Sammen Om integration, 2017). But the enterprises can contact the partners themselves for guidance.

Part D: Integration of Migrants: Access to Employment and Services to the labor market (400 words)

- Please briefly discuss the availability of each of the following service for each group of migrants by the Public Employment Services (PES) (or other State Services) in your country:

Note: You may discuss topics about the duration, the content and the levels (if applicable) of services.

Services	EU citizens	Third country nationals	Refugees	Asylum Seekers
Vocational training/job related training			X	
Language courses	X	X	X	
Guidance/counselling	X	X	X	
Orientation courses			X	
Public work				
Job placement			X	
Other (please specify)			<ul style="list-style-type: none"> - Reception - Accomodation - Integration - Payment 	

Adult asylum seekers begin a so-called asylum seeker course, which is managed by the Department of Foreigners and additional operators, such as The Red Cross. The idea of the course is to inform the asylum seekers of the proces involved, and about Denmark in general, culture, democracy, etc.

In addition, adults have a right to training in Danish, English and IT. This is supplemented by various forms of job internships at the asylum center or externally at a company.

- **Are any of the above services addressed specifically to migrants working in SMEs?** If yes, please provide some details on the provided services.

Not as a starting point. But the IGU (Integrationsgrunduddannelse) established in 2015, aims at providing refugees and their families with the proper qualifications to maintain a job. The IGU lasts for two years and is an unpaid internship at a private company.

- **Are any private agencies involved or collaborate with PES or other State Services in the provision of the above services?** If yes, please (1) explain the reason of private agencies' involvement (e.g. limited capacity of PES to provide the services) and (2) the way of their service delivery (e.g. contracts between PES and private agencies).

In Denmark there are approximately 60 language centers that are responsible for providing Danish education to immigrants. Some centers are run by the municipalities themselves, approximately half, while the rest are private enterprises commissioned by the municipalities to handle it. Every 4 years the municipalities have the option of putting Danish education out for tender. Subsequently external partners can hand in offers on how to operate the education.

- **What are the main problems that service providers (e.g. PES, other State Services, and private agents) confront? (e.g. lack of expertise, limited resources, understaffing, limited capacities, budget constraints)**

All of the above can be found in the literature.

- **What is the percentage of migrant-owned SMEs in your country?** What kind of businesses migrants run? What kind of restrictions they confront? Are there any policies in your country that support the migrant-owned businesses? Please discuss.

It has not been possible to find information concerning the percentage of migrant owned SMEs in Denmark. We have contacted Statistics Denmark to see if they can make a special calculation, but they have not returned in time. We may receive it later, if at all possible.

In terms of what businesses are run, the table below shows that more than 50% of immigrants, regardless of western / non-western origin, primarily open businesses in the trade, food or hotel industry (Iværksættere med udenlandsk baggrund, 2009).

There are no specific rules that support migrant owned businesses as opposed to Danish owned businesses. But, a 2013 report from the Foundation of the Industries and the Foundation for Ethnic Entrepreneurship Promotion, concluded that it is no more difficult for an immigrant to open a business in Denmark, than for a Dane, although securing financing may be harder. (Indvandreres involvering i iværksætteri, 2013). The report also concludes that it is comparatively easier for an immigrant to open a business in Denmark, as opposed to surrounding countries.

	Personer med dansk oprindelse				Indvandrere med ikke-vestlig baggrund				Efterkommere med ikke- vestlig baggrund		
	Kvinder		Mænd		Kvinder		Mænd		Alle		
	Antal	Pct.	Antal	Pct.	Antal	Pct.	Antal	Pct.	Antal	Pct.	
Industri	757	7	136	4	36	3	15	3	4	2	
Bygge og anlæg	3.115	30	152	5	94	7	6	1	18	10	
Handel, hotel og restauration, mv.	2.282	22	1.180	38	823	63	222	52	93	52	
Transport, post og telekommunikation	500	5	41	1	74	6	5	1	19	11	
Forretningsservice mv.	3.258	32	1.042	34	207	16	97	23	32	18	
Personlige tjenesteydelser	328	3	553	18	70	5	85	20	12	7	
I alt	10.240	93	3.104	96	1.304	97	430	97	178	98	

PART E: INVOLVEMENT OF SOCIAL PARTNERS IN LABOR MARKET INTEGRATION OF MIGRANTS (500 words)

- Are social partners involved in any way in the general design of the labor market integration of migrants at national/regional/local level?

If yes, please respond to the following:

- *The way social partners are involved*
- *The institutional arrangement of their involvement*
- *Which social partners are involved? (e.g. trade unions, employers organizations, chambers of commerce, associations etc.)*
- *How you estimate the social partners' involvement in the integration processes of migrants in the labor market?*

Trade unions (LO), employer's organizations (DA) and (local) public authorities are all involved in the design of the integration path. This is done through meetings where representatives from all branches try to identify the obstacles and define solutions for facilitating the process.

The involvement of the various organisations is significant.

- Please provide concrete examples of social partners' initiatives on the integration migrants in the labor market and particularly in SMEs.
 - You may discuss about initiatives such as the establishment of Migrant offices or departments run by trade unions and employers' organizations, their scope and duties, on-going awareness raising campaigns, collaborations with non-governmental organizations and state services etc. but the practices they follow when negotiating for the conclusion or renewal of collective agreements.

Part F: Conclusion – Critical Appraisal (300 words)

- As a concluding remark and based on your input on the above topics, please critically provide a commentary on the situation of migrants' integration in the labor market and diversity management in your country. What is to be done and what are the most urgent national priorities? What could you suggest to trade unions and employers/employers' organizations?

Many of the challenges mentioned in the following are part of the previously mentioned agreement, "The three-part-agreement". This agreement can, due to the involvement of different actors on the topic, be viewed as a step in the right direction. (Though it can also be criticised for focusing too much on employment).

DA is positive towards the agreement due to it placing more responsibility with the municipalities (Dansk Arbejdsgiverforening, 2017).

Many of the following concerns call for a change in the administration at the municipalities and at the political level more than it calls for changes at the trade unions and employers.

1. Refugees and family-unified are often assessed as not being ready for the labor market. With the three-part-agreement municipalities should in larger part begin by considering refugees job-ready. Yet the municipalities continue to judge the refugees non-job-ready. There is a need for shifting the way in which municipalities view the refugees. The agreement states that lack of language should not be an obstacle for employment (Toft, 2017).

2. At the moment the refugees' competencies, job possibilities and the like are not taken into account when they are distributed throughout the municipalities. Refugees might experience being placed in municipalities where there are few jobs. The number of refugees allocated to a municipality should reflect the number of job opportunities in the municipality (Toft, 2017). The refugees should be placed in a municipality where their competencies can be used (Pedersen, 2015).

An early screening of the refugees' competencies should be implemented and take into account when a decision on placement is made. The municipalities in which the refugees are placed should have this information, making the process of matching refugees and enterprises easier (Toft, 2017).

3. The integration effort, i.e. how integration is prioritized, varies greatly across the municipalities, making the refugees' possibilities depend on whatever municipality they are distributed to. There is a need for a more uniform effort in the municipalities (Pedersen, 2015 & Toft, 2017).

4. In Denmark there is an increasing demand and expectation for high levels of education and many

refugees and migrants simply do not have this level of education (Ritzau, 2015 & Toft, 2017 & Pedersen, 2015). This could call for more screening, training and the like. Further it could also mean that jobcenters should focus on larger part on matching refugees with unskilled jobs (Toft, 2017).

5. It is a big challenge that approximately 70% of the enterprises do not get contacted by the jobcenters, who have to be the connecting link between the jobseekers and the enterprises (Toft, 2017), there might be many untapped opportunities.

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- MEDEF's official website: <http://www.medef.com/meDEF-tv.html>

Agencies / RH Organizations:

- Mosaik RH's official website: <http://mozaikrh.com>

- Ingeus's official website: <http://www.ingeus.fr>

Government agencies:

- Charte of Diversity's official website: <http://www.charte-diversite.com>

- Légifrance's official website: <https://www.legifrance.gouv.fr>

- OFII's official website: <http://www.ofii.fr/>

- HCI's official website: <http://archives.hci.gouv.fr/>

Associations / NGOs:

- France Terre d'Asile's official website: <http://www.france-terre-asile.org/>

Plateform :

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