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Introduction

This Dossier uses the content on the European Web Site on Integration to identify trends on what employers do to facilitate the integration of immigrants and how they do it, first with actions inside the workplace on recruitment and training, and then outside the workplace with corporate social responsibility schemes such as mentoring projects.

For the most part, working age immigrants who are employed work for a private sector company or a public sector institution: they are waged workers as opposed to self-employed entrepreneurs. Immigrants form a growing part of public and private sector workforces, up into the highest management levels. Employers have therefore a tremendous impact on the integration journey of immigrants.

1. Inside the workplace: diversity management

1.1. Commitments: ‘good governance’ and the ‘business case for diversity’

A 2011 report by the European Network Against Racism state that “while it is a democratic duty for the public sector to act upon and reflect the diversity of the population, for civil society and the private sector this is more a matter of good citizenship. By including integration in their employment, procurement and service delivery practices, governments at different levels not only demonstrate their commitment to integration, but also set a powerful example that may attract followers in the private and civil society sectors”.

Increasingly, public sector actors in Europe subscribe to this view – at least in countries with a large proportion of immigrants among their populations and/or longer experience of immigration. For instance, the Swedish Minister of Justice said in 2010 that “there are definite advantages when the police force mirrors the multicultural reality” and that “we need people with all possible perspectives so that we can serve the whole population. It is easier to build up trust in someone whom one can identify with”. In April 2013, the Swedish Agency for Government Employers reported that the proportion of civil servants with a foreign background had increased throughout the period 2003-2012: 15.2%, or 36 000 Civil servants, in Sweden now has a foreign background, while 23% of the Swedish population has a foreign background. In 2011, the UK’s Minister of State for Justice called for judges to be drawn from across the UK’s communities and stated that “the diversity of our

1 Persons who have foreign backgrounds are defined as persons who are foreign born, or born in Sweden with foreign born parents (see http://www.scb.se/Pages/SSD/SSD_SelectVariables.aspx?rid=29f6eaeed2d2e-4260-bd62-8e50b28d8ef6&productcode=&menu=2&px_tableid=ssd_extern%3aUtf5V6BkgTotNK)
judiciary, while improving, is still a long way from reflecting that of our country as a whole”. Nevertheless, a UK Supreme Court justice warned the year thereafter that it may take more than 50 years to achieve a diverse judiciary that reflects the makeup of society under current appointment procedures, and called for more positive discrimination measures. In Germany, National integration commissioner Maria Böhmer said in 2012 that the public sector served as a model for the rest of the labour market, and that the government should do a better job ensuring that the public sector reflects the demographics of the country – a statement applied in 2013 to the judiciary. Many German municipalities, alongside those in Denmark and the Netherlands for instance, set themselves targets for a workforce that reflects the composition of society.

Municipalities have also been active at European level and launched the Charter on Integrating Cities in 2010. As of September 2013, 30 cities, in their role as employer – but only one in an Eastern European country – have committed to:

- Take steps where required to reflect their city’s diversity in the composition of their workforce across all staffing levels;
- Ensure that all staff, including staff with a migrant background, experience fair and equal treatment by their managers and colleagues;
- Ensure that staff understand and respect diversity and equality issues.

‘Diversity charters’ originate, in fact, in the private sector. Such charters have often been initiated by large multinational corporations or business associations, supported sometimes by governments, equality authorities and civil society organisations. The first one was launched in France in 2004 (3,026 employers so far) and has since then been launched in Austria (2010, 104 employers), Belgium (2005, 147 employers), Estonia (2012, 17 employers), Finland (2012, 24 employers), Germany (2006, 1,596 employers), Ireland (2012, 11 employers), Italy (2009, 530 employers), Luxembourg (2012, 68 employers), Poland (2012, 79 employers), Spain (2009, 610 employers) and Sweden (2010, 10 employers). Since 2011, diversity charters benefit from the support of the European Commission through an exchange platform. A similar initiative also exists in Greece.

While the good governance idea – that organisations as corporate citizens should give something back to the society in which they make profits – has gained strength as diversity charters and similar commitments spread across Europe, the ‘business case for diversity’ continues to act as a powerful narrative to diversity management in the private sector – or as the German newspaper Die Zeit put it, “it’s more than social painting”. A 2012 study from top management consultancy firm McKinsey & Company analysed the composition of boards of directors and executive teams in 180 publicly traded companies in France, Germany, the United Kingdom, and the United States and found that, on average, companies with the greatest diversity in boards and teams achieved a 53% higher return on capital and 14% higher operating results (EBIT) than those with the lowest diversity. Similar studies have shown that “immigration lowers barriers to trade”, and that consequently employees with a migrant background are ‘must-haves’ for sales and export-based companies.
At European level, four major multinational companies committed to diversity and inclusion (SODEXO, L’OREAL, IBM, ADECCO Group), together with the European Trade Union Confederation and the European Union Against Racism, launched the ENAR Ad Hoc Expert Group on Promoting Equality in Employment in 2009 to share best practices and initiatives promoting equality in employment.

As with all commitments, it is the actions concretely set in motion, and means of assessing if they are successful, that are key – hence the current move from charters and declaratory statements to labels and certification (see later section 1.3), which, as we will see, have yet to prove their effectiveness in terms of outcomes.

1.2. Traineeships, recruitment and training

1.2.1. Traineeships and recruitment

1.2.1.1. Traineeships

The combination of the current youth employment crisis and the flexibility offered by traineeships in terms of pay and hiring has led both public and private sector organisations to use this type of work contract as a key instrument in their diversity management policies.

However, using traineeships as a diversity management tool is facilitated in countries with a strong professional apprenticeship culture, such as Austria and Germany with their dual-education systems for instance.

In Germany, many municipalities have set up positive action traineeship recruitment programmes for young immigrants, for their own administrations but also in cooperation with local employers’ associations. Berlin launched its ‘Berlin Needs You!’ campaign in 2006, which involves a close cooperation of 32 schools and 45 training organizations - including the Senate, the districts, the police, but also state-owned companies such as housing or water companies. It has since then witnessed a sharp yearly increase in the number of trainees with a migrant background in public bodies, from 8.6% in 2006 to 17.5% in 2011. In Hamburg, a similar campaign entitled “We are Hamburg! Will you join us?” was launched the same year and was equally successful (see the good practice box below). These initiatives in two of the largest cities in Germany, as well as others such as the Frankfurt’s Xenos project, greatly helped to mainstream the ‘intercultural opening’ of public administrations across the country.

In countries with a more classical internship culture, such as France, initiatives come mainly from the private sector. For instance, IMS-Entreprendre pour la Cité, a consortium of large corporations known for their corporate social responsibility work on diversity and inclusion, launched an internet portal specifically designed for students seeking internships. Large private sector firms also regularly
launch public commitments to facilitate the access of youth from sensitive neighbourhoods to company traineeships.

GOOD PRACTICE

"We are Hamburg! Will you join us?": Integration of young persons with a migration background in the professional training within the administration of Hamburg (Germany)

In October 2006, the Free and Hanseatic City of Hamburg passed a resolution aiming to increase the number in the application and professional training of young persons with a migration background within the administrative authorities of Hamburg (general administration, judicial authorities, authorities for the execution of criminal sentences, police, fire brigade and tax authorities).

To reach this objective, the municipality launched activities in three areas:

- Apprenticeship marketing: activities designed to appeal to and generate interest from potential young professionals with a migration background in the general public. This is achieved by co-operating with parents, schools, associations and the media. It is intended to increase the level of awareness of the scheme within the Hamburg administration for young persons with a migration background, and to increase the quantity of applications in a clear and lasting manner;

- Improving the application and selection process, for instance by increasing the value of ‘intercultural competences’ to reveal the potential of applicants with a migration background in an improved manner. This entailed also setting up equal treatment mechanisms while keeping the selection requirements high;

- Strengthening capacities before and during the training, through individual advisory support by the teaching staff at professional schools, educational management and the staff in the authorities and offices; and also through offering German language courses.

The programme is evaluated on an annual basis by scrutinising the statistics regarding the ratio of young people with a migration background among the new trainees within the Hamburg public administration of that particular year of reference.

As a result, the share of trainees with a migrant background rose from 5.2% in 2006 to 16.5% in 2011, and more than 20% in the general administration. Hamburg’s campaign won several prizes, such as the 2008 national competition on integration, and has been recognised as a best practice internationally, for instance by the European Public Service Union.

1.2.1.2. Recruitment

In several EU countries, public employers are prevented by national rules to hire third-country nationals. In France, for example, third-country nationals are excluded from 30% of all French jobs, including “public sector jobs (e.g. permanent civil servants), 50 professions in the private sector (e.g. veterinarians, pilots, tobacco shop owners) and from starting a business in many regulated professions (e.g. lawyers, doctors, architects and pharmacists)”. 
According to the Migrant Integration Policy Index Estonia, Italy, Greece, Lithuania, Poland, Slovakia and Slovenia also forbid non-EU residents from being hired by public employers.

However, as public employers realise that they have been missing out on migrants’ full economic potential, changes have occurred recently in some countries. In Belgium, for instance, non-EU residents have access to public service jobs of the Wallonia-Brussels Federation since 2012, and the access has been widened in 2013 to extend to teaching jobs.

The restrictions mentioned above do not apply to second and third generation immigrants who have acquired EU nationality, nor does it apply, for instance, to non-permanent public sector contracts. In France, public employers have therefore resorted to these means to diversify their workforce.

Private employers, on the other hand, enjoy far more flexibility in hiring third-country nationals and have pioneered innovative recruitment instruments for promoting diversity and equal opportunities.

Such instruments are also evolving. Private and public sector employers now benefit from a very wide range of tools designed to increase workforce diversity, as well as assistance and support in using them. In addition, the growing list of tools described on the EWSI over recent years shows that they are used in more countries than before. Examples of such tools include:

- External help desk assistance and support in implementing diversity management, whether through public employment service such as in Croatia or through specialised diversity consultants as in Spain. Increasingly, such services focus on small and medium enterprises, which have more difficulties in internalising diversity management practices.

- Tools that make the recruitment process as objective as possible, so as to counter discrimination. The use of anonymous CVs is decreasing following unconvincing assessments in France and Belgium, but has been gradually replaced by other practices, such as ensuring that recruitment selection committees reflect society’s diversity; interactive role plays that reveal how stereotypes affect the recruitment process; and sample job tasks that assess performance and aptitude without taking into account academic credentials and previous work experience: performance tests, simulations, work samples, and realistic job previews.

- Situation testing, whereby discrimination in recruitment is put in evidence by showing the preferential treatment that a candidate without a migrant background received over a candidate with a migrant background. This instrument is used by an increasing range of
actors: corporations, employer associations, trade unions, national and local authorities, etc; and is now being studied in other countries, such as Poland for instance.

GOOD PRACTICE
Diversity policy of Groupe Casino

Groupe Casino is a French mass retailer with operations around the world, created in 1898. The company started a diversity policy in 1993, when they signed an agreement with public authorities for developing anti-discrimination tools in recruitment.

Its diversity policy involves the following actions.

Simulation recruitment

In France the Group has been using the simulation recruitment method for numerous posts since 1997. Candidates are selected on the basis of their performance in real scenarios. This means that candidates with few qualifications can find employment by drawing on their skills and motivation without using their CVs.

The method is implemented in collaboration with national employment offices. In 2009, the process was extended to local management positions. Since 2008, over 2,500 people have been hired using this method.

Voluntary situation testing

The company launched its first voluntary situation testing in 2008, in the framework of the Averroès project funded by the EU EQUAL programme. Each test consists of getting two fictitious candidates, who differ only in terms of their hypothetical origin, to apply for the same job. In line with its commitment, the Group carried out a second voluntary testing exercise in 2011, in cooperation with social partners. Results of the second testing were published in July 2012 and showed that the difference in treatment of the two fictitious candidates had been reduced by 19%.

Recruiting youth from priority urban neighbourhoods

Over the period 2008 - 2011, some 4,440 people from deprived urban areas were given open-ended contracts or fixed contracts for over 6 months (of which in 2011, 640 people under 26 years of age and 809 young trainees, in addition to 322 on work-placement schemes).

In 2011, the Casino Group decided to continue its commitment to the residents of priority neighbourhoods and in January 2012 it signed up to the National Corporate Commitment for jobs in priority neighbourhoods, aiming to recruit at least 850 people from these areas in 2012, including 500 trainees and 150 people on work-placement schemes.

It also concluded an agreement in 2012 with ACSE (National Agency for the Promotion of Social Cohesion and Equal Opportunities) as part of its campaign to recruit 500 work-placement students studying for the Certificate of Professional Aptitude (CAP) in the food preparation sector. It also strengthened its partnership with the Christophe Tiozzo Academy, providing support for its employment programme.
Furthermore, in 2010 the Casino Group, which is a signatory to the Apprenticeship Charter, launched the **first company website dedicated to apprenticeship**.

**Diversity label**

Having signed up to the Diversity Charter along with 40 other major companies as early as 2004, the Casino France supermarkets were awarded the Diversity Label by AFNOR Certification in 2009, a label which rewards companies that have an exemplary diversity policy. Certification has been renewed in 2012 for 4 years. Casino is the first retail group to receive this label.

### 1.2.2. Training and service provision

As the growing list of available material on the EWSI in this area shows, intercultural training is undoubtedly the diversity management component that is most widely used in terms of actors and countries. Whether training courses target immigrants themselves or native workers, they are taking place in a wide range of sectors: employment, nursing and care, schools, libraries, army, general administration, etc. Even **Gaelic football referees** receive intercultural training!

Training courses also differ largely by scope and remit: some of them may involve a non-evaluated one-time training session simply designed to deal with colleagues from different cultural backgrounds; while others are externally-assessed complex schemes which aim at mainstreaming diversity across an organisation’s internal operations, particularly in service-provision. The common thread is that organisations now know that their workers and their customers are increasingly diverse, and that they must take steps to ensure that their working and service-providing arrangements reflect this diversity.

**GOOD PRACTICE**

**Intercultural Mediation in Selected Hospitals in Greece**

This project focused on intercultural mediation in healthcare as a dynamic process aiming to facilitate effective communication between immigrants (mainly third country nationals) and their doctors, the nursing staff and administration of hospitals, with a view to ensuring better access to healthcare.

The project involved a 40-hour training course (in class and through eLearning) on:

- Perception of health and illness
- Health care within the structures of the Greek national health system
- Intercultural Mediation
- Networking
- Duties of the Mediator
- Ethics.

Intercultural mediators acquired the appropriate skills and practices of mediation in order to take up of their role and provide reliable service within the highly demanding environment of Greek hospitals. To support the work of intercultural mediators, a coaching system was designed and ran
alongside a call centre service.

The project was implemented in two phases. The first phase in 2011 included hospitals in the broader area of Athens and Thessaloniki, and in the second phase in 2012 involved hospitals all over Greece.

In total:

- 224 people from 20 nationalities and speaking 28 different languages were trained as intercultural mediators, as well as supervisors, coordinators and call centre agents
- 46 hospitals were involved
- The intercultural mediation service benefited 16,383 patients throughout the country

The project was so successful that several hospital managers requested the project to continue, and several hospitals that were not included in the project sent requests to be included at a later stage.

The project was co-financed by the Ministry of Interior (25%) and the European Fund for the Integration of Third Country Nationals (75%).

GOOD PRACTICE

**NewIn, the METRO Group’s intercultural partnership program** (global)

**METRO GROUP**

Metro AG, otherwise known as Metro Group, is a German global diversified retail and wholesale/cash and carry group based in Düsseldorf, Germany. It is the fifth-largest retailer in the world measured by revenues.

Some 290,000 employees from 150 nations are working at METRO Group worldwide. The increasing level of internationality in the METRO Group reflects the rising level of cultural diversity in society. Immigration and changes of international work locations have become common features of today’s work life.

NewIn is an intercultural partnership program between NewComers (new employees) and InSiders (experienced staff members). It brings together NewComers from different countries, cultures and outlets and experienced InSiders. NewIn supports the integration of new employees in the corporate culture of METRO Group.

The program is constructed to help new employees to quickly adapt to their new working environment with the help of an experienced colleague. The program provides a basis to broaden both partners’ horizons and to exchange views and experiences.

InSiders are the NewComers’ contact persons, advisors and partners in the company. They help new employees during the initial period in their new work environment. InSiders and NewComers share professional, cultural and personal knowledge and experiences. They learn from each other and gain valuable new perspectives and impressions.

Partnerships between participants at the same location are arranged through an automatic matching process. Within a period of three to six months (or optionally longer) the InSider helps the NewComer to get to know the corporate culture of the METRO Group, new colleagues, habits and
customs. In return the InSider receives new information and insights of a different culture. Regular personal meetings based on mutual respect and goodwill form the basis of NewIn. After six months the METRO Group awards a certificate to the participants. NewComers are also given the opportunity to become InSiders. InSiders who enjoyed passing on their experienced are welcome to support another NewComer.

Anonymous questionnaires facilitate detailed feedback.

The program benefits primarily new employers and experienced staff members that are directly involved in the partnerships. However, the employer itself also benefits as new employees can effectively start to work quickly and without a lengthy orientation period. The employee turnover of the company is also reduced by intensive integration.

**GOOD PRACTICE**

**Diversity management in the Spanish police (Spain)**

**Strategies for Effective Police Stop and Search (STEPSS)**

The STEPSS was an initiative carried out in three countries, Hungary, Bulgaria and Spain. In Spain, more concretely, the project took place in Gerona and Fuenlabrada (suburb of Madrid). The project was designed to address ethnic profiling in the police forces, improving the relationship between police and people with a migrant background. To achieve this, police forces received assistance in developing tools to monitor the use of identity checks and stop and search powers, to determine whether they affect people with a migrant background in a disproportionate manner, and to enable an analysis of their effectiveness in detecting and investigating crime.

Over the six months of data gathering, the police in Fuenlabrada reduced over-representation of people with a migrant background in the number of stop and search arrests. They achieved a dramatic decrease in stops of Moroccans from 9.6 times more often than Spaniards in the beginning of the project to a ratio of 3.4 at the end.

The project was sponsored by the European Commission’s AGIS programme and by the Open Society Foundation.

Its success contributed to mainstreaming diversity management within the Spanish police which subsequently developed the following tools:

- Setting up a multi-stakeholder platform specifically devoted to diversity management activities with the police
- Adopting a manifesto for police diversity management
- Delivering training sessions to police officers and compiling a handbook for training security forces in identifying and recording racist or xenophobic incidents

1.3. Evaluation and certification

One of the most clearly identifiable trends in diversity management in recent years is the development of external audits, often by certification organisations, that assess results in relation to commitments, with a view to certify progress and deliver labels or awards.
Recognising such developments, the Commission awarded its 2010 EU Journalist Award to a paper assessing the various diversity labels currently in place in France. The Label Diversité, awarded by the French certification organisation AFNOR, is the most cited example of such tools. This label is awarded for two years after a thorough audit. Its recipients include private sector companies, municipalities and public administration bodies. However, as the OECD suggests in its 2013 report on migration, labels certify that means to counter discrimination and to promote equal opportunities are in place but they do not guarantee that such means are effective in terms of outcomes.

As these tools grow in popularity, they are also applied ‘down the chain’: in France, municipalities now deliver their own labels to certify the employment practices of local organisations.

The use of labels and their impact on immigrant integration could be multiplied when the new EU public procurement directives – which are currently being discussed at the European Parliament and the Council – are adopted as they may allow for such labels to be taken into account for selecting and/or awarding public contracts under certain conditions.

Other types of external audits aim, for instance, to combine assessment and exchange of good practice through peer-reviews. The DIVE project, which was highlighted by the European Commission as a successful benchmarking process in its European Agenda on Integration, assessed the diversity management practices of four European cities.

### GOOD PRACTICE

**Ethnic Friendly Employer (Czech Republic)**

The Ethnic Friendly Employer (EFE) is a label awarded to Czech employers who declare their support for equal treatment and implement this principle in their employment policies and practices. The idea is to create a specific and visible symbol comprehensible to the majority population as well as ethnically disadvantaged groups. The EFE brand is awarded after a thorough inquiry by IQ Roma Service, Romea and Charita Olomouc.

The certifying process involves the following steps.

1. **An interview with the employer’s representative (management)**

   An interview with the employer’s representative is conducted on the subject of measures adopted by the employer to ensure a non-discriminatory environment.

   The following questions are asked:

   - In what way is the question of anti-discrimination/equality treated formally, i.e. by internal regulations?
   - In what way does the management distribute information on anti-discriminatory measures among the employees?
   - Is the procedure for submitting and handling complaints or any suggestions incorporated in the regulations and are the employees (or clients) sufficiently acquainted with this procedure?
If discrimination occurs, how would such a case be dealt with?

Were complaints ever submitted in the past or were there problems in connection with the question of the ethnicity of an employer on client, business partner, job applicant etc.?

2. Study of relevant written in-house regulation

The first part of the investigation focuses on getting acquainted with relevant written in-house regulations - i.e. with regulations concerning the personnel issue in general.

Relevant written in-house regulations are analysed in terms of:

- Equality of treatment of the employer’s employees of various ethnicities both in the phase of selecting and employing new employees.
- The employees' access of further education, development and possibilities of promotion.
- Regarding employee wages and other areas.
- Clauses imposing obligations on the employees or on the managers to observe the principle of equal treatment.

3. Interviews with ordinary employees of the applicant

The second part is interviews with ordinary employees of the applicant which are to define the level of their acquaintance with these measures. It is possible to talk both with several employees of minority ethnicities and with the members of the majority.

The following questions are asked:

- Whether the employee is aware of the existence of internal regulations which we evaluated in the first part as pivotal in terms of anti-discrimination.
- Whether the employee commonly has access to these regulations (where specifically s/he can check them)
- What the employee would do if s/he happened to be a victim of (ethnic) discrimination at work, or what would s/he advise to a colleague complaining of unequal treatment at work (by which we identify both how widespread the awareness of the process of complaining is, and how and whether individual management levels communicate with their subordinates - coexistence of both formal and informal procedures is an ideal).
- Whether the employer experienced, personally or indirectly, ethnic discrimination in the company in the past (whether on the part of his/her colleagues of superiors), and if so, in what way the situation was handled and what the result was.

4. Certification of the applicant

For purposes of the promotion of the certification event in the media, it is useful to cooperate with appropriate governmental institutions which can provide official patronage, premises for the certification ceremony, contacts with the media and opportunity to combine the event with some of its own promoted projects.

5. Presenting and promoting in the media

Promotion in the media is also one of the most essential factors which may encourage the employer
to struggle for the EFE Brand, and to cultivate the environment both in his/her own company and in the surrounding society.

59 employers have been certified so far. The project is funded by the Ministry of Labour and Social Affairs at national level, and by the European Social Fund and the PROGRESS programme.

2. Outside the workplace

2.1. Corporate Social Responsibility

Corporate social responsibility (CSR) refers to companies voluntarily going beyond what the law requires to achieve social and environmental objectives during the course of their daily business activities. CSR activities cover many themes, ranging from environmental protection to fair trade and social inclusion. Migrant integration is an area of CSR work, although not the most prominent one. Public and private employers use CSR activities to impact on migrant integration through different means, such as:

- Socially-responsible procurement, such as supplier diversity policies. For more information and examples of good practice, see the EWSI Integration Dossier on this issue.
- Grant-giving corporate philanthropy. Corporate foundations are primarily set up by large multinationals as a separate branch devoted exclusively to CSR activities. For instance, a group of foundations – several of them corporate foundations, such as the Compagnia di San Paolo, the Robert Bosch Stiftung or the Fudació La Caixa – have set up the European Programme for Integration and Migration, a grant-giving programme. Public sector companies are also involved in such activities: for example, Correos, the Spanish postal company, funds since 2007 the Red Cross-operated internet portal mirar.org, in support of migrant integration.

During the last decade, CSR platforms have been launched in nearly all EU countries and some of them are active in the migrant integration field, such as IMS-Entreprendre pour la Cité in France and GRACE in Portugal. The latter has also recently launched the ENGAGE mentoring project, in which corporate volunteers use their professional / academic knowledge or their personal experiences to help immigrants by providing access to their professional networks, advice on applying for jobs, interviews, employment culture, evaluation of job possibilities, etc.

Such platforms cooperate at European level through CSR Europe, and dialogues with the EU through a multi-stakeholder forum. Indeed the European Commission has been increasingly active on CSR in recent years, publishing a new Communication in 2011, adopting measures to stimulate funding of social businesses, and launching calls for proposals to promote private partnerships on social inclusion and labour market integration. In recent years, the Commission funded several research projects, the latest one on CSR impact measurement and analysis. It recently released a CSR guide for small and medium enterprises, thereby recognising that one of CSR’s current challenge is to mainstream such policies beyond large corporations.
2.1.1. Mentoring and sponsoring

A core aspect of corporate social responsibility is mentoring. As a technique, mentoring has been used in integration matters for a long time. There are numerous examples of state-sponsored schemes and civil society initiatives in schooling, general integration orientation, for preventing radicalism among migrant youth, entrance on the labour market etc.

While the involvement of public and private employers as such in these schemes seems to grow, it is hard to establish a definitive trend in that matter. The EWSI nonetheless provides interesting good practice examples involving private sector employers.

However, there has been a marked increase in the involvement of private sector employers in creating awards and prizes for migrant entrepreneurs. Such prizes are created to recognise a contribution to the economy as much as to provide successful role-models for immigrant youngsters. In Spain and in the Netherlands, these awards have been initiated by entrepreneurs’ associations; while in Italy, the MoneyGram company – well-known to migrants who send remittances to their families back in countries of origin – launched a similar initiative.

GOOD PRACTICE

Mentoring Für MigrantInnen (Austria)

The “Mentoring for Migrants” programme was established in 2008 at the initiative of the Federal Economic Chamber (WKO) in cooperation with its project partners, the Austrian Integration Fund (ÖIF) and the Labour Market Service (AMS). Within the framework of this programme, well-connected members of the business community support qualified people with a migration background in their efforts to participate in the Austrian labour market. “Mentoring for Migrants” is a unique project in the German-speaking region. To date, over 700 mentoring pairs have been formed, and numerous mentees have already gained a foothold on the Austrian labour market, not least thanks to support from their mentors.

The “Mentoring for Migrants” project is targeted at people with a migration background who meet the minimum requirement of a completed apprenticeship or have undergone higher-level training, have a sufficient command of German and are permitted to access the Austrian labour market. The mentors are members of the business community with sufficient experience and social skills.

The central element of the programme is the matching process, i.e. the bringing together of mentors and mentees; this is the responsibility of the project sponsors. Finding wellsuited mentoring pairs is essential for the successful development of the mentoring relationship and therefore demands particular attention and sensitivity. To obtain a good match, special attention is paid to occupational (e.g. sector, type of training) and regional factors (e.g. target markets of the company, region of origin of the mentee) as well as language skills. The objective of the project is to ensure a mutually enriching exchange.

Two examples of successful matching:

- A project participant with IT training finds a mentor working in the IT sector.
- An executive of a company with intensive business relations with Serbia finds a mentee of Serbian origin.
About five hours per month are dedicated to the mentoring partnership, which is intended to last for six months. Among other things, mentors support their mentees when applying for a job, e.g. by simulating job interviews or referring them to people they know. Moreover, they can offer valuable feedback in the form of a reality check, informing mentees about realistic possibilities of putting their qualifications and their work experience gained abroad to good use in Austria.

Some examples of the outcome of a mentoring partnership:

- Development of a career plan and steps towards its implementation
- Identification and organisation of useful further training
- Establishment of contacts
- Advice for job applications
- Helping the mentee to get invited to job interviews
- Developing the mentee’s confidence in his/her own strengths
- Establishment of a business plan

As of July 2012, over 700 mentoring pairs have been formed. After every project cycle an evaluation is performed. Here are some of the most recent results:

- 79 % of the mentors appreciate mentoring as a very meaningful instrument, 24% as a meaningful instrument for the integration of migrants into the labour market.
- 44 % of the mentees have already been integrated into the labour market.
- 80 % of the mentors feel that they themselves derive a benefit from the programme.

GOOD PRACTICE

**Mentor families in the workplace** (Denmark)

Every year, Danish companies have to say no to large assignments and pay large sums of money for re-recruitment, because it is difficult for them to get foreign employees to stay on. High salaries are not sufficient - but what does it then require?

Surveys show that it is often lack of social networks in the workplace and in the local community that makes worker migrants leave. Therefore the Ministry of Integration and nine Danish companies wanted to develop a family-based mentor arrangement to focus on social integration.

In the project "mentor families in the workplace", seven companies successfully established mentor family relations between the company's Danish and foreign colleagues and their families, in order to integrate and maintain employment for workers with an ethnic minority background.

Employees were offered the opportunity to be host families and mentors for a colleague and his or her family. The idea of offering experiences rather than appealing to social responsibility proved efficient.

An unexpected high numbers of Danish families signed up for the project. So many that many had to turn down. 58 mentor families joined the project - a total of 29 pairs of mentor families. The families met in the period June-December 2008. Danish families introduced migrant families to the
workplace and the local community - and migrant families taught the Danes how to better introduce foreigners to the workplace and make them want to stay. The families developed significant relations with new families - and in many cases new friendships developed.

43% of the foreign participants believe that the project increases the likelihood that they will stay longer in their current workplace than they were planning to. 38% believe the project increases the likelihood that they and their families will stay longer in Denmark than they were planning to.

There is also a further interesting side-effect: 20% of the Danish participants find that the project has increased to likelihood that they will stay longer in their current workplace.

2.2. Lobbying and policy influence

Employers and business associations are often involved in policy discussions regarding labour migration and work permits. In Lithuania, for instance, employer associations are currently lobbying the government for increased liberalisation of labour migration policies. In Latvia, employer associations are part of the consultative board of immigrant integration, and of the council that oversees integration policy. In the UK, representatives of the recruitment industry openly lobby the government for flexible labour migration policies.

However, they seem to be less involved on other aspects of integration policies. It is harder, for example, to identify trends on the influence of employers in designing the employment aspects of integration courses. An example of such involvement is in the Netherlands, where the government stopped financing mandatory language courses in 2013. Private sector employers have therefore been called upon to finance and arrange language courses so that their personnel learn to speak Dutch. After many consultations, the social partners agreed to insert paid language courses into the collective labour agreement of the cleaning sector.

Similarly, a 2013 IOM report indicates that throughout Europe employers are rarely involved in designing foreign qualifications recognition policies and tools. The report highlights a good practice from the Netherlands, where the Training and Development Funds set up by the social partners (industrial branches, trade unions, and employers’ organizations) participate in the design of assessment methods.

The picture seems to be the same at European level. European employer associations may participate in specific discussions regarding labour migration, but are less involved in consultations on other aspects of integration policies. For instance, none of these associations responded to the Commission’s consultation on the right to family reunification of third-country nationals living in the EU. And they did not reply to consultations on the Global Approach to Migration and the one on the future rules on the entry and residence of non-EU national researchers, students, school pupils, unremunerated trainees and volunteers in the EU. The Commission, on the other hand, has promoted the role of employers in granting migrants access to the labour market, for example in the development of European Modules on Migrant Integration, more particularly in the third module on 'The active participation of immigrants in all aspects of collective life'.

At the European Economic and Social Committee, where employers form one of the three member groups alongside workers and representative of civil society, work on migration and integration during the last decade seem to have been produced more by representatives of workers than of other groups.
Conclusion

Public employers increasingly subscribe to the principle that their employment and service-provision arrangements should reflect society’s diversity. Private employers share a growing concern to act as ‘good corporate citizens’, while underlining the ‘business case for diversity’ to justify diversity policies to shareholders. However, these developments do not occur in a uniform way across Europe and no trends are easily identifiable about the action of employers on diversity at European level.

In translating these concerns into practice, public and private employers have developed a wide range of innovative tools to promote diversity and equal opportunities in recruitment and training. Progressively, external audits and certification processes ensure that employers have the means to practice what they preach, and that their diversity policies have the potential to impact positively on people with a migrant background. Nevertheless, there is currently not enough monitoring data to confirm that diversity management instruments are effective in terms of outcomes.

Employers now know that, ultimately, they are the beneficiaries of corporate social responsibility actions that develop and strengthen the capacities of migrants to realise their full economic potential. At a time of high unemployment and shrinking welfare, national authorities and European Union institutions increasingly recognise the role of employers in ensuring that all society members, including migrants, can access the labour market on an equal footing.